

# UNIFIED FIRE AUTHORITY

Adopted Budget  
2018/19 Fiscal Year



*Proposed Budget Presented to UFA Finance Committee*

*April 3, 2018*

*Proposed Budget Approved by UFA Finance Committee*

*May 1, 2018*

*Tentative Budget Approved by UFA Board of Directors*

*May 15, 2018*

*Budget Approved by UFA Board of Directors*

*June 19, 2018*

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## INTRODUCTION & PROFILE



*Overview of UFA*

*Board of Directors*

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# OVERVIEW OF UFA

UFA is Utah's largest fire agency with 674 employees serving over 400,000 residents in nine cities and five townships in Salt Lake County and Utah County along with all the unincorporated areas of Salt Lake County:

- Town of Alta
- Copperton Township
- Cottonwood Heights City
- Eagle Mountain City
- Emigration Canyon Township
- Herriman City
- Holladay City
- Kearns Township
- Magna Township
- Midvale City
- Millcreek City
- Riverton City
- Taylorsville City
- Unincorporated Salt Lake County
- White City Township

UFA staffs 17 engine companies (11 four-handed and 6 three-handed), seven ladder companies (all four-handed), 12 ambulance crews, three Battalion Chiefs, and one District Chief every day from 23 fire stations. UFA responds to over 28,000 calls per year throughout the valley. Other services provided include Water Rescue, Heavy Rescue and Hazardous Materials response. UFA is also a co-sponsor of Utah Task Force 1, one of 28 FEMA Urban Search and Rescue Teams. In addition its 23 fire stations, UFA operates facilities for Salt Lake County Emergency Management, Fire Investigations/Bomb Squad, Wildland, Urban Search & Rescue, Logistics, Medical & Fire Training, and Administration.

Of the 674 staff; 418 are full-time firefighters, 56 are full-time civilian, and 200 are part-time or seasonal staff. UFA provides advanced life support care and transport, heavy rescue, and hazardous materials response with front line staffed units. In addition, UFA provides emergency management services for Salt Lake County, Fire Management services for Camp Williams, and is the sponsoring agency for Utah Task Force 1, a federal Urban Search and Rescue Team.

UFA operates under the direction of the UFA Board of Directors. These board members are directly appointed by the agency they represent giving the agency local control. The Fire Chief serves as the Chief Executive Officer and is the highest-ranking officer at Unified Fire. The Assistant Chiefs are second in command and oversee all the day-to-day operations of Unified Fire Authority.

UFA's vision is to enhance and protect the safety and well-being of our community. We value integrity, professionalism, respect, accountability, teamwork, dedication, and courage.

# OVERVIEW OF UFA

## History of UFA

On November 21, 1921 Salt Lake County Fire Department was formed under the direction of Chief Albert Marriott. Throughout the department's history, members have worked to enhance fire service and improve service delivery to the residents of the Salt Lake Valley. The department was instrumental in helping with the development and design of the first water carrying engines to be used in the Midwest while also addressing the need for rapid transport to the hospital and starting an ambulance service.

Salt Lake County Fire continued to grow, morph, and solidify through the decades. During the 1970's the department certified all employees as EMT's. A few years later, the department participated in some of the first Paramedic training offered to Utah Firefighters by sending nine Firefighters to Los Angeles, helping pioneer the Paramedic program for the State of Utah. UFA has since created its own Paramedic School that is one of only a few fire department based medic schools in the county. Over the next several years, the department started to create specialized response teams such as HazMat, Heavy Rescue and Wildland Teams.

Discussions for the formation of a unified fire department within the Salt Lake Valley began in 1998. For many years, Salt Lake County Fire provided emergency services to several contract cities in addition to the Unincorporated Salt Lake County. While each city appreciated the service delivery of the County Fire Department and wanted to move forward with the relationship, they also recognized some problems with that relationship. There was no direct avenue for the elected officials of their respective cities to vote on current issues or budget proposals. Also, changes in the service package for one city might affect another city detrimentally. These points, along with administrative concerns for the ability to develop and carry out long term planning added to the need to move the department in a different direction.

In September 2003, each of the respective mayors came together, with the voting approval of their councils, and signed a 50-year agreement creating the Unified Fire Authority. In 2004, the Fire Department ceased operation as a County government entity and became the Unified Fire Authority (UFA), a quasi-governmental organization. At the same time, Salt Lake County leaders worked within the Utah State Legislature to make changes to laws regarding the creation of a Fire District. Once the legal issues were resolved, the County Council took steps to create a fire district for the unincorporated areas of the County. Unified Fire Service Area (UFSA) was formed, and quickly joined the UFA. The UFSA is a Special Service Area that pays for its services with a property tax.

Entities belonging to the UFA may choose whether to pay for services through their own funding or may choose to join the UFSA. Regardless of how an entity joins, they are an owner of the UFA. As an owner of the UFA, members have authority over the budget and local control over the agency.

# UFA BOARD OF DIRECTORS

Holladay City

Robert Dahle, Chair

Kearns Township

Kelly Bush, Vice Chair

Town of Alta

Harris Sondak

Copperton Township

Kathleen Bailey

Cottonwood Heights City

Mike Peterson

Emigration Canyon Township

Gary Bowen

Eagle Mountain City

Tom Westmoreland

Herriman City

Nicole Martin

Magna Township

Eric Ferguson

Midvale City

Robert Hale

Millcreek City

Jeff Silvestrini

Riverton City

Sheldon Stewart

Salt Lake County

Richard Snelgrove

Reid Demman

Taylorsville City

Kristie Overson

White City

Allan Perry

# UFA COMMAND STAFF

Fire Chief

Dan Petersen

Executive Assistant

Michelle Roper

Chief Legal Officer

Brian Roberts

Assistant Chief – Support Services

Mike Watson

Assistant Chief – Emergency Operations

Steve Higgs

Assistant Chief – Administration & Planning

Jay Ziolkowski

Chief Financial Officer

Tony Hill

Director of Communications

Nile Easton

Strategic Data Manager

Talsan Schulzke

**UNIFIED FIRE AUTHORITY BOARD**  
17 Elected Officials from Cities, Townships and Salt Lake County Council

**FIRE CHIEF**  
Dan Petersen

**Legal**  
Chief Legal Officer  
Brian Roberts

**Strategic Data Manager**  
Talsan Schulzke

**Executive Assistant**  
Michelle Roper

**Administration and Planning**  
Assistant Chief  
Jay Ziolkowski

**Support Services**  
Assistant Chief  
Mike Watson

**Emergency Operations**  
Assistant Chief  
Steve Higgs

**Finance**  
Chief Financial Officer  
Tony Hill

**Information Outreach**  
Director of Communications  
Nile Easton

**Human Resources**  
Director  
Arriann Woolf

**Administrative Assistant**  
Cyndee Young

**Operations Support**  
2 Captains

**Accounting**  
Sr. Accountant  
Kate Turnbaugh

**Admin Coordinator**  
Kathy Devoogd

**Special Enforcement**  
Division Chief  
Steve Ball

**Fire Prevention**  
Fire Marshal  
Division Chief  
Brad Larson

**Wildland**  
Division Chief  
Riley Pilgrim

**Acct Pay/Receivable**  
Purchasing Manager  
Michelle Peterson

**Communications Assistant**  
(Part Time)

**Compliance and Records**  
Compliance Officer  
Lana Bumingham

**Emergency Management**  
Division Chief  
Clint Mecham

**Fire Training**  
Division Chief  
Matthew Rhoades

**Payroll**  
Accountant  
Greg Fisher

**Media Relations, Community Events, Public Education and CERT**  
3 Public Information Officers

**Health & Safety**  
Captain  
Mike Greensides

**Information Technology**  
Director  
Jarin Blackham

**Medical**  
Division Chief  
Wade Watkins

**Emergency Response**  
3 District Chiefs

**Battalion 14**  
4 Stations

**Battalion 11,12,13**  
9 Battalion Chiefs

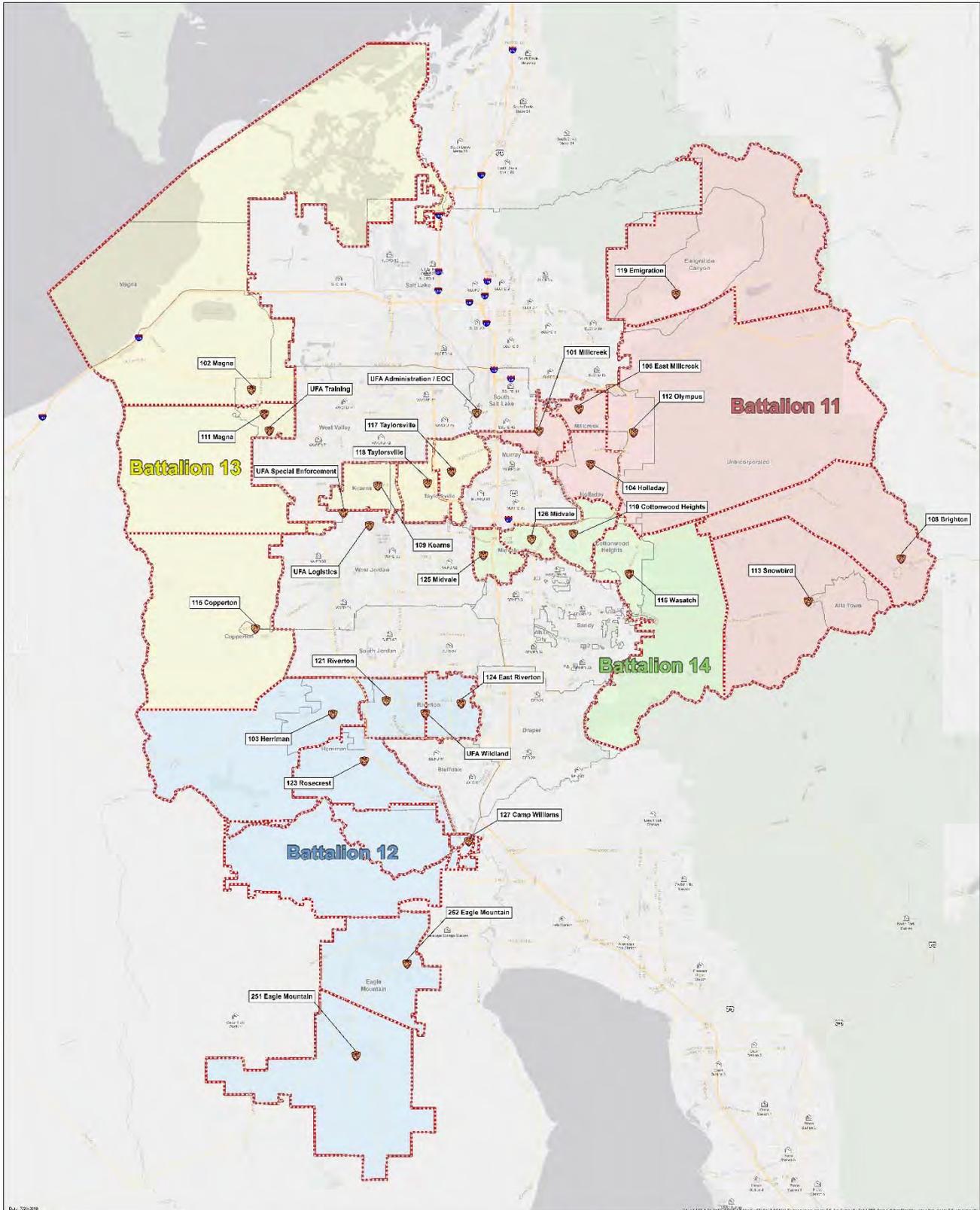
**19 Stations**



**Command Staff**

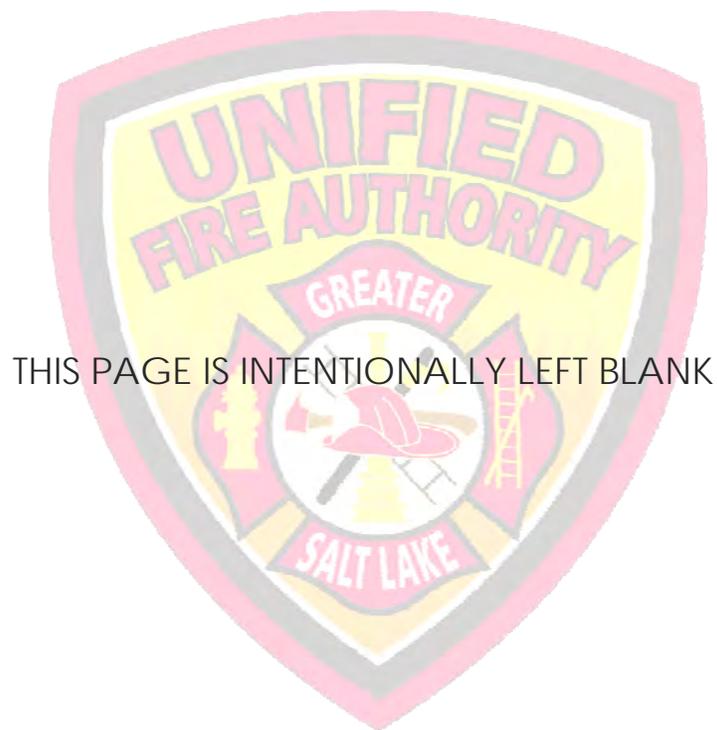
**General Staff**

Effective July 1, 2018



# UFA Stations & Battalions





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## BUDGET MESSAGE



*Chief's Budget Message – April 3, 2018*

*Budget Message Update – April 13, 2018*

*Final Budget Message Update – July 20, 2018*

*Biography of Chief Dan Petersen*



# UNIFIED FIRE AUTHORITY

**TO:** UFA Finance Committee  
**FROM:** Dan Petersen, Fire Chief / CEO  
**SUBJECT:** Fiscal Year 2018/19 Budget Message  
**DATE:** April 3, 2018

I am pleased to present to you the 2018-2019 fiscal years proposed budget for Unified Fire Authority (UFA). This budget has been prepared in accordance with the Uniform Fiscal Procedures Act for Cities (UCA 10-6) as approved by Interlocal Agreement. This budget is intended to serve as a financial plan, policy document, communication device, and operations guide. This proposed budget is structurally balanced for each fund, with projected fund balances at or above the minimum reserve required by state law and UFA policy.

## **Major Accomplishments in FY 17/18:**

This fiscal year was a transformational period for the UFA. Significant emphasis was placed on restoring the trust with the public and pride within the organization. The 2017 accomplishments have been posted in all UFA facilities and in the cities protected by the UFA.

Here are the top ten accomplishments:

- Established a minimum staffing of 114 firefighters per day.
- Staffed 18 of 24 heavy apparatus with four personnel.
- Responded to 28,784 Emergency Incidents with 56,648 total unit responses.
- Utah Task Force 1 responded to deployments in Texas, Florida, and Puerto Rico.
- UFA responded twice with task forces to the California wildfires.
- Completed 100 of the 126 UFA State Audit recommendations from January 2017.
- Established a capital replacement plan.
- Strategic Plan adopted by the Board of Directors.
- New member fee system adopted by the Board of Directors.
- Board Members took an oath of office; committing to excellence, honesty, and ethically serving on the Board.

## **Wicked Issues**

A wicked issue is defined in Wikipedia as “a problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize.” The following have been identified as “Wicked Issues” facing the UFA.

- Lots of change...
- Balancing local control, regional delivery, and organizational stability.
- Competitive wages and Tier 2 retirement.
- Day staff positions: How do we interest sworn staff?
- New deployment with BLS staffing on some heavy apparatus, causing challenges with ALS response needs.
- Part-time firefighter program struggling, both with interest of candidates and acceptance by full-time employees.
- Loss of some credibility in transition to Kronos.

## **Overview**

Staff is proposing an increase to the member fee of 2.27%. The contract for providing service to the unincorporated areas inside Sandy City has been transferred from the UFA budget to the Unified Fire Service Area. The total member fee is reduced by \$887,000 with this transfer, without the transfer, the total member fee increase would have been 4%. The implementation of the adopted member fee plan shifts some responsibility between members and presents an increase to the member fee for some specific options as outlined at the end of this memo.

The major new impacts to the budget include increases in health insurance (\$440,982), Tier 1 retirement fees (\$139,900) and overtime to cover minimum staffing (\$520,000). Wages are proposed to increase by 1.1% (\$461,648) with an option to increase beyond the effective member fee by an additional 1% (\$419,680). A new capital lease to fund the capital plan is budgeted at \$800,000 annually for seven years. Staff is managing the impacts by reducing non personnel expenditures by 1.27%\*, elimination of an additional Command Staff position, delaying the request for needed additional staff and use of fund balance.

For FY 17/18, the ending fund balance is estimated at 15.33% of revenue or \$8,052,000. Staff propose utilizing \$2,216,093 of the beginning fund balance for FY 18/19 as a member fee credit, leaving a 9.09% ending fund balance or \$5,835,907. With tighter budgeting, staff does not expect an excessive ending fund balance in FY 18/19. Maintaining a 9.09% this fiscal year will assist in balancing the budget next year, as we determine a “normal” ending fund balance.

\*9.9% reduction in non-personnel expenditures with the removal of the Sandy contract.

## **Focus of the 2018/19 budget**

The focus of this fiscal year's budget is on our adopted vision, along with the six adopted goals in the strategic plan. Key areas that are addressed in the proposed budget are highlighted:

***Vision: To enhance and protect the safety and well-being of our community***

1. **Maintain four-person crews:** This budget maintains the 18 four-person crews; it does not propose to increase the six remaining three-person crews to four-person. Cottonwood Heights is experiencing a significant shift in cost with the adoption of the new member fee plan. The City has expressed their appreciation for the transparency and believes this is an appropriate method to determine cost; however, the city is currently in deliberation about reducing the staffing at Station 116 from four to three. The cost of staffing the fourth person 24/7 in FY 18/19 is \$380,435. The reduction in member fee would be divided as follows:

Member	Station 116 %	Member Fee Reduction
Cottonwood Heights	84.96%	\$323,218 / (8.24%)
UFSA	10.35%	\$39,375 / (.09%)
Holladay	4.69%	\$17,842 / (.72%)

2. **Increase staffing overtime budget to maintain minimum staffing:** Staff underestimated the cost of maintaining the minimum staffing required to provide a consistent deployment model to all communities served by the UFA. This line item has increased by \$520,000 for a total of \$1,620,000.
3. **Fund a peak-time ambulance:** Staff proposes adding a 12<sup>th</sup> ambulance, staffed with part-time personnel, during the peak demand period. The estimated cost is \$140,000, but is projected to recover \$200,000 in ambulance revenue.
4. **Three Firefighter positions:** The UFA will fill the vacancies created by the transfer of three Wildland Specialists to the Wildland Division during the summer months. Operations will retain the FTE's year-round with Wildland funding the cost of three FTE's during the summer months through their enterprise fund. Staff anticipates three retirements/resignations (based on past trends), by the time the Wildland Specialists return to the Operations Division.
5. **Addition of a Wildland Coordinator:** This position provides full-time assistance to the Catastrophic Wildland Fire Reduction Program and community wildfire protection plans; in addition to ensuring that one Wildland Supervisor is always available locally during wildfire season. Staff estimates that the revenue projection from the Wildland Division can be increased by \$100,000, based on historical data, which constitutes an \$8,000 net impact to UFA.

**GOAL 1 - Best Practices:** *Establish best practices that ensure UFA is operating effectively and efficiently to both minimize the risks in the community and provide value for our member agencies.*

1. **Site visit travel:** The budget for travel was increased by \$10,000 to \$120,000, in addition to a re-focus of the existing funds in order to provide on-site visits for various Divisions in pursuance of their best practices.
2. **Fire Department Instructors Conference:** A return to sending personnel to the national conference in Indianapolis. This program, with over 25,000 attendees and significant hands on training, provides an opportunity to review best practices on a national scale. Registration and travel costs are estimated at \$12,000.
3. **Staff Vehicles:** A key issue in the Utah State Audit was the excessive personal use of vehicles by the previous Chief and Deputy Chief. Staff has a draft policy that provides a reasonable standard for vehicle usage; however, existing commitments made to staff when they accepted a position will be honored. As people transition out of day assignments, these costs will be removed from the budget. A vehicle allowance option is included in the budget to assist in the transition. We anticipate that up to ten individuals may take a car allowance at a cost of \$42,000. If ten staff cars are removed from the system, staff estimates an annual savings of \$30,000 in fuel and maintenance and the elimination of \$340,000 in capital costs for vehicles.

**GOAL 2 – Capital Plan:** *Establish a realistic long-range capital plan to maintain and replace UFA fleet, facilities, and equipment.*

1. **Existing capital lease payment:** The UFA entered into a master lease agreement in December 2015 for apparatus and equipment. The annual payments on this lease are \$2,708,206 through December 2021.
2. **Capital replacement for FY 18/19:** The capital replacement plan forecasts the major capital needs over the next 10 years, with a total cost of just under \$6 million for FY 18/19. Staff proposes financing just over \$5.2 million in FY 18/19, with a 7-year lease estimated to cost \$800,000 per year. The balance of the cost will be taken from the cash available in the Capital Replacement Fund. Some of the key purchases include:
  - 2 Type 1 Engines
  - 3 Type 6 Engines
  - 3 Ambulances
  - 4 Shift Battalion Chief vehicles
  - 70 Thermal Imaging Cameras
  - 45 Zoll Monitors
  - 3 Extrication sets
3. **Capital replacement for FY 20/21:** The capital replacement plan projects the need for \$10.5 million in apparatus and equipment in FY 20/21. If fully financed for seven years, staff anticipates an annual payment of \$1.5 million.

***GOAL 3 – Culture and Pride of Ownership:*** *Ensure that UFA staff continue to value the importance of being nice, competent and professional when engaging with the community.*

1. **Communication with membership:** This budget provides the resources to continue publishing the command staff highlights and the monthly “Ask the Chief” videos. It also adds additional communication opportunities to ensure personnel have the information to effectively do their job.
2. **Community survey:** Information Outreach has proposed a professional survey at a total cost of \$26,000. A simplified survey (\$6,000) has been included in the proposed budget, however, an additional \$20,000 for a more extensive survey is available for your consideration beyond the proposed member fee. This survey will provide information that can assist staff with understanding their impact on the communities we serve.
3. **Leadership:** Staff has expanded leadership expectations, training, and provided a target that paints the goals and outcomes, but allows leaders to determine the path. With the establishment of District Chiefs overseeing all on-duty staff and Division Chiefs overseeing the day staff personnel, we have set in motion the establishment of a Mission Driven Culture that expects our personnel to do the right thing and holds everyone accountable for their assigned area.

***GOAL 4 – Professional Development:*** *Ensure personnel are provided a clear picture of what constitutes exceptional performance for their current position and identifies professional growth opportunities to prepare for future positions in the UFA.*

1. **Continue Cohort Leadership Program:** FY 17/18 provided funding for 32 UFA leaders to attend a personalized leadership development program to improve individual leadership capacity based on the organizations’ perception of their leadership capability. The budget includes another cohort training for 32 UFA leaders in FY 18/19. Total cost for this program is \$47,500.
2. **Adopt Professional Development Plan:** Administration will present the draft version of the development plan to the organization for comment prior to the end of the FY 17/18 fiscal year, with anticipation of adoption by July 1, 2018. This plan provides a pathway for development of our personnel in addition to clarity of the steps required to promote.

**GOAL 5 – Stakeholder Engagement:** *Ensure UFA is providing meaningful communication and interaction with stakeholders to establish partnerships in the reduction of risk and to provide increased opportunities for them to engage in discussions on service delivery.*

1. **Board orientation and education:** Continue with educational opportunities that ensure the Board of Directors understand the issues, have the opportunity to ask questions, avoid feeling rushed in making a decision, and can manage the information in a balanced way.
2. **City council and staff:** Additional meetings will be held with each of the cities to be sure that their local needs are being met while enjoying the benefits of the regional service model. The Liaison program will continue to be fully supported in this fiscal budget. Information Outreach will deliver a survey tool specifically for the elected city officials and professional staff designed to evaluate their opinion of the UFA service quality for their specific city's needs.
3. **City Manager and CFO biannual meetings:** Continue with two meetings each year to ensure that city staff has the opportunity to engage with UFA staff for coordination of needs.

**GOAL 6 – Employee Investment:** *To value human capital and ensure the well-being of our personnel.*

The Board of Directors established the target of being in the top three of the 15 larger agencies on the Wasatch Front at the March 20, 2018 Board of Directors meeting. Please see the wage and benefit section of this budget for additional detail.

1. **Wages and benefits:** Key efforts this year include:
  - a. **Health Insurance premium increase.** After several years of small increases in our health insurance premium, this year's cost is increasing by 8.5% or \$440,982 for a total budget of \$5,629,027.
  - b. **URS Retirement cost increase.** The Tier 1 Firefighter rate increased by 2.31% or \$139,913 for a total budget of \$7.2 million.
  - c. **Maintain the longevity payout.** All personnel currently at the top step of their pay range, receive a 1% payout with a total cost of \$241,916.
  - d. **Cost of Living Adjustment.** CPI is 2.1%. Staff is proposing a 1.1% wage adjustment in this budget, for a total cost of \$461,648.
    - i. An additional 1% wage adjustment is proposed for the Board to consider, in order to achieve the full CPI increase. This would cost an additional \$419,680.

2. **Behavioral health:** In partnership with the University of Utah, phase one of this new program will provide a behavioral health profile for new full-time Firefighters, 250 therapist sessions for existing personnel, and ten crisis service callouts to assist our first responders. Based on our experience this coming year, staff will consider expanding this program in future years. Total cost for FY 18/19 is \$38,770.
3. **Fitness and wellness service:** This new program provides an enhanced evaluation for new Firefighters and provides additional resources for existing Firefighters who have risk factors for cardiovascular disease and type 2 diabetes mellitus. Based on our experience this coming year, staff will consider expanding this program in future years. Total cost for this initial program is \$7,000.
4. **Functional Movement Screening:** This new program provides a tool to measure an employee's likelihood to experience a musculoskeletal injury. With this information, a modified workout program can be established to prevent injury. Phase one of this program will be implemented in the Wildland Division at a cost of \$3,375. Based on our experience this coming year, staff will consider expanding this program in future years.
5. **Incident Safety Officer:** This budget provides for advanced training on performing the role of Incident Safety Officer for Operational Chief Officers, Safety Officers, and Health and Safety Committee members. Total program cost of \$18,000.

### **FY 18/19 General Fund Budget Summary**

<b>Beginning Fund Balance (15.33%)</b>	<b>\$8,052,000</b>
<b>Revenues</b>	<b>\$64,176,406</b>
Personnel expenditures	\$54,169,898
Non-Personnel expenditures	\$8,329,339
Debt service	\$3,696,267
Capital outlay expenditures	\$221,995
<b>Total Expenditures</b>	<b>\$66,417,499</b>
Net transfers in (out)	\$25,000
<b>Fund Balance credit to members</b>	<b>\$2,216,093</b>
<b>Ending Fund Balance (9.09%)</b>	<b>\$5,835,907</b>

## **Member Fee Plan**

The new member fee plan was adopted by the Board of Directors in December 2017. The method provides a direct cost for staffing the engine or truck company 24/7 and a shared cost for all services that are considered regional; EMS transport, additional engine and truck companies, Battalion Chiefs, District Chiefs, Training, Prevention, Investigation, Safety, Information Outreach, Support Services, Human Resources, Finance, Legal, Administration and station operating costs. When first due areas overlap between members, the percentage of emergency incidents within the member's portion of the first-due area, over a three-year period, determines the percentage of that member's use of the engine/truck companies assigned to that station. See the section on member fee for more information.

A comparison of each member's percentage of the total member fee is shown in the following table:

<b>Member</b>	<b>2017/18 Percentage</b>	<b>2018/19 Percentage</b>
<b>UFSA</b>	88.36%	87.58%
<b>Alta</b>	.24%	.27%
<b>Cottonwood Heights</b>	7.05%	7.46%
<b>Holladay</b>	4.35%	4.69%

## **Member Fee increase**

Staff is proposing a 2.27% increase to the total member fee after removing the cost of the Sandy City Contract.

<b>Member</b>	<b>2017/18 Fee</b>	<b>2018/19 Fee</b>	<b>Change</b>
<b>UFSA</b>	45,389,271	46,009,573	\$620,302 / 1.37%
<b>Alta</b>	120,797	143,642	\$22,845 / 18.91%
<b>Cottonwood Heights</b>	3,623,929	3,920,918	\$296,989 / 8.20%
<b>Holladay</b>	2,234,399	2,462,002	\$227,603 / 10.19%
<b>TOTAL MEMBER FEE:</b>	<b>\$51,368,396</b>	<b>\$52,536,135</b>	<b>\$1,167,736 / 2.27%</b>

## Effective Member Fee Increase

The transfer of the Sandy Contract to the UFSA adds an \$887,000 increase to the UFSA budget. Cottonwood Heights received \$160,000 from Holladay to balance the call volume of actual responses. The new member fee eliminates that payment. The following chart represents the effective member fee increase with those adjustments included.

Member	2017/18 Fee	2018/19 Fee	Change
UFSA	45,389,271	46,896,572	\$1,507,301 / 3.32%
Alta	120,797	143,642	\$22,845 / 18.91%
Cottonwood Heights	3,623,929	4,080,918	\$456,989 / 12.61%
Holladay	2,234,399	2,302,002	\$67,603 / 3.84%
<b>TOTAL MEMBER FEE:</b>	<b>\$51,368,396</b>	<b>\$53,423,134</b>	<b>\$2,054,738 / 4.00%</b>

## Options to increase the member fee

Several key proposals were not included in order to meet the budget target this year. Staff is proposing several options that would increase the member fee beyond the increase of 2.27%, or 4% effective fee. The UFA Benefits and Compensation Committee has prioritized the three wage issues and recommends the Board of Directors consider them in the order displayed below. The cumulative percentage increase represents the “**Effective Member Fee**” Increase.

Description	Cost	Member Fee %	Cumulative % (Effective)
<b>1. Wage increase to match CPI.</b> Fund an additional 1% wage increase to achieve a 2.1% COLA.	\$419,680	.81%	4.81%
<b>2. Market adjustment of .4% for all employees.</b>	\$167,872	.33%	5.14%
<b>3. Tier 2 employee increases.</b> Fund a 6% deferred compensation for sworn employees and a 3% deferred compensation for civilian employees. The plan is to require a vesting requirement of 20 years' service to the UFA or age 55, however, if this proves to be impossible, staff proposes to implement the funding with normal vesting requirements.	\$201,146	.39%	5.53%
<b>4. Additional Cohort Leadership Program.</b> Fund an additional 32 employees, bringing the total participants in the program to 64 for FY 18/19	\$47,500	.09%	5.62%
<b>5. Expanded qualitative survey of UFA residents.</b>	\$20,000	.04%	5.66%

The following chart represents the cumulative effect of adding each of the five additional options to the individual member fees in priority order:

OPTIONS	UFSA	Alta	Cottonwood Heights	Holladay
<b>Proposed Member Fee</b> Increase / %	46,009,572 620,301 / 1.37%	141,848 22,845 / 18.91%	3,920,918 296,989 / 8.2%	2,462,002 227,603 / 10.19%
<b>Effective Member Fee*</b> Increase / %	46,896,572 1,507,301 / 3.32%	141,848 22,845 / 18.91%	4,080,918 456,989 / 12.61%	2,302,002 67,603 / 3.03%
<b>Plus, CPI Increase</b> Increase / %	47,264,128 1,874,857 / 4.13%	144,775 23,978 / 19.85%	4,112,226 488,297 / 13.47%	2,320,258 85,859 / 3.84%
<b>Plus, Market Adjustment</b> Increase / %	47,411,150 2,021,879 / 4.45%	145,228 24,431 / 20.23%	4,124,749 500,820 / 13.82%	2,327,561 93,162 / 4.17%
<b>Plus, Tier 2 Adjustment</b> Increase / %	47,587,314 2,198,043 / 4.84%	145,771 24,974 / 20.67%	4,139,755 515,826 / 14.23%	2,336,310 101,911 / 4.56%
<b>Plus, Cohort Leadership</b> Increase / %	47,628,914 2,239,643 / 4.93%	145,900 25,103 / 20.78%	4,143,298 519,369 / 14.33%	2,338,377 103,978 / 4.65%
<b>Plus, Expanded Survey</b> Increase / %	47,646,430 2,257,159 / 4.97%	145,954 25,157 / 20.83%	4,144,790 520,861 / 14.37	2,339,247 104,848 / 4.69%

\***Effective Member Fee:** Factoring in the transfer of the Sandy Contract to the UFSA and discontinuing payment of \$160,000 from Holladay to Cottonwood Heights. See table on previous page.

Staff has prepared this budget in a manner that provides a long-term sustainable service delivery plan for our patrons. This budget meets our operational needs so that the UFA may continue to effectively provide emergency response and life safety services to our citizens, while remaining receptive to our patrons and the current economy. Therefore, Staff presents for your approval, the 2018/19 fiscal year budget.

Respectfully,

*Dan Petersen*

Fire Chief / Chief Executive Officer  
Unified Fire Authority



# UNIFIED FIRE AUTHORITY

TO: UFA Finance Committee  
 FROM: Dan Petersen, Fire Chief  
 SUBJECT: Update to Budget Message  
 DATE: April 13, 2018

We received great news from our health insurance providers; the cost for health insurance will increase by 4% instead of the projected 8.5%. Gallagher reported that they were able to address some issues they found in the providers underwriting model. This represents \$233,458 that can now be applied to the wage increase that is in the currently proposed budget.

The budget now includes the increase in health insurance (reduced from \$440,982 to \$207,524), increased overtime for constant staffing (\$520,000), increased costs for tier 1 retirement fees (\$139,900), and longevity payout (\$241,916). The budget also includes a 1.66% increase in wages rather than the 1.1% proposed (increased cost from \$461,648 to \$695,106), leaving .44% necessary to reach the full 2.1% CPI.

The options for the Board to consider in addition to the proposed budget are outlined below:

Description	Cost	Member Fee %	Cumulative % (Effective)
<b>1. Wage increase to match CPI.</b> Fund an additional .44% wage increase to achieve a 2.1% wage increase, meeting the current CPI.	\$186,222	.36%	4.36%
<b>2. Market adjustment of .4%.</b> Total wage increase 2.5%	\$167,872	.33%	4.69%
<b>3. Tier 2 employee increases.</b> Fund a 6% deferred compensation for sworn employees and a 3% deferred compensation for civilian employees.	\$201,146	.39%	5.08%
<b>4. Additional Cohort Leadership Program.</b> Fund an additional 32 employees, bringing the total participants in the program to 64 for FY 18/19	\$47,500	.09%	5.17%
<b>5. Expanded qualitative survey of UFA residents.</b>	\$20,000	.04%	5.21%

The following chart represents the cumulative effect of adding each of the five additional options to the individual member fees in priority order:

	UFSA	Alta	Cottonwood Heights	Holladay	Total
18/19 share of fee	87.58%	0.27%	7.46%	4.69%	
Member Fee	46,009,572	143,642	3,920,918	2,462,002	52,536,134
Increase	620,301	22,845	296,989	227,603	1,167,738
%	<b>1.37%</b>	<b>18.91%</b>	<b>8.20%</b>	<b>10.19%</b>	<b>2.27%</b>
*	887,000	0	160,000	-160,000	
Effective Member Fee	46,896,572	143,642	4,080,918	2,302,002	53,423,134
Increase	1,507,301	22,845	456,989	67,603	2,054,738
%	<b>3.32%</b>	<b>18.91%</b>	<b>12.61%</b>	<b>3.03%</b>	<b>4.00%</b>
Plus .44% Increase	163,093	503	13,892	8,734	\$186,222
Member Fee	47,059,665	144,145	4,094,810	2,310,736	53,609,356
Increase	1,670,394	23,348	470,881	76,337	2,240,960
%	<b>3.68%</b>	<b>19.33%</b>	<b>12.99%</b>	<b>3.42%</b>	<b>4.36%</b>
Plus .4 Market	147,022	453	12,523	7,873	\$167,872
Member Fee	47,206,688	144,598	4,107,333	2,318,609	53,777,228
Increase	1,817,417	23,801	483,404	84,210	2,408,832
%	<b>4.00%</b>	<b>19.70%</b>	<b>13.34%</b>	<b>3.77%</b>	<b>4.69%</b>
Plus Tier 2	176,164	543	15,005	9,434	\$201,146
Member Fee	47,382,851	145,141	4,122,339	2,328,043	53,978,374
Increase	1,993,580	24,344	498,410	93,644	2,609,978
%	<b>4.39%</b>	<b>20.15%</b>	<b>13.75%</b>	<b>4.19%</b>	<b>5.08%</b>
Plus Leadership	41,601	128	3,544	2,228	\$47,500
Member Fee	47,424,452	145,269	4,125,882	2,330,271	54,025,874
Increase	2,035,181	24,472	501,953	95,872	2,657,478
%	<b>4.48%</b>	<b>20.26%</b>	<b>13.85%</b>	<b>4.29%</b>	<b>5.17%</b>
Plus survey	17,516	54	1,492	938	\$20,000
Member Fee	47,441,968	145,323	4,127,374	2,331,209	54,045,874
Increase	2,052,697	24,526	503,445	96,810	2,677,478
%	<b>4.52%</b>	<b>20.30%</b>	<b>13.89%</b>	<b>4.33%</b>	<b>5.21%</b>

\***Effective Member Fee:** Factoring in the transfer of the Sandy Contract to the UFSA and discontinuing payment of \$160,000 from Holladay to Cottonwood Heights. See table on previous page.



# UNIFIED FIRE AUTHORITY

TO: UFA Finance Committee  
FROM: Dan Petersen, Fire Chief  
SUBJECT: Update to Budget Message  
DATE: July 20, 2018

This update captures additions made to UFA's proposed budget based on Board recommendations, included in the FY 18/19 budget adopted by the UFA Board on the morning of June 19, 2018. Further identified, is the impact of a subsequent adoption of a budget in the City of Cottonwood Heights on the evening of the same day, which will require an amendment to the adopted budget. This amendment is on the agenda for the UFA Board Meeting scheduled for September 18, 2018.

## **Additions to the Proposed Budget**

- Wage Increase: Increase the wage from 1.66% in the tentative budget to 2.5%
  - 2.1% for COLA and .4% for market adjustment
- New deferred compensation program for Tier 2 employees beginning July 1, 2018
  - 6% for sworn employees
  - 3% for civilian employees
  - Finalize research for a 20 year or age 55 vesting requirement, however, continue with the program regardless of the vesting term
- Remove the cost of maintenance and repair of fire hydrants from the Fire Prevention Division, with the intent to transfer to Salt Lake County or UFSA. Account # 10-91-300
- Funding for these amendments
  - \$354,094 from increased member fees (wage increase)
  - \$181,146 from fund balance, leaving 8.76% or \$5,654,761 in ending fund balance (Tier 2 employee deferred compensation and reduction in hydrant fees)

**Adopted Budget Member Fees**

	UFSA	Alta	Cottonwood Heights	Holladay	Total
FY18/19 share of fee	87.58%	.27%	7.46%	4.69%	
Member Fee	46,319,689	144,598	3,947,333	2,478,608	52,890,228
Increase \$	930,418	23,801	323,404	244,210	1,521,833
Increase %	<b>2.05%</b>	<b>19.70%</b>	<b>8.92%</b>	<b>10.93%</b>	<b>2.96%</b>

*Note: The contract with Sandy City to provide services in the unincorporated areas inside the City of Sandy (\$887,000) was transferred to the UFSA. The total percentage increase in the UFA Member Fee would have been 4.69% if that cost was included in the UFA budget.*

**Adopted Budget General Fund Summary**

	General Fund
Estimated Beginning Unassigned Fund Balance	\$ 8,052,000
Revenues	64,536,217
Expenditures	(66,958,456)
Net Other Financing Sources/(Uses)	<u>25,000</u>
Ending Unassigned Fund Balance	\$ 5,654,761
Ending Unassigned Fund Balance as a Percentage of Total Revenues	8.76%

**Proposed Amendments to Adopted Budget**

Cottonwood Heights City Council determined the need to reduce staffing at Station 116 from four-person to three-person. This will require the following proposed amendments to the adopted budget during the September 18, 2018, UFA Board Meeting.

**Proposed amendments to adopted line item accounts**

***Reductions to Member Fees:***

- 10-31-100 Alta \$ 46
- 10-31-300 Cottonwood Heights \$314,167
- 10-31-350 UFSA \$ 52,847
- 10-31-400 Holladay \$ 18,061

***Reductions to Personnel Expenditures:***

- 10-89-100 Salary \$302,889
- 10-89-132 Insurance \$ 46,248
- 10-89-133 Retirement \$ 23,989
- 10-89-134 Payroll tax \$ 1,924
- 10-89-135 Workers comp \$ 4,551
- 10-89-136 HRA \$ 3,000
- 10-89-140 Uniform allowance \$ 2,520

Proposed amendment to Adopted Budget Member Fees

	UFSA	Alta	Cottonwood Heights	Holladay	Total
FY18/19 share of fee	88.12%	.27%	6.92%	4.69%	
Adopted Member Fee	46,319,689	144,598	3,947,333	2,478,608	52,890,228
Change Station 116 to 3	(52,847)	(46)	(314,167)	(18,061)	(385,121)
Amended Member Fee	46,266,842	144,552	3,633,166	2,460,547	52,505,107
Increase \$	877,571	23,755	9,237	226,149	1,136,712
Increase %	<b>1.93%</b>	<b>19.67%</b>	<b>.25%</b>	<b>10.12%</b>	<b>2.21%</b>

Proposed amendment to Adopted Budget General Fund Summary

	General Fund
Estimated Beginning Unassigned Fund Balance	\$ 8,052,000
Amended Revenues	64,151,096
Amended Expenditures	(66,573,335)
Net Other Financing Sources/(Uses)	<u>25,000</u>
Ending Unassigned Fund Balance	\$ 5,654,761
Ending Unassigned Fund Balance as a Percentage of Total Revenues	8.81%

# FIRE CHIEF / CEO



## Dan Petersen

On January 17, 2017 Dan became the Fire Chief for the Unified Fire Authority and moved to Salt Lake City, UT from Oregon.

Dan began his fire service career in 1979 as a Volunteer Firefighter in Josephine County, Oregon. From 1980 to 1988 he worked for Valley Fire Service (now known as Rural Metro) serving as a Firefighter, Engineer, and Captain. Dan worked for Medford Fire-Rescue in Oregon from 1988 through 2010 serving as a Firefighter, Acting Captain, Shift Battalion Chief, Training/EMS Chief, and Deputy Chief of Administration. Between October 2010 and January 2017 he served as the Fire Chief for Jackson County Fire District 3 in Southern Oregon.

Dan holds a Masters in Management from Southern Oregon State University, a Bachelor of Science in Fire Administration from Western Oregon State University, and an Associate of Science in Fire Science from Rogue Community College. Dan is a graduate of the National Fire Academy Executive Fire Officer Program and is an accredited Fire Officer 4.

Dan is originally from the Chicagoland area and a big fan of the Chicago Cubs and Blackhawks. He and his wife Jenni have been married since 1984 and have two children, both currently living in Oregon.

***The Fire Chief serves as the Chief Executive Officer of the Unified Fire Authority and directly supervises the members of Command Staff.***

Command Staff:

- *Assistant Chief Jay Ziolkowski, Administration and Planning*
- *Assistant Chief Mike Watson, Support Services*
- *Assistant Chief Steve Higgs, Emergency Operations*
- *Finance Director Tony Hill*
- *Strategic Data Manager Talsan Schulzke*
- *Director of Communications Nile Easton*
- *Chief Legal Officer Brian Roberts (Supervised by the UFA Board)*
- *Executive Assistant Michelle Roper*



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# FINANCE BUDGET MESSAGE





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# UNIFIED FIRE AUTHORITY

**TO:** UFA Finance Committee

**FROM:** Finance Division  
Tony Hill, CFO  
Kate Turnbaugh, Senior Accountant

**SUBJECT:** Finance Division 2018/19 Budget Message

**DATE:** April 3, 2018 *(Final budget figures updated 6/19/2018)*

We are pleased to present to you the Finance Division budget message for the 2018-2019 fiscal year proposed budget for Unified Fire Authority (UFA). As mentioned by Chief Petersen, this budget has been prepared in accordance with the Uniform Fiscal Procedures Act for Cities (UCA 10-6) as approved by Interlocal Agreement. This budget was also prepared following UFA Policy and Procedure, Volume 1, Chapter 4, Section 9 – Budget Process, approved by the Board of Directors on April 27, 2017. This message will provide some important financial information that is intended to provide you with a picture of UFA's financial health. We hope you will find it helpful as you review this proposed budget. This budget maintains service levels and also addresses our capital replacement needs.

This proposed budget is structurally balanced for each fund, with projected fund balances at or above the minimum reserve required by state law and UFA policy.

## Key Economic Factors

The economy for the communities served by UFA is strong and continues to expand. UFA is the largest fire department in the State of Utah. The entities making up the service area have widely developed and diverse economic sectors that continue to show solid growth in taxable sales, construction activity, and household income. The unemployment rate for the service area is at 3.2% with the national average at 4.2% (Bureau of Labor Statistics).

## Budget Development and Restructuring

The budget was developed and organized by UFA divisions. Each of the division managers has been given the responsibility to develop their budget; as such they have defined their purpose, written a division budget message, identified their accomplishments, performance measures, action items for next year, and defined their organizational chart. These division managers are prepared to discuss their budget requests during the presentation of the budget.

As part of the budget we are proposing moving the Camp Williams Division from the General Fund to the Wildland Fund. Camp Williams is funded through a contract with the Utah National Guard. These divisions are managed by the same Battalion Chief and have similar purposes and services provided.

## Budget Calendar

Date(s)	Description
January 11, 2018	Budget kick-off meeting with Divisions
January 12, 2018	Budget documentation sent to divisions
January 30 – February 5, 2018	Division budget preview/preparation meetings with Finance
February 16, 2018	Compensation & Benefits Committee – Initial insurance renewal presentation from Gallagher Benefit Services and preliminary wage and benefit discussion
February 26 – March 6, 2018	Division budget meetings with Fire Chief and budget committee
March 29, 2018	Compensation & Benefits Committee – Final insurance renewal presentation from Gallagher Benefit Services and final wage and benefit discussion
April 3, 2018	Fire Chief/Finance present FY18-19 Proposed Budget to Finance Committee
April 17, 2018	FY18-19 budget update at Board meeting
May 1, 2018	Division budget presentations at Finance Committee meeting. Finance Committee approves FY18-19 budget and forward to the UFA Board.
May 15, 2018	Board adopts FY18-19 Tentative Budget at Board meeting
June 19, 2018	Board adopts FY18-19 Final Budget at Board meeting

## FTE Summary

Below is a table showing our FTE history as well as the FY18/19 proposal.

	FY2016-2017		FY2017-2018		FY2018-2019		CHANGE		
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian	
<b>General Fund</b>									
Communications	1.1	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Special Enforcement	3.0	2.0	3.0	2.0	3.0	2.0	0.0	0.0	0.0
USAR	3.0	1.0	3.0	2.0	3.0	2.0	0.0	0.0	0.0
Finance	0.0	8.0	0.0	8.0	0.0	8.0	0.0	0.0	0.0
Fire Operations	404.0	3.0	375.0	1.0	375.0	0.0	0.0	(1.0)	0.0
Fire Prevention	9.0	3.0	8.0	3.0	8.0	3.0	0.0	0.0	0.0
Human Resources	0.0	3.0	0.0	3.0	0.0	3.0	0.0	0.0	0.0
Fire Training	4.0	1.0	4.0	1.0	4.0	1.0	0.0	0.0	0.0
Information Technology	2.4	6.0	3.0	9.0	2.0	9.0	(1.0)	0.0	0.0
EMS	6.0	2.0	6.0	2.0	6.0	2.0	0.0	0.0	0.0
Information Outreach	5.0	1.0	4.0	1.0	3.0	2.0	(1.0)	1.0	0.0
Logistics	6.0	9.0	4.0	11.0	4.0	11.0	0.0	0.0	0.0
Administration	4.0	2.0	4.5	5.0	4.0	7.0	(0.5)	2.0	0.0
<b>Total General Fund</b>	<b>447.5</b>	<b>45.0</b>	<b>414.5</b>	<b>48.0</b>	<b>412.0</b>	<b>50.0</b>	<b>(2.5)</b>	<b>2.0</b>	<b>0.0</b>
<b>Wildland Fund</b>									
Wildland Operations	0.0	0.0	0.5	1.0	3.0	1.0	2.5	0.0	0.0
Camp Williams	1.0	0.0	0.5	1.0	0.5	1.0	0.0	0.0	0.0
<b>Total Wildland Fund</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>	<b>2.0</b>	<b>3.5</b>	<b>2.0</b>	<b>2.5</b>	<b>0.0</b>	<b>0.0</b>
Emergency Management	5.5	3.0	5.5	3.0	6.0	3.0	0.5	0.0	0.0
<b>UFA TOTAL</b>	<b>454.0</b>	<b>48.0</b>	<b>421.0</b>	<b>53.0</b>	<b>421.5</b>	<b>55.0</b>	<b>0.5</b>	<b>2.0</b>	<b>0.0</b>

The total FTE count is going up 2.5 FTE's over last year in the proposed budget:

Fund	Description	New FTE
Wildland	Wildland Coordinator	1.0
Wildland	3 WL Specialists for season (6 months)	1.5
Emergency Management	Intelligence Liaison Officer (grant funded)	1.0
General Fund	Reduction of 1 Assistant Chief	(1.0)
<b>Total (Sworn &amp; Civilian)</b>		<b>2.5</b>

## UFA Fund Structure

A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. UFA, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. UFA uses both governmental funds and a proprietary fund.

*Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *near-term inflows and outflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. UFA maintains four governmental funds:

- **General Fund** – the main operating fund of UFA, used for all financial resources not accounted for in other funds. All general revenues and other receipts that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are paid from this Fund. The General Fund includes the following divisions:
  - Administration
  - Human Resources
  - Information Outreach
  - Special Enforcement
  - Emergency Operations
  - EMS
  - Training
  - Finance
  - Logistics
  - Information Technology
  - Prevention
  - Urban Search & Rescue (USAR)
- **Emergency Management Fund** – a special revenue fund used to account for funds received and expended for the operation of the Emergency Management function for Salt Lake County.
- **Fire Capital Replacement Fund** – a capital projects fund used to account for funds received and expended for UFA's Fire Capital Replacement plan.
- **Emergency Management Capital Replacement Fund** – a capital projects fund used to account for funds received and expended for UFA's Emergency Management Capital Replacement plan.

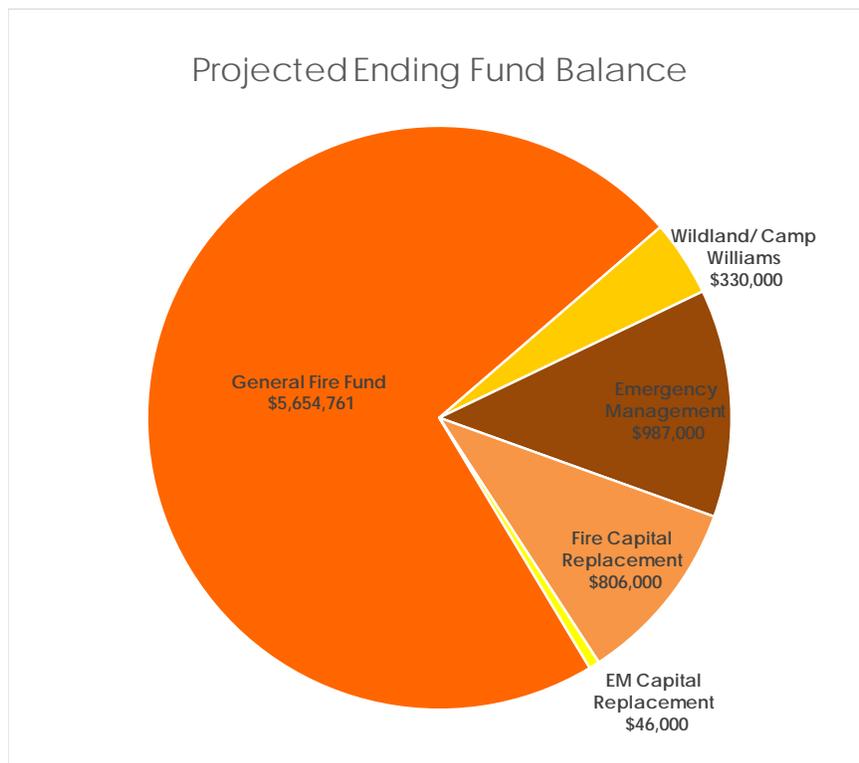
*Proprietary funds* (also referred to as "enterprise funds") are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. UFA currently operates a

single enterprise fund for wildland fire suppression services that are contracted to other governmental agencies. UFA also reports the following major proprietary fund:

- **Wildland fund** – this fund is used to account for the operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered similarly through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The Wildland Enterprise Fund includes the following divisions:
  - Camp Williams
  - Wildland

### Fund Balance Summary

	General Fire Fund	Camp Williams	Emergency Management	Fire Capital Replacement	EM Capital Replacement
<b>Projected Beginning Fund Balance</b>	<b>\$ 8,052,000</b>	<b>\$ 330,000</b>	<b>\$ 987,000</b>	<b>\$ 1,469,000</b>	<b>\$ 48,000</b>
Member fees	52,941,229	-	-	-	-
Ambulance Revenue	7,000,000	-	-	-	-
Transfer In	125,000	100,000	-	-	40,000
Other Revenue	4,594,988	2,457,000	2,815,468	5,240,670	-
<b>Total Available</b>	<b>72,713,217</b>	<b>2,887,000</b>	<b>3,802,468</b>	<b>6,709,670</b>	<b>88,000</b>
Expenditure Budget	66,958,456	2,557,000	2,650,468	5,903,670	42,000
Transfers Out	100,000	-	165,000	-	-
<b>Budgeted Ending Fund Balance</b>	<b>\$ 5,654,761</b>	<b>\$ 330,000</b>	<b>\$ 987,000</b>	<b>\$ 806,000</b>	<b>\$ 46,000</b>



## Total UFA FY18-19 Budget by Fund

	General Fund	Wildland Fund	Emergency Management Fund	Fire Capital Replacement Fund	Emergency Management Capital Replacement Fund
<b>BEGINNING FUND BALANCE</b>	<b>\$ 8,052,000</b>	<b>\$ 330,000</b>	<b>\$ 987,000</b>	<b>\$ 1,469,000</b>	<b>\$ 48,000</b>
<b>REVENUES</b>					
Member fees & contracts	\$ 52,941,229	\$ 557,000	\$ 2,186,457	\$ -	\$ -
Ambulance fees	7,000,000	-	-	-	-
Grants & donations	-	-	574,011	-	-
SLCo Canyon Protection fees	3,175,713	-	-	-	-
Wildland reimbursements	-	1,900,000	-	-	-
UFSA Management fees	284,696	-	-	-	-
Miscellaneous intergovernmental	91,000	-	55,000	-	-
Class fees	77,200	-	-	-	-
Permit fees	130,000	-	-	-	-
Miscellaneous fees	48,300	-	-	-	-
Interest	100,000	-	-	12,000	-
Proceeds from sale of capital assets	-	-	-	-	-
Reimbursements	563,617	-	-	-	-
Miscellaneous revenues	124,462	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 64,536,217</b>	<b>\$ 2,457,000</b>	<b>\$ 2,815,468</b>	<b>\$ 12,000</b>	<b>\$ -</b>
<b>EXPENDITURES</b>					
Personnel	\$ 54,730,855	\$ 2,022,556	\$ 1,514,470	\$ -	\$ -
Non-Personnel	8,309,339	358,150	1,010,998	-	-
Debt service	3,696,267	91,794	-	-	-
Capital outlay	221,995	84,500	125,000	5,903,670	42,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 66,958,456</b>	<b>\$ 2,557,000</b>	<b>\$ 2,650,468</b>	<b>\$ 5,903,670</b>	<b>\$ 42,000</b>
<b>OTHER FINANCING SOURCES/(USES)</b>					
Proceeds from issuance of long-term debt	\$ -	\$ -	\$ -	\$ 5,228,670	\$ -
Transfers in	125,000	100,000	-	-	40,000
Transfers out	(100,000)	-	(165,000)	-	-
<b>NET OTHER FINANCING SOURCES/(USES)</b>	<b>\$ 25,000</b>	<b>\$ 100,000</b>	<b>\$ (165,000)</b>	<b>\$ 5,228,670</b>	<b>\$ 40,000</b>
<b>CONTRIBUTION/(APPROPRIATION) OF NET ASSETS</b>	<b>\$ (2,397,239)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (663,000)</b>	<b>\$ (2,000)</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 5,654,761</b>	<b>\$ 330,000</b>	<b>\$ 987,000</b>	<b>\$ 806,000</b>	<b>\$ 46,000</b>

Note: General Fund shows only Unassigned Fund Balance, not other fund balance types.

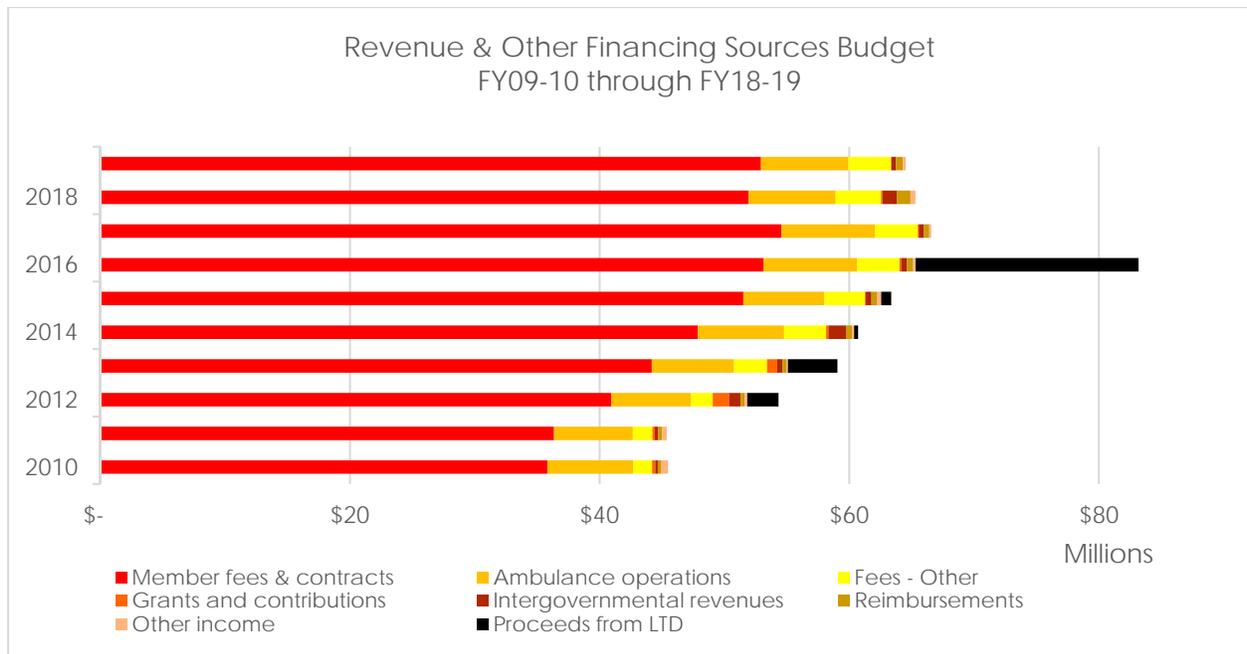
The following pages will provide more detail for the General Fund, including:

- Ten year budget history
- Summary of budget changes
- Division budget changes
- Revenues & Expenditures summary

# 10 Year General Fund Budget History

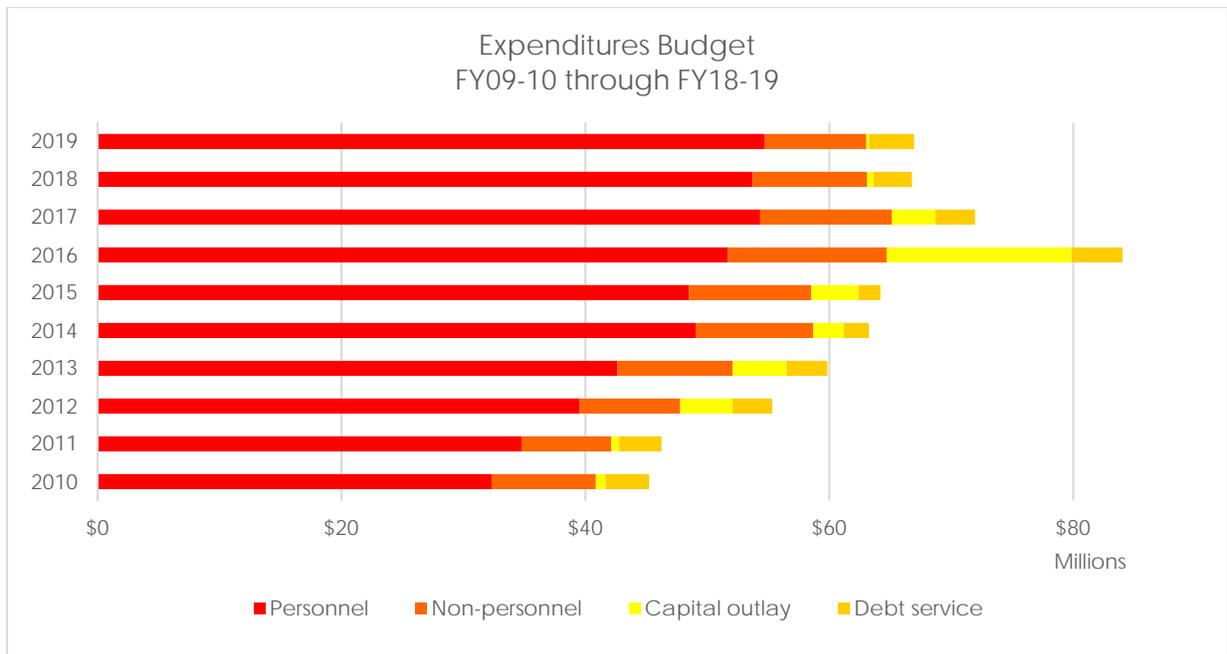
## GENERAL FUND BUDGET

	Final 6/30/2010	Final 6/30/2011	Final 6/30/2012	Final 6/30/2013	Final 6/30/2014
<b>REVENUES</b>					
Member fees & contracts	\$ 35,812,357	\$ 36,351,772	\$ 40,942,011	\$ 44,183,567	\$ 47,884,686
Ambulance operations	6,900,000	6,313,900	6,400,000	6,600,000	6,900,000
Fees - Other	1,500,000	1,572,560	1,728,000	2,639,857	3,363,714
Grants and contributions	260,536	185,326	1,306,422	808,554	190,477
Intergovernmental revenues	200,000	290,000	938,632	430,572	1,450,000
Reimbursements	294,346	313,000	304,000	299,593	436,000
Rent income	120,000	120,000	132,960	74,950	84,230
Investment income	233,250	100,000	60,000	60,000	65,000
Other income	56,375	50,000	17,226	-	18,220
<b>TOTAL REVENUES</b>	<b>45,376,864</b>	<b>45,296,558</b>	<b>51,829,251</b>	<b>55,097,093</b>	<b>60,392,327</b>
<b>EXPENDITURES</b>					
Personnel	32,317,362	34,773,031	39,549,135	42,638,617	49,045,447
Non-personnel	8,550,622	7,349,546	8,229,275	9,434,168	9,625,432
Capital outlay	801,862	657,388	4,299,108	4,431,761	2,512,582
Debt service	3,550,629	3,467,379	3,246,224	3,337,405	2,073,738
<b>TOTAL EXPENDITURES</b>	<b>45,220,475</b>	<b>46,247,344</b>	<b>55,323,742</b>	<b>59,841,951</b>	<b>63,257,199</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>156,389</b>	<b>(950,786)</b>	<b>(3,494,491)</b>	<b>(4,744,858)</b>	<b>(2,864,872)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Proceeds from issuance of long-term debt	-	-	2,500,000	3,960,565	322,000
Proceeds from sale of assets	111,402	88,000	9,000	-	-
Transfers in	285,000	220,000	220,000	199,054	100,000
Transfers out	(748,300)	(242,015)	(22,868)	(105,043)	(19,393)
<b>Total other financing sources (uses)</b>	<b>(351,898)</b>	<b>65,985</b>	<b>2,706,132</b>	<b>4,054,576</b>	<b>402,607</b>
<b>Net change in fund balances</b>	<b>\$ (195,509)</b>	<b>\$ (884,801)</b>	<b>\$ (788,359)</b>	<b>\$ (690,282)</b>	<b>\$ (2,462,265)</b>



**GENERAL FUND BUDGET**

	<u>Final 6/30/2015</u>	<u>Final 6/30/2016</u>	<u>Final 6/30/2017</u>	<u>Final 6/30/2018</u>	<u>Adopted 6/30/2019</u>
<b>REVENUES</b>					
Member fees & contracts	\$ 51,521,356	\$ 53,149,681	\$ 54,574,536	\$ 51,947,709	\$ 52,941,229
Ambulance operations	6,500,000	7,500,000	7,500,000	6,967,000	7,000,000
Fees - Other	3,241,010	3,380,215	3,429,214	3,641,841	3,431,213
Grants and contributions	72,469	139,684	66,848	121,360	-
Intergovernmental revenues	450,000	450,000	430,796	1,167,723	375,696
Reimbursements	469,942	509,287	423,472	1,070,785	563,617
Rent income	82,230	83,000	83,000	94,896	94,896
Investment income	55,000	50,000	50,000	55,204	100,000
Other income	15,771	10,000	10,000	18,061	29,566
<b>TOTAL REVENUES</b>	<b><u>62,407,778</u></b>	<b><u>65,271,867</u></b>	<b><u>66,567,866</u></b>	<b><u>65,084,579</u></b>	<b><u>64,536,217</u></b>
<b>EXPENDITURES</b>					
Personnel	48,492,868	51,703,526	54,330,546	53,728,389	54,730,855
Non-personnel	10,030,671	13,000,157	10,787,077	9,372,198	8,309,339
Capital outlay	3,865,610	15,151,517	3,592,105	511,542	221,995
Debt service	1,804,667	4,196,465	3,239,765	3,167,766	3,696,267
<b>TOTAL EXPENDITURES</b>	<b><u>64,193,816</u></b>	<b><u>84,051,665</u></b>	<b><u>71,949,493</u></b>	<b><u>66,779,895</u></b>	<b><u>66,958,456</u></b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b><u>(1,786,038)</u></b>	<b><u>(18,779,798)</u></b>	<b><u>(5,381,627)</u></b>	<b><u>(1,695,316)</u></b>	<b><u>(2,422,239)</u></b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Proceeds from issuance of long-term debt	800,000	17,867,799	-	-	-
Proceeds from sale of assets	161,347	45,296	-	224,360	-
Transfers in	100,000	100,000	100,000	100,000	125,000
Transfers out	<u>(161,347)</u>	<u>(45,296)</u>	<u>(21,391)</u>	<u>(661,154)</u>	<u>(100,000)</u>
<b>Total other financing sources (uses)</b>	<b><u>900,000</u></b>	<b><u>17,967,799</u></b>	<b><u>78,609</u></b>	<b><u>(336,794)</u></b>	<b><u>25,000</u></b>
<b>Net change in fund balances</b>	<b><u>\$ (886,038)</u></b>	<b><u>\$ (811,999)</u></b>	<b><u>\$ (5,303,018)</u></b>	<b><u>\$ (2,032,110)</u></b>	<b><u>\$ (2,397,239)</u></b>



## Summary of FY18-19 General Fund Budget Changes

### REVENUE

New Revenue for FY17-18:		
4% Increase to Member Fees		\$ 2,408,830
Sandy Contract moved to UFSA		(887,000)
Ambulance Revenue		33,000
Transfer from EM		25,000
JATC		73,000
Other Revenue (Net)		186,872
Additional Use of Fund Balance		601,099
	<b>AMOUNT AVAILABLE</b>	<b>\$ 2,440,801</b>

### EXPENDITURES

4% Health Insurance		207,524	
Tier 1 Retirement Cost		139,913	
Tier 2 Deferred Comp Contributions		201,146	
2 USAR Positions Benefits		46,657	
Assistant Chief Reduction - Benefits		(53,008)	
Employee Benefit Assumption Change		(494,473)	
	Employee Benefit Total		\$ 47,759
Merit (2.75%)		298,922	
Longevity (1%)		241,916	
Career Ladder Increases		106,928	
2.5% Wage Adjustment		1,049,200	
Assistant Chief Reduction - Salary		(142,281)	
2 USAR Positions Salary		119,265	
2 New Part-timers (SE, IO)		26,286	
Standby Pay (SE, IO)		27,274	
Vehicle Allowance - 10 Employees		42,000	
Pay Adjustments for Existing Positions		318,863	
Paid Call/Event EMT Increase		146,000	
	Salary Total		2,234,373
Operations OT Increase		495,000	
Other OT Increase		68,950	
Workers Comp Assumption Change		(126,763)	
Uniform Allowance		(1,740)	
Unemployment Insurance		4,000	
	Other Personnel Total		439,447
Operational Expense Change		132,643	
Sandy Contract moved to UFSA		(887,000)	
	Non-Personnel Total		(754,357)
New Lease Payment		800,000	
Medical Equipment Matured Lease		(204,011)	
	Debt Service Total		595,989
	Capital Outlay Change		(130,410)
	Transfer to Wildland Change		8,000
	<b>EXPENDITURE TOTAL</b>		<b>\$ 2,440,801</b>
			<b>\$ -</b>

## FY18-19 General Fund Budget Changes by Division

86 - Special Enforcement		
100 - Salaries - Standby Pay	14,935	
100 - Salaries - Part-time employee	13,143	
120 - Overtime	3,000	
266 - Grant Expenditures	(30,000)	
Other Operational Decreases	(8,905)	
SPECIAL ENFORCEMENT TOTAL	(7,827)	
87 USAR		
Salary/Benefits for Division Manager	22,090	
350 - UFA Contribution	10,000	
USAR TOTAL	32,090	
88 - Finance		
120 - Overtime	10,000	
370 - Printing Charges (Budget Books)	2,500	
290 - Liability Insurance	10,000	
350 - Professional Fees (Lobbyist Transfer to Admin)	(32,000)	
390 - Sandy Contract	(865,000)	
221 - Capital Lease (New)	800,000	
FINANCE TOTAL	(74,500)	
89 Fire Operations		
120 - Overtime	495,000	
Other Operational Decreases	(750)	
OPERATIONS TOTAL	494,250	
91 Fire Prevention		
120 - Overtime	31,650	
350 - Maint and Repairs of Fire Hydrants	(90,000)	
Other Operational Increases	3,600	
PREVENTION TOTAL	(54,750)	
92 Human Resources		
120 - Overtime	2,500	
380 - Medical Services	(16,000)	
427 - Tuition Reimbursement	(40,000)	
Other Operational Increases	9,325	
HUMAN RESOURCES TOTAL	(44,175)	
93 Fire Training		
120 - Overtime	32,000	
219 - Clothing Provision Increase	9,000	
250 - Education & Training & Cert	7,300	
502 - Burn Room	12,000	
Other Operational Decreases	(3,500)	
FIRE TRAINING TOTAL	56,800	

94 Information Technology		
221 - Capital Lease Payments (Medical Equipment Lease Matured)		(204,010)
330 - Maintenance of Software		97,753
421 - Telephone Cellular		23,000
428 - Utah Communication Authority		(155,000)
Other Operational Increases		10,157
	INFORMATION TECHNOLOGY TOTAL	<u>(228,100)</u>
95 EMS		
120 - Overtime		(28,000)
Operational decreases		(32,461)
	EMS TOTAL	<u>(60,461)</u>
96 Information Outreach		
100 - Salaries - Standby Pay		12,339
100 - Salaries - Part-time employee		13,143
120 - Overtime		8,000
350 - Professional Fees		28,000
Other Operational Increases		175
	INFORMATION OUTREACH TOTAL	<u>61,657</u>
98 Logistics		
218 - Capital Fleet Maintenance		(50,000)
219 - Clothing Provision Increase		176,500
265 - Gasoline, Diesel, Oil, & Grease		(80,000)
270 - Heat & Fuel		(20,000)
295 - Light & Power		(20,000)
335 - Medical Supplies		20,000
440 - Vehicle Repairs		50,000
Other Operational Decreases		(16,038)
	LOGISTICS TOTAL	<u>60,462</u>
99 Administration		
120 - Overtime		15,000
250 - Education & Training & Cert		20,400
350 - Professional Fees		61,645
425 - Travel & Transportation		10,000
Other Operational Decreases		(33,650)
	ADMINISTRATION TOTAL	<u>73,395</u>

# FY18-19 General Fund Revenue & Expenditure Summary

	ACTUAL FY14-15 10	ACTUAL FY15-16 10	ACTUAL FY16-17 10	ADOPTED FY17-18 10	FINAL FY17-18 10	PROPOSED FY18-19 10	TENTATIVE FY18-19 10	ADOPTED FY18-19 10	% INCREASE FY18 to FY19 BUDGET
<b>BEGINNING UNASSIGNED FUND BALANCE</b>						<b>8,052,000</b>	<b>8,052,000</b>	<b>8,052,000</b>	
						<b>12.73%</b>	<b>12.73%</b>	<b>15.22%</b>	
<b>REVENUES</b>									
MEMBER FEES	50,991,356	52,659,681	54,044,534	51,368,396	51,368,396	52,536,135	52,890,229	52,890,229	2.96%
CAMP WILLIAMS CONTRACT	480,000	480,000	480,000	532,000	529,313	0	0	0	-100.0%
AMBULANCE FEES	6,989,765	7,911,964	7,730,102	6,967,000	6,967,000	7,000,000	7,000,000	7,000,000	0.5%
GRANTS	34,061	143,684	56,336	47,743	121,360	0	0	0	-100.0%
SLCO CANYON PROTECTION FEES	3,175,714	3,175,714	3,175,714	3,175,713	3,175,713	3,175,713	3,175,713	3,175,713	0.0%
UFSA MANAGEMENT FEES	450,000	591,375	304,750	304,750	304,750	284,696	284,696	284,696	-6.6%
MISC INTERGOVERNMENTAL	0	99,730	181,068	0	862,973	91,000	91,000	91,000	100.0%
MIDA CONTRACT	0	50,000	50,000	50,000	50,000	51,000	51,000	51,000	2.0%
CLASS FEES	93,003	126,468	109,534	104,000	142,207	77,200	77,200	77,200	-25.8%
PERMIT FEES	114,515	121,348	120,036	127,024	127,024	130,000	130,000	130,000	2.3%
MISC FEES	4,535	15,408	181,579	20,000	196,897	48,300	48,300	48,300	141.5%
INTEREST	58,087	67,389	99,138	55,204	55,204	100,000	100,000	100,000	81.1%
PROCEEDS FROM SALE OF CAPITAL ASSET	167,033	54,379	102,500	0	224,360	0	0	0	0.0%
USAR REIMBURSEMENTS	381,109	513,425	468,073	400,172	1,070,785	557,900	563,617	563,617	40.8%
MISCELLANEOUS REVENUES	150,929	124,161	245,777	95,796	112,957	124,462	124,462	124,462	29.9%
PROCEEDS FROM ISSUANCE OF LT DEBT	770,059	17,867,799	0	0	0	0	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>63,860,166</b>	<b>84,002,524</b>	<b>67,349,141</b>	<b>63,247,798</b>	<b>65,308,939</b>	<b>64,176,406</b>	<b>64,536,217</b>	<b>64,536,217</b>	<b>2.0%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	31,072,875	31,412,969	32,467,546	32,359,840	32,490,488	33,787,452	34,054,696	34,054,696	5.2%
SALARIES - USAR DEPLOYMENT	0	0	0	0	91,875	0	0	0	0.0%
SALARIES - NON-USAR DEPLOYMENT	0	0	0	0	87,934	0	0	0	0.0%
SALARIES - PART TIME/PAID CALL	0	1,101,337	1,443,423	1,226,000	1,226,000	1,372,000	1,372,000	1,372,000	11.9%
OVERTIME	2,875,847	3,299,373	2,777,637	2,575,200	2,650,800	3,062,150	3,062,150	3,062,150	18.9%
OVERTIME - USAR DEPLOYMENT	0	0	0	0	437,898	0	0	0	0.0%
OVERTIME - NON-USAR DEPLOYMENT	0	0	0	0	366,273	0	0	0	0.0%
OVERTIME - PART TIME/PAID CALL	0	138,008	44,742	54,000	54,000	56,000	56,000	56,000	3.7%
BENEFITS	12,699,467	13,134,447	13,504,234	14,731,340	14,764,002	14,581,299	14,873,863	14,873,863	1.0%
BENEFITS - USAR DEPLOYMENT	0	0	0	0	52,000	0	0	0	0.0%
BENEFITS - NON-USAR DEPLOYMENT	0	0	0	0	17,940	0	0	0	0.0%
WORKERS COMP	806,821	739,636	956,392	1,085,049	1,091,299	947,317	948,466	948,466	-12.6%
UNIFORM ALLOWANCE	336,279	331,832	372,210	361,260	361,750	358,680	358,680	358,680	-0.7%
UNEMPLOYMENT INSURANCE	2,675	4,752	1,578	2,000	11,000	5,000	5,000	5,000	150.0%
VAC/SICK PAYOUTS	149,341	180,070	864,274	0	25,130	0	0	0	0.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>47,943,306</b>	<b>50,342,425</b>	<b>52,432,036</b>	<b>52,394,689</b>	<b>53,728,389</b>	<b>54,169,898</b>	<b>54,730,855</b>	<b>54,730,855</b>	<b>4.5%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
ART & PHOTOGRAPHIC SERVICES	463	2,600	324	1,000	1,000	1,000	1,000	1,000	0.0%
AUDITOR	10,079	8,900	8,900	8,900	8,900	8,900	8,900	8,900	0.0%
AWARDS & BANQUET	41,868	44,511	50,339	45,000	45,000	45,000	45,000	45,000	0.0%
BEDDING & LINEN	12,804	5,590	3,768	5,000	5,000	15,000	15,000	15,000	200.0%
BOOKS & PUBLICATIONS	40,072	54,238	45,091	55,400	64,615	50,923	50,923	50,923	-8.1%
CLOTHING PROVISIONS	383,459	450,710	151,847	280,000	280,400	455,981	455,981	455,981	62.9%
COMMUNICATION EQUIP NONCAP	73,232	67,967	97,423	85,000	85,000	85,000	85,000	85,000	0.0%
COMPUTER COMPONENTS	172,513	129,326	224,968	150,000	158,970	141,500	141,500	141,500	-5.7%
NONCAP EQUIPMENT - FINANCED	0	0	781,735	0	119,413	0	0	0	0.0%
COMMUNITY OUTREACH	6,190	6,318	800	4,500	4,500	3,500	3,500	3,500	-22.2%
COMPUTER LINES	152,297	172,465	218,058	195,000	195,000	195,000	195,000	195,000	0.0%
COMPUTER SOFTWARE<5000	34,550	54,053	12,186	17,250	17,250	19,000	19,000	19,000	10.1%
CONTRACT HAULING	0	0	0	1,000	1,000	1,000	1,000	1,000	0.0%
DINING & KITCHEN SUPPLIES	2,695	3,853	3,608	5,000	5,000	5,000	5,000	5,000	0.0%
EDUCATION & TRAINING & CERT	81,896	96,373	92,051	174,400	187,400	180,155	180,155	180,155	3.3%
ELECTRONICS DISPOSAL	0	0	0	0	0	1,000	1,000	1,000	100.0%
NON-USAR DEPLOYMENT COSTS	0	0	0	0	28,032	0	0	0	0.0%
FACILITIES MANAGEMENT	0	13,583	2,000	3,000	3,000	3,000	3,000	3,000	0.0%
FOOD PROVISIONS	60,778	75,414	32,945	42,000	42,000	45,800	45,800	45,800	9.0%
GASOLINE, DIESEL, OIL & GREASE	601,720	437,990	435,794	525,000	526,000	445,000	445,000	445,000	-15.2%
GRANT EXPENDITURES	45,485	140,056	58,536	47,743	121,360	0	0	0	-100.0%
HEAT & FUEL	101,418	126,489	136,386	150,000	150,000	130,000	130,000	130,000	-13.3%
HONOR GUARD/PIPE & DRUM BAND	15,951	-4,869	3,424	9,000	9,000	9,000	9,000	9,000	0.0%
HOSTING SERVICES	0	0	0	0	0	45,000	45,000	45,000	100.0%
IDENTIFICATION SUPPLIES	27,327	31,195	16,785	20,500	11,790	10,500	10,500	10,500	-48.8%
JANITORIAL SUPP & SERV	53,950	47,457	61,388	50,000	50,000	50,000	50,000	50,000	0.0%
LIABILITY INSURANCE	415,582	245,528	409,375	440,000	440,000	450,000	450,000	450,000	2.3%
MIDA	7,305	312	318	0	0	0	0	0	0.0%
INTERGOVERNMENTAL	4,850	4,000	4,148	4,000	11,624	4,000	4,000	4,000	0.0%
STATE WILDLAND MITIGATION PROGRAM	0	0	139,290	92,000	0	0	0	0	-100.0%
LIGHT & POWER	353,038	346,190	345,001	335,000	335,000	315,000	315,000	315,000	-6.0%
MAINT. & REPAIR OF FIRE HYDRANTS	293,202	34,273	62,096	90,000	90,000	20,000	0	0	-100.0%
MAINT. OF MACHINERY & EQUIP	157,600	141,879	152,811	129,500	129,500	146,000	146,000	146,000	12.7%
MAINT. OF BUILDING & GROUNDS	409,225	306,715	121,515	253,000	247,000	255,000	255,000	255,000	0.8%
MAINT. OF OFFICE EQUIPMENT	7,255	5,003	1,470	1,000	1,000	2,000	2,000	2,000	100.0%
MAINTENANCE OF SOFTWARE	335,992	303,391	341,576	325,097	325,097	422,850	422,850	422,850	30.1%
MEDICAL SUPPLIES	509,532	515,549	541,454	488,000	509,085	508,000	508,000	508,000	4.1%
MISCELLANEOUS RENTAL	13,499	24,492	27,746	19,000	25,000	35,000	35,000	35,000	84.2%

	ACTUAL	ACTUAL	ACTUAL	ADOPTED	FINAL	PROPOSED	TENTATIVE	ADOPTED	% INCREASE
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY18-19	FY18-19	FY18-19	FY18 to FY19
	10	10	10	10	10	10	10	10	BUDGET
OFFICE SUPPLIES	44,263	54,616	51,913	56,200	55,200	54,750	54,750	54,750	-2.6%
PROFESSIONAL FEES	875,084	644,642	667,991	610,550	610,550	694,785	694,785	694,785	13.8%
MEDICAID ASSESSMENT (AMBULANCE)	0	251,868	279,534	300,000	300,000	300,000	300,000	300,000	0.0%
POSTAGE	8,592	8,744	10,268	15,700	15,700	13,450	13,450	13,450	-14.3%
PRINTING CHARGES	16,496	17,889	5,982	20,700	20,900	17,998	17,998	17,998	-13.1%
MEDICAL SERVICES	165,554	171,540	195,243	179,500	179,500	163,500	163,500	163,500	-8.9%
RENT OF BUILDINGS	146,970	146,369	146,671	147,000	147,000	147,000	147,000	147,000	0.0%
SANDY CONTRACT	815,800	828,125	840,962	865,000	865,000	0	0	0	-100.0%
SANITATION	29,884	32,231	36,086	25,000	25,000	32,000	32,000	32,000	28.0%
SMALL EQUIP. NONCAP	1,458,063	869,430	593,267	607,738	595,512	518,722	518,722	518,722	-14.6%
SMALL EQUIP. - STATION STARTUPS	64,181	141,713	171,552	0	0	0	0	0	0.0%
PHOTO EQUIPMENT	1,697	504	0	1,000	1,000	1,000	1,000	1,000	0.0%
EVENT MEDIC	972	11,824	0	500	500	0	0	0	-100.0%
CANINE EXPENSES	0	0	5,478	5,000	5,000	5,000	5,000	5,000	0.0%
MEMBERSHIPS & SUBSCRIPTIONS	43,677	35,938	44,457	31,700	36,700	43,125	43,125	43,125	36.0%
TELEPHONE	152,280	158,468	169,869	95,500	95,500	95,500	95,500	95,500	0.0%
TELEPHONE-CELLULAR	202,802	176,777	159,965	160,000	160,000	183,000	183,000	183,000	14.4%
TRAVEL & TRANSPORTATION	203,813	240,760	114,445	112,500	120,500	120,000	120,000	120,000	6.7%
MILEAGE REIMBURSEMENT	0	0	1,303	2,000	2,000	2,000	2,000	2,000	0.0%
TUITION REIMBURSEMENT	97,015	72,246	65,372	100,000	100,000	60,000	60,000	60,000	-40.0%
UCANN	363,616	192,843	160,456	200,000	139,000	45,000	45,000	45,000	-77.5%
VECC/DISPATCH FEES	775,910	778,784	852,767	777,000	777,000	758,700	758,700	758,700	-2.4%
VEHICLE MAINTENANCE	725,651	795,185	870,975	802,500	805,000	850,000	850,000	850,000	5.9%
VISUAL & AUDIO AIDS	5,853	444	860	4,000	4,000	4,000	4,000	4,000	0.0%
WATER & SEWER	62,095	76,249	82,152	78,700	78,700	78,700	78,700	78,700	0.0%
REIMBURSEMENTS DUE TO UFA	0	0	0	0	0	12,000	12,000	12,000	100.0%
TRAINING PROPS - NONCAP	26,280	2,202	7,847	0	0	25,000	25,000	25,000	100.0%
CONTRIB TO FUND BALANCE	0	0	0	0	0	0	0	0	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>10,712,374</b>	<b>9,600,940</b>	<b>10,120,568</b>	<b>9,249,078</b>	<b>9,372,198</b>	<b>8,329,339</b>	<b>8,309,339</b>	<b>8,309,339</b>	<b>-10.2%</b>
<b>DEBT SERVICE EXPENDITURES</b>									
CAPITAL LEASE PAYMENTS	1,548,776	3,956,848	2,652,765	2,711,414	2,709,851	3,300,002	3,300,002	3,300,002	21.7%
INTEREST EXPENSE	161,831	138,120	413,528	350,772	352,335	286,384	286,384	286,384	-18.4%
WAREHOUSE LOAN	93,659	97,475	101,446	105,580	105,580	109,881	109,881	109,881	4.1%
<b>TOTAL DEBT SERVICE EXPENDITURES</b>	<b>1,804,266</b>	<b>4,192,442</b>	<b>3,167,739</b>	<b>3,167,766</b>	<b>3,167,766</b>	<b>3,696,267</b>	<b>3,696,267</b>	<b>3,696,267</b>	<b>16.7%</b>
<b>CAPITAL OUTLAY EXPENDITURES</b>									
CAPITAL OUTLAY - CASH	816,265	1,070,032	98,181	99,405	142,115	21,995	21,995	21,995	-77.9%
CAPITAL OUTLAY - FINANCED	4,435,903	16,203,198	2,803,026	0	71,427	0	0	0	0.0%
CAPITAL OUTLAY - FLEET MAINT	0	0	96,026	200,000	200,000	150,000	150,000	150,000	-25.0%
COMPUTER SOFTWARE>5000	11,346	596,444	187,943	10,000	55,000	20,000	20,000	20,000	100.0%
CAPITAL OUTLAY - TRAINING PROPS	7,271	26,948	42,381	43,000	43,000	30,000	30,000	30,000	-30.2%
<b>TOTAL CAPITAL OUTLAY EXPENDITURES</b>	<b>5,270,786</b>	<b>17,896,621</b>	<b>3,227,557</b>	<b>352,405</b>	<b>511,542</b>	<b>221,995</b>	<b>221,995</b>	<b>221,995</b>	<b>-37.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>65,730,732</b>	<b>82,032,428</b>	<b>68,947,900</b>	<b>65,163,938</b>	<b>66,779,895</b>	<b>66,417,499</b>	<b>66,958,456</b>	<b>66,958,456</b>	<b>2.8%</b>
<b>TRANSFERS IN/(OUT)</b>									
TRANSFER IN FROM SPECIAL REV FUND	100,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	25.0%
TRANSFER TO WILDLAND	0	0	-21,391	0	-92,000	-100,000	-100,000	-100,000	100.0%
TRANSFER TO CAPITAL PROJECTS FUND	-161,347	-45,295	0	0	-569,154	0	0	0	0.0%
<b>NET TRANSFERS IN/(OUT)</b>	<b>-61,347</b>	<b>54,705</b>	<b>78,609</b>	<b>100,000</b>	<b>-561,154</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-75.0%</b>
<b>CONTRIBUTION/(APPROPRIATION) OF NET A</b>	<b>-1,931,913</b>	<b>2,024,801</b>	<b>-1,520,150</b>	<b>-1,816,140</b>	<b>-2,032,110</b>	<b>-2,216,093</b>	<b>-2,397,239</b>	<b>-2,397,239</b>	<b>32.0%</b>
<b>ENDING UNASSIGNED FUND BALANCE</b>						<b>5,835,907</b>	<b>5,654,761</b>	<b>5,654,761</b>	
					<b>8.5% Revenue</b>	<b>5,454,995</b>	<b>5,485,578</b>	<b>5,485,578</b>	
						9.09%	8.76%	8.76%	

## Conclusion

The FY18-19 Proposed budget is a transparent and responsible financial plan that will enable UFA to continue to provide our constituents with high quality service and to enhance and protect the safety and well-being of our community. We look forward to working with you and the remainder of the Board as we work through the process of the final adoption of the budget. Please let us know if you have any questions or concerns.

Respectfully,

*Tony Hill*

Chief Financial Officer  
Unified Fire Authority

*Kate Turnbaugh*

Senior Accountant  
Unified Fire Authority

# Unified Fire Authority Strategic Plan

2018 - 2021



*“Consistency with the right strategic plan is the ultimate key to success.  
Yesterday's action would never make up for today's procrastination.”*

— Edmond Mbiaka

3380 South 900 West  
Salt Lake City, UT 84119

Phone: 801-743-7200  
<http://www.unifiedfire.org>

Adopted November 21, 2017  
Progress Update: June 30, 2018

# Vision - Mission - Values

## **Vision:**

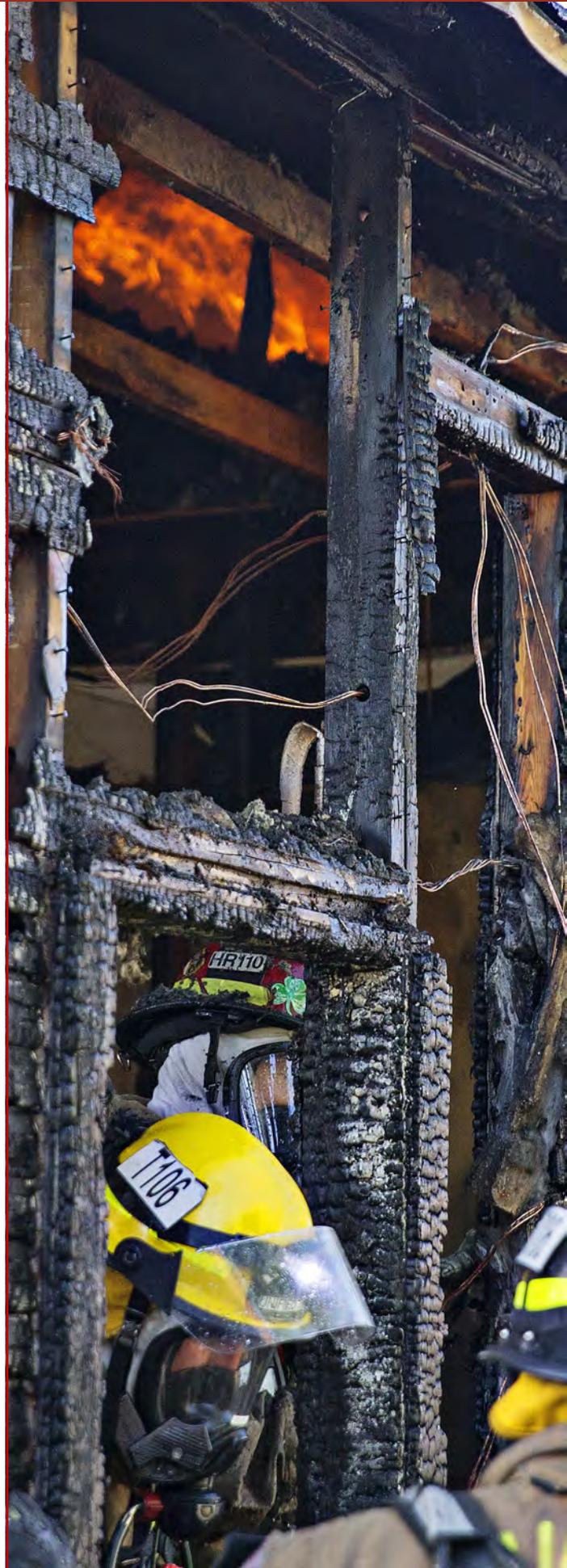
To enhance and protect the safety and well-being of our community.

## **Mission:**

To save lives, protect property, and strengthen community relationships with professionalism, courage, and dedication.

## **Values:**

- ◆ **Integrity** – We are honest, trustworthy, and accountable. Honor guides our actions.
- ◆ **Professional** – Professionalism is the culmination of competence, knowledge, resourcefulness, quality, attitude, and cooperation related to how we provide our services within the community and at all levels of the organization. This professionalism allows us to appropriately interface with each other and the public. Being professional also encapsulates the goal of doing right and being nice.
- ◆ **Respect** – Valuing each other and acknowledging the diversity and worth that is inherent within all individuals.
- ◆ **Accountable** – Being accountable to each other, to the organization, and to the citizens whom we serve is a fundamental value and will allow us to make the best decision: be it fiscal, procedural, ethical, or moral.
- ◆ **Teamwork** – We each bring our own skills and experience, yet we recognize that we are better together. We support and depend on each other to achieve our goals—both as an organization and as individuals. Synergistic interactions are critical. This also includes communication, both vertically (up and down) and laterally.
- ◆ **Dedication** – Dedication is a commitment not only to the duties of a firefighter, but also to each other as a team, to the citizens which we serve, and propels us forward in becoming the most competent professionals.
- ◆ **Courage** – Courage and bravery are the foundations of our character. Bravery is the ability to overcome fear through fortitude, instinct, compassion for others, and training. Courage is the ability to act at all times with integrity and showing the fortitude to operate effectively under any condition.



# Purpose

The purpose of this paper is to provide an update with respect to the Strategic Planning processes to date, and to encapsulate the categories, goals and outcomes statements recently proposed to the Board of Directors and the organization.

# Plan

In late 2016, Unified Fire Authority administration recognized the need of updating the organizational Strategic Plan – previously created in 2006. Under the direction of the Board of Directors and Chief Dan Petersen, the Strategic Planning committee has worked in conjunction with administration, UFA personnel, and stakeholders to identify potential goals, outcomes, and action items for the organization.

Following several internal and community SWOC (Strengths, Weaknesses, Outcomes and Challenges) analysis meetings, over 100 data points were collected. From the information obtained, six strategic categories were created, along with corresponding goals and anticipated outcomes – with an intended completion date of three years from the time of full adoption.

Finally, UFA believes the goals, outcomes and action-items contained herein match the intent as outlined in Best Practices for Good Management, as prepared by the Office of the Legislative Auditor.

# Process

There are many steps involved in the formation of a strategic plan. Below is a general summary of the processes, actions taken, and items to be addressed:

- ◆ Internal and External SWOC Analysis – Capturing the Data
- ◆ Categories, Goals and Outcomes Identified and Adopted
- ◆ Division Ownership of Outcomes – Formulating Action-Items
- ◆ On-Going Project Management – Action-Items, Funding and Timelines

In early 2017, members of Command Staff and the Strategic Planning Committee met with community stakeholders and station crews throughout the jurisdiction. Collectively, they provided over 100 specific insights. From these, six overarching categories were identified – resulting in the following organizational goals.

## Best Practices

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

## Capital Plan

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

## Culture and Pride of Ownership

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

## Professional Development

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

## Stakeholder Engagement

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

## Employee Investment

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



In conjunction with the original data received and the defined goals, UFA will strive to realize the following outcomes over the course of the next three years.

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## Best Practices

- ◆ Board and organizational policies are established, easy to find and effective
- ◆ Best rate possible achieved for all loans
- ◆ Budget processes, document, and audit findings are in compliance with GASB
- ◆ The budget document incorporates the strategic plan, performance measures, and Outcomes
- ◆ Member fee structure adopted
- ◆ Board structure and governance reviewed and adopted by the UFA Board of Directors
- ◆ Strategic plan reviewed annually with action items that drive the budget process
- ◆ Member joining and separation processes are reviewed and revised as necessary
- ◆ Baselines and benchmarks for organizational performance measures established and routinely reported
- ◆ Gaps in coverage are identified and closed
- ◆ Standards of Cover is established that defines service delivery including: staffing models and service levels that effectively reduce the risk in the community
- ◆ ISO rating reviewed and enhanced if possible
- ◆ Turnout times and dispatch call processing times are within national standards
- ◆ New CAD established and evaluated for operational effectiveness
- ◆ Critical Operational performance protocols are adopted by UFA and throughout the region
- ◆ Operational actions meet or exceed industry standards respective to EMS patient outcomes
- ◆ Interagency command and control-level training program developed (LE, PW, Fire, etc.)
- ◆ Performance measure comparison between UFA, valley agencies, and like-size agencies completed

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## Capital Plan

- ◆ Preventative maintenance programs are established
- ◆ Ten or greater year apparatus and equipment capital plans are established and funded
- ◆ Twenty year facilities needs assessment completed and reviewed annually

## Culture and Pride of Ownership

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

## Professional Development

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

## Stakeholder Engagement

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

# Employee Investment

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



## Board of Directors

- ◆ Board and organizational policies are established, easy to find and effective
- ◆ Member fee structure adopted
- ◆ Board structure and governance reviewed and adopted by the UFA Board of Directors
- ◆ Member joining and separation processes are reviewed and revised as necessary
- ◆ Projections and plans for growth potential within UFA service area are identified
- ◆ The Board acts to establish competitive wage and benefit packages
- ◆ The Board acts to promote employee retention



# Office of the Chief

- ◆ Board and organizational policies are established, easy to find and effective
- ◆ Member fee structure adopted
- ◆ Board structure and governance reviewed and adopted by the UFA Board of Directors
- ◆ Member joining and separation processes are reviewed and revised as necessary
- ◆ Personnel are trusted by the public to do the right thing and enjoy working in the community
- ◆ Personnel are continually striving for excellence
- ◆ Internal communications are maintained and enhanced (i.e. Command Staff minutes, Chief's video)
- ◆ Projections and plans for growth potential within UFA service area are identified
- ◆ Interaction with legislators and elected officials are effective
- ◆ The Board acts to promote employee retention

## Information Outreach

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- ◆ Community satisfaction survey is completed that measures the value, trust and reputation of the UFA
- ◆ UFA branding formalized, marketing plan established, and media relations strengthened
- ◆ Public outreach programs are enhanced and needs of the communities are being met
- ◆ Websites and social media are being utilized effectively
- ◆ Recognition for outstanding achievement of employees formalized



# Administration/Planning

- ◆ Strategic plan reviewed annually with action items that drive the budget process
- ◆ Baselines and benchmarks for organizational performance measures established and routinely reported
- ◆ Grant proposals drafted and submitted effectively
- ◆ Organizational programs evaluated for effectiveness and sustainability
- ◆ A professional development plan is in place
- ◆ Formal leadership training focused on UFA leader expectations is delivered
- ◆ Leadership competencies are established and integrated into leadership training and job descriptions
- ◆ Personnel appraisal system is revised to ensure accurate feedback on performance and opportunities for improvement
- ◆ Liaison program further defined and relationships within all jurisdictions solidified
- ◆ On-boarding instruction for new Board members and annual refresher for concurrent Board members established
- ◆ City and township staff engaged in UFA service level discussions
- ◆ Educational opportunities for Operations and staff personnel are reviewed and policies established
- ◆ General Staff and liaisons received education on UFA governance and Special Service Districts

## Human Resource

- ◆ Promotional practices are reviewed and conducted to ensure a fair and objective process
- ◆ The Board acts to establish competitive wage and benefit packages
- ◆ Annual retirement education is offered to employees (finance, lifestyle, etc.)
- ◆ Financial planning education is provided to new employees

## Safety

- ◆ Private sector risk reduction programs are evaluated (i.e. Kennecott, Overstock, Rio Tinto, etc.)
- ◆ Health and wellness programs are established



# Support Services

## Emergency Management

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- ◆ City and township roles and responsibilities identified in regard to Emergency Management
- ◆ CERT program evaluated and revised as necessary
- ◆ Outreach and training plans for public sector completed – planning commissions, economic development, etc. (Envision Utah, Wasatch Front Regional Council, SLCo Regional Economic Development)

## Logistics

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- ◆ Preventative maintenance programs are established
- ◆ Ten or greater year apparatus and equipment capital plans are established and funded
- ◆ Twenty year facilities needs assessment completed and reviewed annually

## Information Technology

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- ◆ New CAD established and evaluated for operational effectiveness



# Special Operations

## Fire Prevention

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- ◆ ISO rating reviewed and enhanced if possible

## Fire Training

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- ◆ Interagency command and control-level training program developed (LE, PW, Fire, etc.)

## EMS-Medical

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- ◆ Operational actions meet or exceed industry standards respective to EMS patient outcomes



## Emergency Operations

- ◆ Gaps in coverage are identified and closed
- ◆ Standards of Cover is established that defines service delivery including: staffing models and service levels that effectively reduce the risk in the community
- ◆ Turnout times and dispatch call processing times are within national standards
- ◆ Critical Operational performance protocols are adopted by UFA and throughout the region
- ◆ Performance measure comparison between UFA, valley agencies, and like-size agencies completed
- ◆ Public interaction continually reveals professional personnel, polished apparatus, and presentable facilities
- ◆ Interactions between each other and the public are positive and friendly
- ◆ A mentorship program for the development of interested personnel is in place

## Finance

- ◆ Best rate possible achieved for all loans
- ◆ Budget processes, document, and audit findings are in compliance with GASB
- ◆ The budget document incorporates the strategic plan, performance measures, and outcomes
- ◆ Revenue streams and expenditures are reviewed annually to ensure sustainability



# Process

In order to obtain the aforementioned data, the UFA administration and members of the Strategic Planning Committee facilitated four community meetings in various areas throughout the UFA jurisdiction.

During these meetings, attendees listened as officers presented an overview of the services provided by the agency. Immediately following the presentation, participants then conducted a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis.

The Strategic Planning Committee members served as facilitators as the attendees debated and discussed the various components of the SWOC. These four meetings took place during the month of May 2017.

## Strengths

- ◆ Size of the organization
- ◆ Economy of Scale
- ◆ Community Involvement
- ◆ Liaisons
- ◆ Transparency
- ◆ Resources, Equipment, & Response
- ◆ Relationships – External
- ◆ Relationships – Internal
- ◆ Employee Development, Knowledge, History, & Characteristics

## Opportunities

- ◆ Innovation & Best Practices
- ◆ Retirement
- ◆ Creative Solutions
- ◆ Relationships, Community Education, & Transparency
- ◆ UFA Growth
- ◆ UFA Response

## Weaknesses

- ◆ Staffing & Standards of Cover
- ◆ Equipment, Capital Expenditures & Tax Base
- ◆ Recruitment, Longevity, & Retirement
- ◆ Attitudes
- ◆ Size of the Organization
- ◆ Nature of the Job
- ◆ Board
- ◆ Dispatch
- ◆ Communication & Community Outreach
- ◆ Administration

## Challenges

- ◆ Dispatch
- ◆ Community Education, Outreach, & Transparency
- ◆ Growth
- ◆ Loss
- ◆ Relationships
- ◆ Funding
- ◆ Internal Growth & Professional Development

## MEMBER FEE



*Adopted Policy Statements*

*Proportioning Service chart*

*Proportioning Service map*

*Station Breakdown*

*Budget Breakdown*



# UNIFIED FIRE AUTHORITY

## MEMBER FEE SYSTEM

The member fee system described below was adopted by the UFA Board of Directors at their regularly scheduled public meeting on December 19, 2017 with the plan to implement the new fee structure on July 1, 2018 as part of the budget process.

The UFA fee for fire and rescue service is designed to achieve the following objectives:

- Accurately assess each member for the services provided to their area, while benefiting from cost sharing of the regional delivery of overall services.
- Provide a method, based on the adopted budget, which can be updated with transparency each year, including a return of excess fund balance from the prior fiscal year.
- Provide an opportunity for individual members to have some control of their costs, based on their community's risk tolerance, with minimal financial impact to the other members.
- Provide a method to accurately and transparently assess the impact of new or separating members, by restructuring the member fee based on estimated cost adjustments.

The method provides a direct cost for staffing the engine or truck company 24/7 and a shared cost for all the services that are considered regional; EMS transport, additional engine and truck companies, battalion chiefs, district chiefs, training, prevention, investigation, safety, information outreach, support services, human resources, finance, legal, administration and station operating costs.

Station operating costs, which represent as much as 40% of the identified regional cost, include: engine and truck maintenance, funding for capital replacement of engines and trucks, fee for dispatch services, operational small equipment, personal protective equipment, station computers and connectivity, MDC's, defibrillators, EMS supplies, station maintenance, fuel, and station utilities.

To determine the regionalized cost of each engine and truck, the total member fee, minus the fully loaded cost of staffing all engine and truck companies, is divided by the total number of companies, regardless of crew size.

When first due areas overlap between members, the percentage of emergency incidents within the member's portion of the first due area, over a three-year period, determines the percentage of that member's use of the engine/truck companies assigned to that station. Assessed value and a blended assessed value - emergency incidents was considered, but eliminated after a review with representatives of the four member agencies.

- Example: If 72% of the incidents one station is responding to were in one member's community, that member would pay for 72% of the staffing and regionalized costs for that station.

The individual member fee is determined by establishing the percentage of service provided by the engine and truck companies covering their community. The budget document will display the actual cost, based on that percentage, which each member pays for every division in the UFA.

- NOTE: The town of Alta is treated differently in this model. Salt Lake County provides funding to assist with the fire and rescue service delivery costs in the canyons providing a subsidy for service provided by UFA. As long as the County continues to fund the service to this canyon the UFA will assess the town of Alta 7.5% of the cost for station 113.

After the member fee has been established for the upcoming fiscal year the estimate of excess ending fund balance from the previous fiscal year is credited back to the member. This credit is based on the percentage of the total member fee that member paid.

A member wishing to control their costs can do so during the annual budget process and through staffing levels inside of their first due response areas, where they are paying for 51% or more of the service. Each member has the opportunity to determine their risk tolerance for the community. The Fire Chief will assist the member in understanding their risk and will determine the level of risk tolerance for the firefighters providing the service.

A city requesting to join the UFA will require an analysis of their response area to determine a new proportional breakdown for all members. Each division will evaluate the impact of service to the new city. Typical impacts include: station staffing and operating costs, fire prevention and investigation and adjustment to the capital replacement plan. This would cause a modification of the regionalized cost for engine and truck companies, thereby affecting the individual member fees.

A member separating from the UFA will modify the total cost of service in the same way as a new member joining. The direct costs for station staffing and any divisional budgetary reductions, if applicable, resulting from the member separating from service is removed from the total member fee. This causes a modification of the regionalized cost for engine and truck companies, thereby affecting the individual member fees.

The UFA budget document will include a section on proposed member fees based on the proposed budget with a breakdown of station staffing and regionalized services for each member. The adoption of the annual budget will finalize the individual member fees.

#### Definitions:

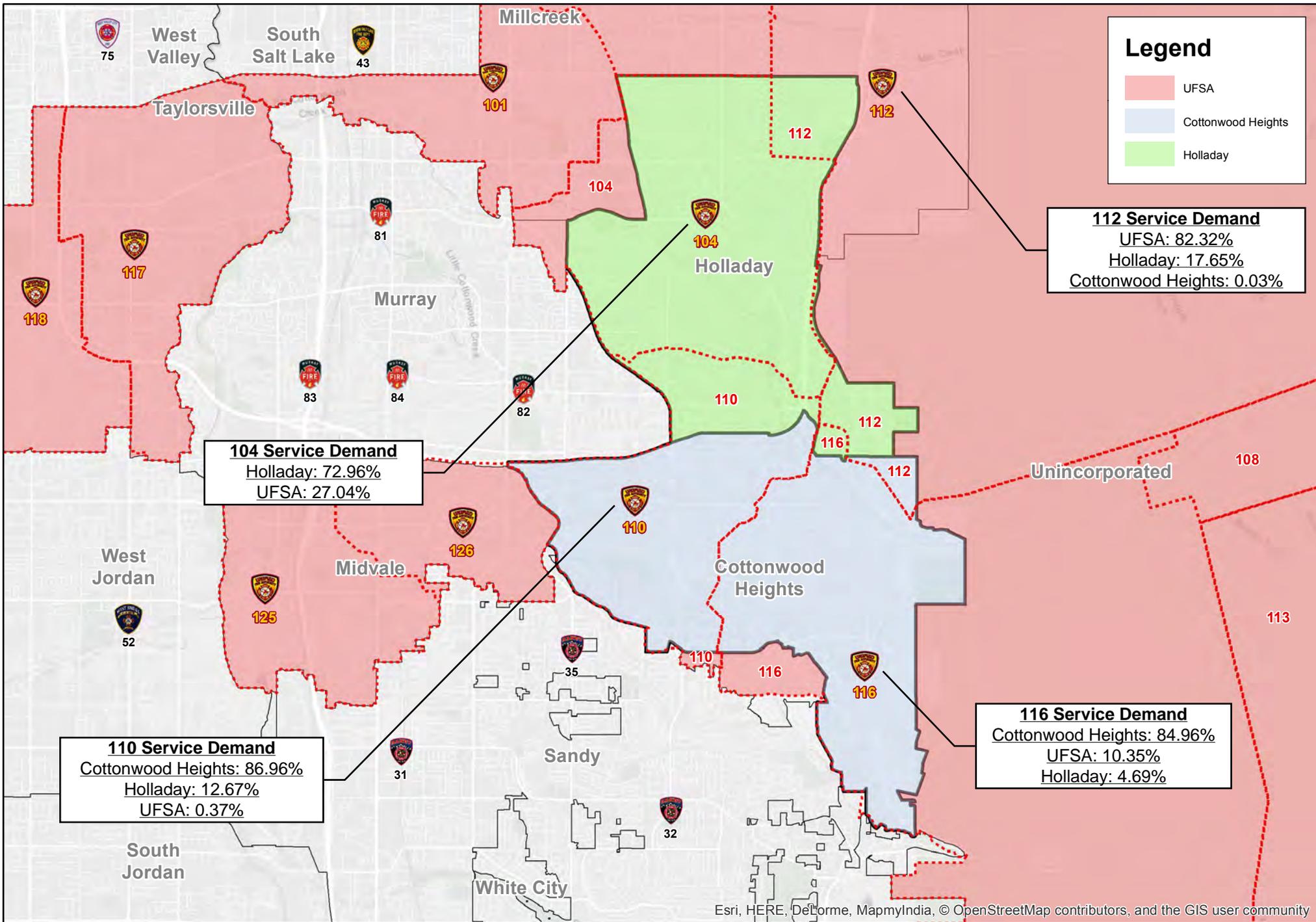
- First Due area: The geographical area that the station serves where they are closer than any other station. These engine or truck companies assigned to that station are normally "*first due*" on incidents in this geographical area.
- Engine Company: A crew of three or four firefighters working on an apparatus with the capability of pumping water. The apparatus carries the tools necessary to assist the firefighters in solving most problems they face, including medical emergencies.
- Truck Company: A crew of three or four firefighters working on an apparatus with a fixed aerial ladder, a large assortment of ground ladders and the capability of pumping water. The apparatus carries the tools necessary to assist the firefighters in solving most problems they face, including medical emergencies.
- Total Member Fee: The total cost of UFA services less any external revenue.
- Individual Member Fee: The cost of services for each member.

- Crediting members with excess fund balance: Fund Balance is budgeted at 8.5%. The actual revenue and expenses during the fiscal year affect ending fund balance. Generally, most line item budget amounts have some funds remaining at fiscal year-end. For fiscal year 17/18, beginning fund balance was budgeted \$1,816,140 over the 8.5% target. This proposed method would divide the credit by the percentage the member pays of the total member fee.
- Incidents in the first due area: The total number of incidents inside the station's first due geographical boundary, regardless of the type of incident or which unit is responding.
- Fully loaded cost of a 24/7 crew: The total cost to staff one engine or truck company in its first due area. The 3.66 multiplier is used to estimate the cost for 24/7 staffing.
- Regionalized costs: Regional costs include; EMS transport, additional engine/truck companies, battalion chiefs, district chiefs, training, prevention, investigation, safety, information outreach, information technology, logistics, human resources, finance, legal, administration, and station operating costs.
- Station Operating Costs: The costs that are specific to operating each fire station are also included in the regional cost. Station operating costs, which represent as much as 40% of the identified regional cost, include: engine and truck maintenance, funding for capital replacement of engines and trucks, fee for dispatch services, operational small equipment, personal protective equipment, station computers and connectivity, MDC's, defibrillators, EMS supplies, station maintenance, fuel, and station utilities.

## PROPORTIONING SERVICE BETWEEN MEMBERS

STATION - MEMBER	SERVICE DEMAND (2014-2016)		SERVICE DEMAND (2015-2017)*	
	INCIDENTS	PERCENT	INCIDENTS	PERCENT
<b>104 - Holladay</b>	7,740	72.96%	4,126	72.96%
<b>104 - UFSA</b>	2,868	27.04%	1,529	27.04%
<b>TOTAL INCIDENTS</b>	<b>10,608</b>	<b>100.00%</b>	<b>5,655</b>	<b>100%</b>
<b>110 - Cottonwood Heights</b>	7,526	88.15%	4,000	86.96%
<b>110 - Holladay</b>	996	11.67%	583	12.67%
<b>110 - UFSA</b>	16	0.19%	17	0.37%
<b>TOTAL INCIDENTS</b>	<b>8,538</b>	<b>100.00%</b>	<b>4,600</b>	<b>100%</b>
<b>112 - Cottonwood Heights</b>	4	0.08%	1	0.03%
<b>112 - Holladay</b>	1,016	19.96%	569	17.65%
<b>112 - UFSA</b>	4,070	79.96%	2,654	82.32%
<b>TOTAL INCIDENTS</b>	<b>5,090</b>	<b>100.00%</b>	<b>3,224</b>	<b>100%</b>
<b>116 - Cottonwood Heights</b>	4,218	89.90%	2,209	84.96%
<b>116 - Holladay</b>	216	4.60%	122	4.69%
<b>116 - UFSA</b>	258	5.50%	269	10.35%
<b>TOTAL INCIDENTS</b>	<b>4,692</b>	<b>100.00%</b>	<b>2,600</b>	<b>100%</b>

\*When compared with last year's 3-year rolling period (2014-2016), you will notice that the number of incidents has decreased. Based on my observations and assessment of the work and calculations performed in the past, this is probably due to the inclusion of transports as "incidents," thus counting incidents that included a transport twice. Talsan Schulzke



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## UFA MEMBER SERVICE DEMAND DISTRIBUTION: 2015-2017



Unified Fire Authority  
 3380 South 900 West  
 Salt Lake City, UT 84119

The information in this map is provided as a visualization tool for reference purposes only. While Unified Fire Authority seeks to provide the most correct and complete data available, no warranty or guarantee is made as to the content, accuracy, timeliness, or completeness of the data provided herein or its fitness for a particular purpose. Unified Fire Authority shall assume no liability for errors, omissions, or inaccuracies in the information provided or for actions taken by users of this product. Unified Fire Authority reserves the right to correct, update, modify or replace GIS products without notification.

Map prepared by  
 Strategic Data Manager  
 19 March 2018



### UFA MEMBER FEE BREAKDOWN BY STATION - FY 18-19

STATION	STAFFING		REGIONAL COSTS <sup>(1)</sup>			TOTAL COST	UFSA		COTTONWOOD HEIGHTS		HOLLADAY		ALTA <sup>(2)</sup>	
	ENGINES/TRUCKS	SERVICE DELIVERY <sup>(3)</sup>	SUPPORT <sup>(4)</sup>	CAPITAL REPLACEMENT	STATION %		AMOUNT	STATION %	AMOUNT	STATION %	AMOUNT	STATION %	AMOUNT	
101	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
102	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
103	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
104	1,595,077	177,444	473,393	154,011	2,399,925	27.04%	648,940	0	0	72.96%	1,750,985	0	0	
106	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
108	1,209,956	177,444	473,393	154,011	2,014,804	100.00%	2,014,804	0	0	0	0	0	0	
109	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
110	1,595,077	177,444	473,393	154,011	2,399,925	0.37%	8,880	86.96%	2,086,975	12.67%	304,070	0	0	
111	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
112	1,595,077	177,444	473,393	154,011	2,399,925	82.32%	1,975,618	0.03%	723	17.65%	423,587	0	0	
113	1,209,956	177,444	473,393	154,011	2,014,804	92.50%	1,863,693	0	0	0	0	7.50%	151,110	
115	1,209,956	177,444	473,393	154,011	2,014,804	100.00%	2,014,804	0	0	0	0	0	0	
116	1,595,077	177,444	473,393	154,011	2,399,925	10.35%	248,392	84.96%	2,038,976	4.69%	112,556	0	0	
117A	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
117B	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
118	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
119	1,209,956	177,444	473,393	154,011	2,014,804	100.00%	2,014,804	0	0	0	0	0	0	
121	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
123	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
124	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
125	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
126	1,595,077	177,444	473,393	154,011	2,399,925	100.00%	2,399,925	0	0	0	0	0	0	
251	1,209,956	177,444	473,393	154,011	2,014,804	100.00%	2,014,804	0	0	0	0	0	0	
252	1,209,956	177,444	473,393	154,011	2,014,804	100.00%	2,014,804	0	0	0	0	0	0	
35,971,122		4,258,655	11,361,425	3,696,267	55,287,468		48,419,119	4,126,245	2,590,951	151,152				
65.06%		7.70%	20.55%	6.69%			87.58%	7.46%	4.69%	0.27%				

Fund Balance Credit=

	2,397,239	2,099,431	178,912	112,342	6,554
Member fee with credit	46,319,689	3,947,333	2,478,608	144,598	52,890,228
Current Member Fee	45,389,271	3,623,929	2,234,399	120,797	51,368,396
Increase (decrease) from curre	930,418	323,404	244,209	23,801	
Percentage adjustment	2.05%	8.92%	10.93%	19.70%	

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

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

<sup>(3)</sup> 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 and Information Technology both have sections of their budget that are service delivery and support services

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

## MEMBER FEE CHART - FY18/19

Division budgets broken out by each UFA Member

MEMBER FEE CHART - FY17/18	EXPENDITURES	REVENUE	MEMBER FEE	UFSA	COTTONWOOD	HOLLADAY	ALTA
			100%	87.58%	7.46%	4.69%	0.27%
Operations	\$43,571,771	\$10,317,713	\$33,254,058	\$29,122,909	\$2,481,843	\$1,558,386	\$90,922
Camp Williams	\$557,000	\$557,000	\$0	\$0	\$0	\$0	\$0
Fire Prevention	\$1,295,487	\$130,000	\$1,165,487	\$1,020,699	\$86,984	\$54,618	\$3,187
Fire Training	\$878,001	\$0	\$878,001	\$768,927	\$65,528	\$41,146	\$2,401
Medical	\$1,333,844	\$70,000	\$1,263,844	\$1,106,837	\$94,324	\$59,228	\$3,456
Special Enforcement	\$815,289	\$6,900	\$808,389	\$707,963	\$60,332	\$37,884	\$2,210
Urban Search and Rescue	\$589,990	\$557,900	\$32,090	\$28,103	\$2,395	\$1,504	\$88
Wildland	\$1,900,000	\$1,800,000	\$100,000	\$87,577	\$7,463	\$4,686	\$273
Emergency Management	\$2,689,358	\$2,814,358	(\$125,000)	(\$109,471)	(\$9,329)	(\$5,858)	(\$342)
Administration	\$2,382,136	\$90,498	\$2,291,638	\$2,006,948	\$171,031	\$107,393	\$6,266
Finance	\$1,124,359	\$278,883	\$845,476	\$740,443	\$63,100	\$39,622	\$2,312
Information Outreach	\$696,343	\$36,600	\$659,743	\$577,783	\$49,238	\$30,918	\$1,804
Human Resources	\$766,659	\$7,500	\$759,159	\$664,849	\$56,658	\$35,576	\$2,076
Logistics	\$5,748,432	\$144,280	\$5,604,152	\$4,907,949	\$418,254	\$262,627	\$15,323
Information Technology	\$3,518,921	\$0	\$3,518,921	\$3,081,766	\$262,627	\$164,907	\$9,621
Capital Replacement (Cash)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Replacement (Debt)	\$3,696,267	\$0	\$3,696,267	\$3,237,080	\$275,863	\$173,218	\$10,106
<b>TOTAL COST</b>	<b>\$71,563,857</b>	<b>\$16,811,632</b>	<b>\$54,752,225</b>	<b>\$47,950,361</b>	<b>\$4,086,312</b>	<b>\$2,565,855</b>	<b>\$149,701</b>
Less Excess Fund Balance			\$2,216,093	\$1,940,788	\$165,393	\$103,853	\$6,059
<b>TOTAL MEMBER FEE</b>			<b>\$52,536,135</b>	<b>\$46,009,573</b>	<b>\$3,920,918</b>	<b>\$2,462,002</b>	<b>\$143,642</b>

# ADMINISTRATION

## Jay Ziolkowski, Assistant Chief



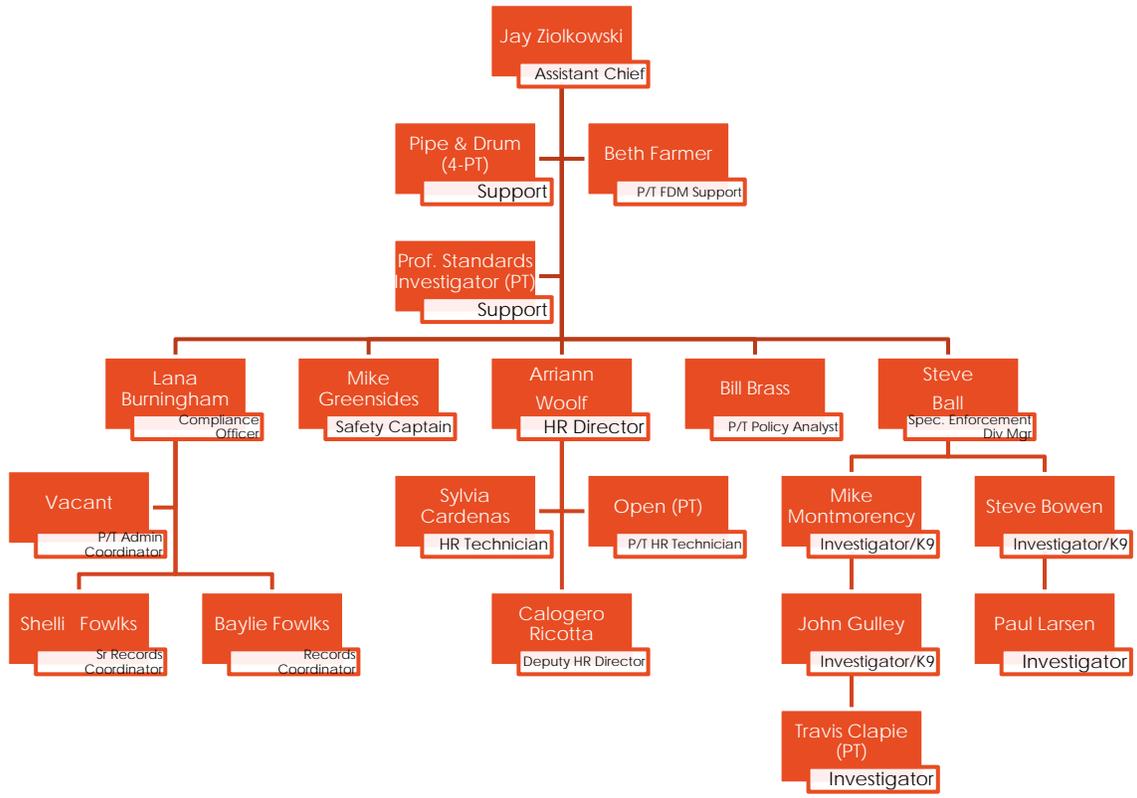
Jay has been with Unified Fire Authority since 1993, and over the years has served in a variety of positions within both Operations and administration. Previous operational and administrative assignments have included field battalion chief, management of the EMS Division, the Logistics Division, as well as having served as the Public Information Officer and as a station captain.

Jay is a graduate of the National Fire Academy – Executive Fire Officer Program, holds a BGS in Management from Brigham Young University, and two Associate Degrees related to Fire Science from Utah Valley University.

Jay is most proud of his family and community outreach. He and his wife, Kristy, have been married for 28 years and have four children and one grandchild. Jay enjoys his associations with members of the Taylorsville Exchange Club and also serves on the Board of Directors for the Family Support Center.

## ADMINISTRATION AND PLANNING OVERSEES:

- *Compliance and Records*
- *Safety*
- *Human Resources*
- *Special Enforcement*
- *Committees/Workgroups/Programs*
  - *Strategic Planning*
  - *Professional Development*
  - *Policy Development*
  - *Government Affairs (Liaisons)*



# ADMINISTRATION

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## Statement of Purpose and Services Provided

Administration provides general leadership, support and counsel for all sections and divisions within UFA. The budget spans personnel and expenditures for both the Office of the Chief and the Administration and Planning Section.

The personnel and line-items associated with the Administrative budget assist in the achievement of its vision and mission by providing and overseeing the following areas: legal services, policy oversight, records retention and compliance, risk management, safety, labor relations, professional standards, travel, governmental relations, professional development and strategic planning.

## Budget Message

We are pleased to present to the Board of Directors our budget for FY 18-19. In comparison to last year, there are few funding increase requests and additional areas of focus.

The four areas of focus are as follow:

- Provide avenues to enhance transparency within the organization, such as open forms of communications, budgeting processes, strategic planning, etc.
- Enhance our legislative relationships and interactions, thereby having greater affect in connection to the safety our communities and personnel, and to ensure effective and efficient operations.
- Monitor and support divisions and committees in connection the behavioral and physical health and wellness of all personnel.
- Continue to provide leadership support and growth opportunities for all division leaders, establishing more fully a mission-driven culture within budgetary and strategic planning processes.

Key budgetary discussion items are as follows:

- This past year, administration launched the delivery of the new Professional Leadership Development series through Centerpoint. Based upon the feedback from all personnel and the current participants, there is a desire to accelerate the delivery of each Cohort session. These Cohorts bring together officers from each division and Operations (16 members at a time) to not only teach effective management principles and practices, but to truly develop them as adaptive leaders. As such, we are requesting two additional sessions in this fiscal year (four total).
- Travel and Transportation increases are coming specifically from each division, whereas last year, the estimated amount from the previous year was based on historical information. In addition, emphasis has been placed the importance of site visits to like-size agencies and conferences, offering insights into best practices within the industry.

# ADMINISTRATION

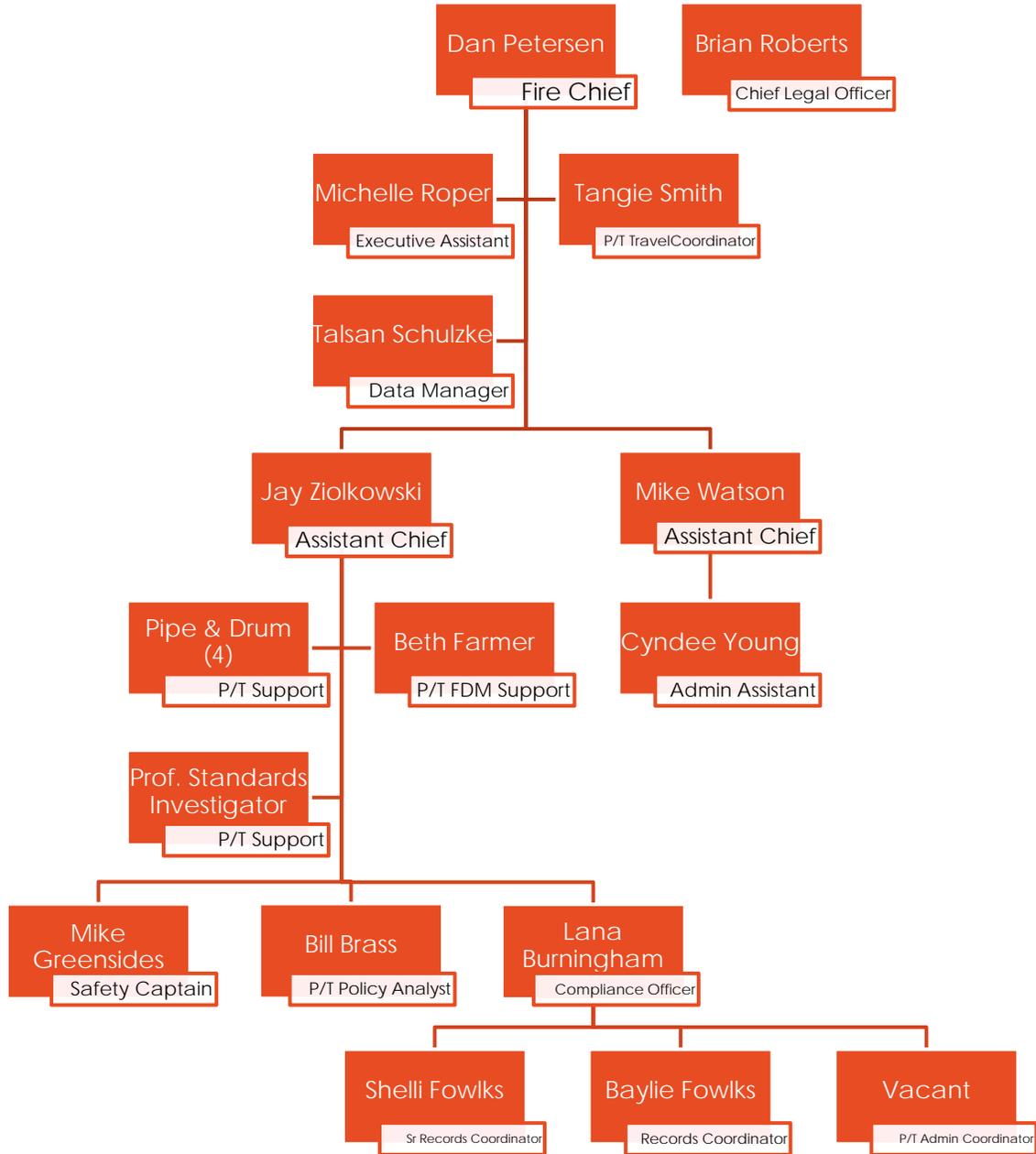
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- In an effort to enhance our Fitness and Behavioral Health/Wellness programs, the Safety Office and Human Resource plan the following:
  - Pre-employment/baseline evaluation for all new-hires
  - An annual behavioral health check-up in addition to and in the same location as their annual physical examination
  - Ongoing training and resources to increase resiliency, coping mechanism, and mindfulness for our employees
  - Dedicated behavioral health providers which can be utilized in crises, follow ups, and treatment (specifically specializing in PTSD and know our line of work)
  - Oversee the entire behavioral health aspect - assisting peer support teams, looking at resources for in and outpatient treatment if necessary, etc.
  - Possible dedicated assistance line for all employees
  - Fitness and Wellness Services: Enhances evaluation for new employees, gives additional resources for incumbent employees and provides for an opportunity for a sample group to see if results are obtained and if we want to sustain the program
    - Full Assessments (Bod Pod, FMS, and Fitness Exam) at \$140 each.
      - 20 – Recruit firefighters,
      - 20 – Incumbent Firefighters who meet criteria for metabolic syndrome which is grouping of risk factors for cardiovascular disease and Type II diabetes mellitus. It is an independent predictor for cardiovascular events and has also be associated with atrial fibrillation and heart failure. These firefighters will be selected based upon how the firefighter performed during a recent peer fitness assessment and/ or by a physician performing their annual physical evaluation.
      - 10 – Random selected group based upon solicitation of interested members.
    - Functional Movement Screen (FMS) at \$75 each
      - FMS is being utilized to evaluate professional athletes and tactical employees to measure their likelihood to developing an injury. Musculoskeletal injuries has been attributed to being a leading cause of workers compensation claims and reports of injury in firefighters. A recent study with firefighters showed that 47% of the firefighters accounted for 72% of the injuries.
      - In the UFA we have claims which occur to those employed with our Wildland Division. While they appear to be very fit, using the FMS with this group could possibly identify potential movement issues which may show a propensity for injury. Knowing this information we can help the employee and/supervisors to modify workouts to address these findings to prevent injury. This will be a good group to evaluate the effectiveness of this tool.
- It is our intent to provide enhanced EMS patient care documentation training that covers specific fundamentals, such as constructing an effective narrative, and essentials of clinical and operational compliance. The plan includes facilitating instruction from EMS attorneys to improve compliance, reduce liability, and potentially increase revenues through proper documentation and awareness.

# ADMINISTRATION

- The principle incident priorities of any emergency operation is that of life safety. As such, UFA has identified the need to conduct enhanced training with respect to the "Incident Safety Officer." If approved, UFA will facilitate training through recognized, national sources within the Salt Lake valley to all training and chief officers in order to reduce risk and increase life safety measures during fire ground operations.

## Organizational Structure



# ADMINISTRATION

## Staffing (FTEs)



## Performance Measures

- Publish Fire Chief video each month.
- Publish Command Staff highlights within five days of each weekly meeting.
- Publish the UFA and UFSA agendas the Friday prior to each meeting.
- Publish the draft UFA and UFSA Board minutes within five days of each meeting.
- Provide annual Board orientation meeting for all new Board members.
- Conduct semi-annual meetings with city managers and chief legal officers to review and relative administrative matters.
- Initiate Professional Standards and Ethics inquiries or investigations within two working days of a formal notice as applicable.
- Quarterly review the Strategic Plan outcome statements in connection to division action-items in order to evaluate and ensure effectiveness.
- Review, update, and recommend revisions of no less than two policies per monthly.
- Conduct a weekly review of all claims to include vehicle accident, medical or professional liability, and Workers Comp to assess and recommend areas of improvement.
- Reviews all transport records to ensure all the necessary information is captured for billing purposes and for compliance with state and federal requirements.
- Track and ensure all non-transport records are reviewed as needed for accuracy and completeness.
- Conduct annual HIPAA refresher training for all new and current employees.
- Process medical records in accordance with HIPAA within 30 days, and all other records requests in accordance with GRAMA within 10 business days (2017 charts below).

2017 Records Requests	Total
Medical Record	828
Fire	210
Environmental	132
Other GRAMA	17
Total	1,187

2017 HIPAA Training	Events	Attendees
New Hire Training Classroom	5	66
Other HIPAA Training Packet	6	6
HIPAA for Public Information Officers	2	5
2017 HIPAA Refresher/ Biggest Risks	35	260
Total	48	337

# ADMINISTRATION

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## FY2017-2018 Accomplishments

- The UFA Strategic Plan for 2018 through 2021 was adopted by the Board of Directors, with Action Items identified by each division in connection to the budget.
- Communication efforts to all personnel enhanced – posting of Command Staff minutes and monthly Q/A videos from the Fire Chief produced.
- Professional leadership coaching provided to all Assistant and Battalion chiefs
- New Member Fee model approved.
- Completed 100 of the 126 State Audit recommendations.
- Established a capital replacement plan.
- Creation and adoption of the UFA Strategic Plan.
- Professional Leadership Development Plan implemented, with a foundation meeting conducted for all officers and two initial Cohorts sessions completed.
- Professional Development Plan formulated for all personnel.
- Established and conducted the first new Board Member orientation.
- Established a Board of Directors drop box folder that provides access to key UFA documents.
- The Board of Directors adopted a new member fee structure.
- Established the outline for the Board Policy Manual.

## FY2018-2019 Action Items

### Office of the Chief/Administration & Planning

- Ensure establishment of performance measures for every division are incorporate into the budget document by April 2018 (Outcome 1-D and 1-I).
- Review the options for EMS transport, including the total costs for each option, to discuss in a study session with the Board of Directors by June 2018 (Outcome 1-L).
- Draft a new inter-local agreement for the Board of Directors to consider by August 2018 (Outcome 1-F).
- Establish a process for new member cities to join the UFA and existing member entities to separate by September 2018 (Outcome 1-F).
- Identify a process to track and project growth in UFA service areas that allows Operations to evaluate future needs by October 2018 (Outcome 5-A).
- Establish the Board Policy Manual incrementally through 2018 with a fully adopted manual by December 2018 (Outcome 1-A).
- Professional Development Plan formulated and adopted by the organization in July 2018 (Outcome 4-A).
- Establish a mentor program and revise position task books in connection to the Professional Development Plan by September 2018 (Outcome 4-D).
- Establish annual refresher training for Board members by September 2018 (Outcome 5-C).
- UFA and UFSA presentations is created April 2018 for the purpose facilitating greater understanding as to governance, funding, and organizational structure, and are delivered to general staff and liaisons on an annual basis (Outcome 6-G).

# ADMINISTRATION

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## Safety

- Research best practices in connection to behavioral and physical health and wellness programs by July 2018 (Outcome 6-B)
- Identify implementation plan for behavioral and physical health and wellness program by October 2018 (Outcome 6-B)
- Explore and expand outreach/networking opportunities within private sector health and safety industry, such as the Utah Safety Council by August 2018 (Outcome 5-H)
- Enhance safety officer training for all current safety committee members, battalion chiefs, district chiefs, and fire training officers by December 2018 (Outcome 6-F)

## Records and Compliance

- Provide patient care report documentation training that cover EMS specific fundamentals, constructing an effective narrative, and the essentials of clinical and operational compliance by end of the fiscal year (Outcome 6-F)
- Work with Operations to improve on Fire Record Reporting to ensure compliance and identify performance measures (Outcome 6-F)
- Perform a thorough risk analysis of UFA's protected health information and implement measures to mitigate the risks by May 2019 (Outcome 1-I)
- Review and Update UFA's Records Retention Schedule by November 2018 (Outcome 1-I)
- Provide HIPAA Refresher to all divisions by June 2019 (Outcome 6-F)

## Budget Detail

### Revenue

#### Contribution from UFSA \$85,099

UFA provides financial management and administrative services to its member, UFSA. The portion of these fees related to Administration covers time worked on UFSA's behalf by the District Clerk, and other administrative staff.

#### Records Requests \$4,500

Based on historical trends, Records and Compliance projects approximately \$4,500 in revenue from records requests (charted below).

Fiscal 2018	Fiscal 2017	Fiscal 2016	Fiscal 2015
\$4,700	\$4,099	\$3,997	\$4,289

# ADMINISTRATION

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## Personnel

### **Changes to Administration Staff**

Last year, approval was granted by the Board of Directors to upgrade one GIS allocation to a Strategic Data Manager. This position is now allocated to and funded by Administration.

In addition, approval was given to combine two part-time positions into one, creating an Administrative Assistant allocation. Likewise, this position is now allocated to and funded by Administration.

100% of the Support Services Assistant Chief is included in the Admin budget this fiscal year (formerly 50%) and will be partially reimbursed by a transfer from Emergency Management for overhead provided by the General fund.

Over the last year, we have reduced the number of administrative staff and focused the budget on actual service delivery as much as possible. In the last several months, we have expanded the responsibility, accountability and autonomy of the Division Supervisors to a point where I feel comfortable about reducing the size of Command Staff by one more position and intend to return those funds to service delivery, wages and benefits. With AC Andrus' retirement, the position of AC of Special Operations will be eliminated June 30, 2017.

### **Increased overtime for data analysis projects \$15,000**

These are costs associated with projects including Standards of Cover and use of additional UFA staff to assist the Strategic Data Manager.

### **Upgrade to Senior Records Coordinator \$4,000**

Based upon the nature of the job and as part of a succession plan within Records and Compliance, approval was granted in the previous fiscal to reclassify one of the Records Coordinators to a Senior Records Coordinator level. This position requires a thorough understanding of the laws governing access to public and private records in compliance with GRAMA. The Senior Records Coordinator will be a coach and mentor for the other Records Coordinators in the division and for other designated division records personnel. We are requesting to reclassify this position in this new fiscal to a Grade 20 as identified by Human Resource, with an increase in salary of no more than 10%.

### **Vehicle Allowance \$42,000**

A vehicle allowance option is included in the budget to assist in the transition to UFA's new staff vehicle policy. We anticipate that up to ten individuals may take a car allowance at a cost of \$42,000. If ten staff cars are removed from the system, staff estimates an annual savings of \$30,000 in fuel and maintenance and the elimination of \$340,000 in capital costs for vehicles.

## Capital Outlay

None

# ADMINISTRATION

## Non-Personnel Detail by Account

Account	Description		Account Total
10-99-200	<b>ART AND PHOTOGRAPHIC SERVICES</b>		<b>\$1,000</b>
	Photographer, images, etc.		
10-99-207	<b>AWARDS AND BANQUET</b>		<b>\$45,000</b>
	Employee Service Awards (Plaques)	5,000	
	Annual banquet	40,000	
10-99-215	<b>BOOKS AND PUBLICATIONS</b>		<b>\$8,500</b>
	Training materials		
10-99-219	<b>CLOTHING PROVISIONS</b>		<b>\$5,000</b>
	New and annual upkeep for civilian employees		
10-99-225	<b>COMPUTER COMPONENTS</b>		<b>\$1,500</b>
	Projector for Safety Officer/Committee	1,500	
10-99-227	<b>COMMUNITY OUTREACH</b>		<b>\$3,500</b>
	Red Cross Luncheon	1,000	
	Burn Camp	1,000	
	National Fallen Firefighter Foundation	1,000	
	Fight for Air	500	
10-99-250	<b>EDUCATION &amp; TRAINING &amp; CERT</b>		<b>\$48,000</b>
	Conferences (Metro Planners, IAFC, FORCE, and Misc.), (Legal, Organizational, Local), and Seminars	12,000	
	Annual Compliance Conference	1,000	
	ZOLL Summit - Patient Care Reports (2 Personnel)	2,000	
	Project: Documentation Training (100 Ops Personnel)	15,000	
	Project: Incident Safety Officer Course (All Training and Chief Officers)	18,000	
10-99-255	<b>FACILITIES MANAGEMENT</b>		<b>\$3,000</b>
10-99-260	<b>FOOD PROVISIONS</b>		<b>\$6,000</b>
	Refreshments for Graduation, Promotional, and Award Ceremonies (5 Total)	4,000	
	Refreshments for Retirement parties (10 * \$200)	2,000	
10-99-272	<b>HONOR GUARD &amp; PIPE &amp; DRUM</b>		<b>\$9,000</b>
	Uniforms, Equipment, Training		
10-99-275	<b>IDENTIFICATION SUPPLIES</b>		<b>\$10,000</b>
	Badges, Promotion Pins, Award Pins		

# ADMINISTRATION

Account	Description		Account Total
<b>10-99-345</b>	<b>OFFICE SUPPLIES</b>		<b>\$11,500</b>
	For All Divisions Located within Fire Headquarters		
<b>10-99-350</b>	<b>PROFESSIONAL FEES</b>		<b>\$131,645</b>
	Professional Leadership Development (2 Cohort Sessions)	47,500	
	Lobbyist	35,000	
	PROJECT: Behavioral Health	38,770	
	PROJECT: Fitness & Wellness Service	7,000	
	PROJECT: Functional Movement screening	3,375	
<b>10-99-365</b>	<b>POSTAGE</b>		<b>\$8,000</b>
	Outgoing Mail for All Divisions in Fire Headquarters		
<b>10-99-370</b>	<b>PRINT CHARGES</b>		<b>\$8,000</b>
	Manuals, Prints, etc.		
<b>10-99-410</b>	<b>SMALL EQUIP. NONCAP</b>		<b>\$5,000</b>
	Supplies, Furniture, etc.		
<b>10-99-415</b>	<b>MEMBERSHIPS AND SUBSCRIPTIONS</b>		<b>\$17,000</b>
	International Association of Fire Chiefs (All Chief Officers)	6,000	
	Chief Legal Officer	8,000	
	Safety Officer Memberships	500	
	Records and Compliance Memberships	1,000	
	Chambers/Clubs	1,000	
	Miscellaneous	500	
<b>10-99-425</b>	<b>TRAVEL AND TRANSPORTATION</b>		<b>\$120,000</b>
	Travel costs for conferences and site visits for all General Fund divisions and on-site testing/training facilitators		

**ADMINISTRATION**

	<b>ACTUAL FY14-15 Admin 99</b>	<b>ACTUAL FY15-16 Admin 99</b>	<b>ACTUAL FY16-17 Admin 99</b>	<b>ADOPTED FY17-18 Admin 99</b>	<b>FINAL FY17-18 Admin 99</b>	<b>PROPOSED FY18-19 Admin 99</b>	<b>TENTATIVE FY18-19 Admin 99</b>	<b>ADOPTED FY18-19 Admin 99</b>	<b>% INCREASE FY17 to FY18 BUDGET</b>
<b>REVENUE</b>									
CONTRIBUTION FROM UFSA	0	0	0	0	0	85,098	85,098	85,098	100.0%
RECORDS	4,289	3,997	4,099	0	0	4,500	4,500	4,500	100.0%
GRANTS & DONATIONS	1,000	0	0	0	0	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>5,289</b>	<b>3,997</b>	<b>4,099</b>	<b>0</b>	<b>0</b>	<b>89,598</b>	<b>89,598</b>	<b>89,598</b>	<b>100.0%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	808,787	844,386	655,507	1,337,363	1,337,363	1,317,223	1,318,676	1,318,676	-1.4%
OVERTIME	35,542	46,307	37,762	35,000	35,000	50,000	50,000	50,000	42.9%
BENEFITS	262,164	274,436	207,916	415,164	415,164	400,115	419,926	419,926	1.1%
WORKERS COMP	18,460	20,264	15,737	23,174	23,174	22,553	22,951	22,951	-1.0%
UNIFORM ALLOWANCE	5,686	4,982	2,700	4,020	4,020	3,600	3,600	3,600	-10.4%
VAC/SICK PAYOUTS	0	0	157,806	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>1,130,639</b>	<b>1,190,375</b>	<b>1,077,428</b>	<b>1,814,721</b>	<b>1,814,721</b>	<b>1,793,491</b>	<b>1,815,153</b>	<b>1,815,153</b>	<b>0.0%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
ART & PHOTOGRAPHIC SERVICES	463	2,600	324	1,000	1,000	1,000	1,000	1,000	0.0%
AWARDS & BANQUET	41,868	44,511	50,339	45,000	45,000	45,000	45,000	45,000	0.0%
BOOKS & PUBLICATIONS	6,372	9,956	892	8,000	8,000	8,500	8,500	8,500	6.3%
CLOTHING PROVISIONS	11,478	11,645	3,871	10,000	10,000	5,000	5,000	5,000	-50.0%
COMPUTER COMPONENTS	0	1,971	350	0	0	1,500	1,500	1,500	100.0%
COMMUNITY OUTREACH	6,190	6,318	800	4,500	4,500	3,500	3,500	3,500	-22.2%
COMPUTER SOFTWARE<5000	0	731	106	0	0	0	0	0	0.0%
EDUCATION & TRAINING & CERT	40	311	1,220	27,600	27,600	48,000	48,000	48,000	73.9%
FACILITIES MANAGEMENT	0	13,583	2,000	3,000	3,000	3,000	3,000	3,000	0.0%
FOOD PROVISIONS	15,562	12,261	6,761	4,000	4,000	6,000	6,000	6,000	50.0%
HONOR GUARD & PIPE BAND	15,951	-4,869	3,424	9,000	9,000	9,000	9,000	9,000	0.0%
PIPE BAND	24,055	2,364	3,541	0	0	0	0	0	0.0%
IDENTIFICATION SUPPLIES	26,828	30,167	16,479	20,000	11,290	10,000	10,000	10,000	-50.0%
MAINT.OF OFFICE EQUIPMENT	5,231	1,506	697	0	0	0	0	0	0.0%
MISCELLANEOUS RENTAL	1,800	1,684	7,075	0	0	0	0	0	0.0%
OFFICE SUPPLIES	44,263	17,406	9,693	11,500	11,500	11,500	11,500	11,500	0.0%
PROFESSIONAL FEES	42,643	22,470	78,108	70,000	70,000	131,645	131,645	131,645	88.1%
POSTAGE	7,245	7,795	5,777	10,000	10,000	8,000	8,000	8,000	-20.0%
PRINTING CHARGES	6,388	7,427	1,938	14,000	14,000	8,000	8,000	8,000	-42.9%
SMALL EQUIP. NONCAP	110,141	81,162	23,342	5,000	5,000	5,000	5,000	5,000	0.0%
MEMBERSHIPS & SUBSCRIPTIONS	12,422	10,462	19,811	15,650	15,650	17,000	17,000	17,000	8.6%
TRAVEL & TRANSPORTATION	54,840	49,019	114,278	110,000	113,000	120,000	120,000	120,000	9.1%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>433,780</b>	<b>330,479</b>	<b>350,827</b>	<b>368,250</b>	<b>362,540</b>	<b>441,645</b>	<b>441,645</b>	<b>441,645</b>	<b>19.9%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	5,390	5,108	0	0	8,710	0	0	0	0.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>5,390</b>	<b>5,108</b>	<b>0</b>	<b>0</b>	<b>8,710</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,569,809</b>	<b>1,525,962</b>	<b>1,428,255</b>	<b>2,182,971</b>	<b>2,185,971</b>	<b>2,235,136</b>	<b>2,256,798</b>	<b>2,256,798</b>	<b>3.4%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-1,564,520</b>	<b>-1,521,965</b>	<b>-1,424,156</b>	<b>-2,182,971</b>	<b>-2,185,971</b>	<b>-2,145,538</b>	<b>-2,167,200</b>	<b>-2,167,200</b>	<b>-0.7%</b>

# HUMAN RESOURCES

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## Statement of Purpose and Services Provided

The Human Resources Division supports the mission and vision of UFA by providing expert assistance, and acting as a resource, to employees and supervisors as they encounter a wide-variety of Human Resource matters, including compensation, benefits administration, new hire/promotional processes and employee relations issues such as performance, engagement or discipline. We provide this assistance in accordance with UFA values and in a professional, responsible and caring manner.

Specific responsibilities include:

- Recruitment and selection
- New-hire and promotional examination development and administration
- Job analysis and classification
- Wage and benefit comparison studies
- Benefits administration
- Supervisor and new-hire training and orientation
- Supervisor and employee consultation
- Assistance to ill or injured employees as they return to work
- Medical services coordination, including annual employee physicals
- Drug and Alcohol Testing program
- Employee Service Award program (commemorative coins)
- Employee Assistance program
- Tuition Reimbursement program
- Performance Evaluation program
- Maintenance of employee records and data
- Facilitation of the resolution of complaints, grievances and appeals
- Policy research and development in association with the Policy Advisory Committee
- Employee liaison with Utah State Retirement Systems, SelectHealth and other benefit providers

## Division Manager Budget Message

The Human Resources Division is committed to assisting other UFA Divisions as they fulfill their purpose by providing resources that allow them to best recruit, select, retain and develop their employees. We also interact with employees at all levels of the organization, as well as individuals interested in being a part of the organization, to provide assistance with employment and compensation questions they may have.

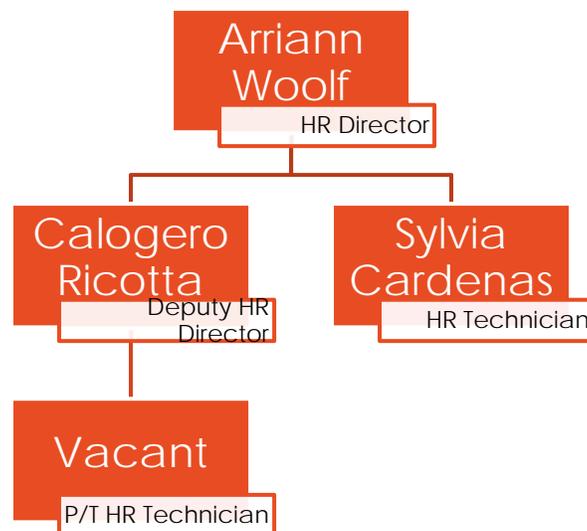
For fiscal year 2018-2019 there will be a shift in the promotional examination processes. We are increasing the use of third-party exam developers and evaluators in the processes. This corresponds with increases in our Professional Fees line items but is a critical step in conducting promotional processes that are fair, objective and transparent. In addition, we have increased the funds allocated to the Education and Training line item so that the Human Resources staff can attend various seminars and conferences to ensure that UFA is utilizing the "latest and greatest" methods and best practices for recruitment, selection and development of employees.

# HUMAN RESOURCES

UFA will establish a professional development plan during fiscal year 2018-19. The Human Resources Division will facilitate the Professional Development Work Group's work on that plan and the leadership and development training that it is built upon. The Tuition Assistance program is tied to that plan as well. For the past several years we have allocated more funds to that program than have been utilized. After analyzing that trend, and considering the elements of the professional development plan, we are proposing reducing funds in that line item for fiscal year 2018-19, recognizing that additional funds have been allocated in other portions of the budget to support the leadership and mentorship training that is being provided. We will continue to monitor the utilization and ensure that the program functions as intended to support educational opportunities for UFA's employees. We also plan to conduct a thorough review of UFA's program in comparison to like programs in other organizations and to work with the Policy Advisory Committee and Professional Development work group to propose changes to ensure the most efficient and effective use of those funds.

The Human Resources Division completed a wage comparison analysis for the sworn firefighter ranks as part of this year's budget process. Building on the strong work that had previously been done by the leadership of Local 1696, and under the guidance of Chief Petersen and the UFA's Compensation and Benefits Subcommittee, we clearly identified the local jurisdictions to use as the reference group and expanded the data gathered to include other compensable factors besides base salary (e.g. deferred compensation contributions to a 401(k) or 457 plan, post-employment medical plan contributions (UFA's VEBA plan), longevity bonuses) in order to better represent the actual compensation provided. We will conduct this wage comparison on an annual basis. In addition, for fiscal year 2018-19, we will implement a rotating position compensation review schedule for all civilian positions to ensure that their compensation is also analyzed in comparison to the relevant market on a regular basis.

## Organizational Structure



# HUMAN RESOURCES

## Staffing (FTEs)



## Performance Measures

- Conduct audits on a quarterly basis to maintain at least 95% accurate employee data in the Kronos HRIS System (position information, employee benefit and compensation information, etc.)
- Conduct thorough wage comparison studies for sworn positions by deadlines established as part of the annual budget process and for civilian positions on a rotating schedule, with one-third of the positions being evaluated each year.
- Research and propose policy revisions on a rotating schedule to ensure Human Resources practices are up-to-date and reflect best practices, establishing a plan each year so that at least 20% of the Personnel Policies are reviewed, evaluated and revised annually
- Assist every new and retiring/resigning employee with the processes involved in entering into, and exiting from, UFA. Contact every employee who is retiring or resigning within three working days of being made aware to schedule an exit meeting.
- Conduct audits, and file required federal reports by the established deadlines, in order to maintain at least 95% accurate workers' compensation data.
- Contact every employee who is facing work-related or personal injuries or illness within three working days of being made aware to offer assistance with processes and provide access to benefits.

Description	FY16-17	FY17-18 YTD	FY18-19 Estimated
External Recruitments conducted	7	18	15
Employees hired (full and part-time)	71	87	100
Employees retired and resigned (full-time)	26	25	
Applications received	602	396	
Promotional processes conducted	3	4	2
Ill or injured employees assisted	80	75	95
Tuition Assistance program participants	35	20	20

# HUMAN RESOURCES

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## FY2017-2018 Accomplishments

- Part of working and implementation group for Kronos Timekeeping, Payroll and HR Systems which went live in October, 2017
- Administered Engineer, Inspector, Captain and District Chief promotional processes
- Provided support for the transition of the Part-time Firefighter program to the Part-time EMS program
- Completed an RFP process for Benefit Broker Services and negotiated a new five-year contract with Arthur J. Gallagher and Co.
- Renewed contracts with various benefit providers including negotiating a three-year rate guarantee with Utah Local Governments Trust, UFA's Workers' Compensation provider
- Participated in the implementation of the Professional Standards policy and process
- Conducted wage comparison studies for all sworn Firefighter ranks and several civilian positions
- Kicked off the commemorative coin service award program by distributing coins to all employees in accordance with their years of service
- Provided support for UFA's Promotion, Retirement and Award Ceremonies and the Annual Year-in-Review Banquet
- Conducted recruitment and selection processes for several key positions including the I.T. Director, Logistics Division Supervisor, Executive Assistant, Administrative Assistant and Director of Communications

## FY2018-2019 Action Items

- Thoroughly review all recruitment, promotion and selection policies by July 2018; develop new policies that outline the modified practices and provide guidelines for selection of employees that are clear, fair and objective (Outcome 4-B, PM)
- Follow the adopted schedule for wage comparison studies for civilian positions beginning July 2018 (Outcome #6-A, PM)
- Provide review and feedback to assist in the issuance of the Professional Development Plan by September 2018; modify internal recruitment and promotional processes to incorporate the plan, as well as adopted leadership competencies, as vacancies occur (Outcomes 4-A , 4-E)
- Schedule a Wills-for-Heroes session in the fall of 2018 and provide for an annual session in subsequent years (Outcome 6-H)
- Administer promotional examination for Battalion Chief in October 2018 utilizing third-party developers and administrators and establish the two-year promotional list (Outcome 4-B, PM)
- Identify opportunities to increase the value of feedback provided to promotional examination participants prior to the administration of the Battalion Chief examination in October 2018 (Outcome 4-B, PM)
- Revise and deploy methods to obtain feedback from promotional examination participants and evaluators regarding the perceived objectiveness, fairness and validity following the Battalion Chief examination in October 2018 (Outcome 4-B)
- In conjunction with the Safety Officer, Health and Safety Committee and the AC of Administration and Planning, participate in brain-storming and research endeavors to

# HUMAN RESOURCES

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identify the key elements and best practices to include in a comprehensive wellness program by December 2018 (Outcome 6-B)

- Identify and select instructors, consultants and other resources to provide Retirement and other Financial Planning education for UFA employees and begin offering regularly scheduled educational seminars, webinars and newsletters to employees by January 2019 (Outcomes 6-D, 6-H)
- Complete a wage comparison study for all sworn firefighter ranks by January 2019
- Administer an entry-level firefighter and/or EMT process and establish a two-year hiring list prior to March 2019 (Outcome 4-B, PM)
- Develop a white paper of the Tuition Assistance program, including an analysis of utilization and need and recommendations for revisions centered around effective and fair distribution of funds by March 2019 (Outcome 6-F)
- Thoroughly review and modify all pay practices policies to streamline and clearly identify pay practices tied to various employment actions (e.g. reclassifications, promotions, transfers, demotions, assignments, outstanding achievements, etc.) by March 2019 (Outcomes 4-B, 6-A, 6-C, 6-E, PM)
- Research other types of performance appraisal systems by June 2019 and begin development and implementation of a new performance appraisal system that directly ties to the Professional Development Plan to be implemented in FY 19-20 (Outcome 4-F)

## Budget Detail

### Revenue

#### **Exam Fee Reimbursement \$7,500**

We anticipate charging entry-level Firefighter and/or EMT candidates a testing participation fee to off-set the examination rental and scoring costs. Depending on the third-party examination developer that is used, we expect this revenue to be approximately \$15/candidate, with an expectation of 500 candidates.

### Personnel

#### **Upgrade for Office Specialist to HR Technician \$2,500**

The part-time Office Specialist employee assigned to the Human Resources Division resigned in December, 2017. We replaced her on a short-term basis with a retired UFA employee who has been performing the critical duties at the same rate of pay but working fewer hours. We are proposing to fill the part-time position with an individual who has specific Human Resources experience and skills. We would like to reclassify the position from an Office Specialist 14 position to a Human Resource Technician 19. This will allow us to transition some of the duties that Sylvia has been performing to the part-time person, allowing her to focus on the new benefits-related assignments that were added to her position in fiscal year 2017-18. The need for the position has grown from someone who can file and enter data to someone who can screen applications, communicate with applicants, prepare draft job descriptions, compile compensation data, assist in pulling reports and queries from the Kronos HRIS system, etc. We feel this will be a better use of our part-time allocation. The increased cost to fill the position at the grade 19 level as opposed to the grade 14 will be approximately \$2,500, assuming 20 hours

# HUMAN RESOURCES

per week. We are anticipating the hourly rate to change from \$12.75/hour to between \$15/hour and \$15.50/hour.

## Overtime increase \$2,500

The expectation for the number of overtime hours for the two non-exempt staff remains the same for fiscal year 2018-19 as for fiscal year 2017-18. The proposed amount has been increased by \$2,500 to reflect the increase in their salaries between the two years and to account for all overtime being in the form of compensation rather than comp time.

## Capital Outlay

None

## Non-Personnel Detail by Account

Account	Description		Account Total
10-92-215	<b>BOOKS AND PUBLICATIONS</b>		<b>\$200</b>
10-92-250	<b>EDUCATION &amp; TRAINING &amp; CERT</b>		<b>\$4,275</b>
	IPMA-HR (International Public Management Association) Annual Conference for Arriann Woolf	700	
	SHRM (Society for Human Resource Management) Annual Conference for Calogero Ricotta	1,600	
	SHRM Utah Chapter annual conference for 3 participants	600	
	IPMA-HR Utah Chapter annual conference for 3 participants	225	
	Curt Varone Policy and Procedure Course for Fire Departments (if hosted by a local jurisdiction) for 2 participants	550	
	Various HR related local seminars (Employment Law, Benefits Administration, Selection Processes) primarily to provide job-related training for Sylvia Cardenas' expanded role and or responsibility	600	
10-92-260	<b>FOOD PROVISIONS</b>		<b>\$2,300</b>
	Meals for evaluators, administrators and facilitators of two promotional examination processes (four days) and one entry-level examination process (five days)	2,300	
10-92-340	<b>MISCELLANEOUS RENTAL</b>		<b>\$1,500</b>
	PROJECT: Rental of large auditorium for entry-level written examination	1,500	

# HUMAN RESOURCES

Account	Description		Account Total
<b>10-92-350</b>	<b>PROFESSIONAL FEES</b>		<b>\$87,000</b>
	Arthur J. Gallagher & Co. Benefit/Insurance Brokers contract	54,000	
	Intermountain Health Employee Assistance Program fees	13,000	
	Job posting fees	2,000	
	General new-hire screening or records checking for full-time and part-time new-hire employees (assume 80 part-time and 30 full-time)	7,500	
	PROJECT: Third-party examination consultants and developers; anticipate written examination and assessment center exercises for Battalion Chief process	3,000	
	PROJECT: Third-party written examination rental fee for the entry-level examination; aside from the general administration fee, the cost varies based on the number of candidates, but anticipating 500; off-set by charging application fees to the candidates	7,500	
<b>10-92-365</b>	<b>POSTAGE</b>		<b>\$200</b>
<b>10-92-380</b>	<b>MEDICAL SERVICES</b>		<b>\$163,500</b>
	University of Utah HealthCare (Annual Physicals with some follow-up for fitness-for-duty testing); assumes 420 annual physicals @\$280; 85 new-hires (FT FF & PT EMS) @\$350; and \$3,150 or follow-up or fitness-for-duty testing. Beginning FY 18-19 Wildland will account for their employee physicals within their budget rather than in the H.R. budget	150,500	
	WorkForce QA (Random (3x/month), Reasonable Suspicion, and Pre-employment Drug Screening + MRO Services)	13,000	
<b>10-92-410</b>	<b>SMALL EQUIPMENT NONCAP</b>		<b>\$300</b>
	Miscellaneous cell phone covers and screen protectors	100	
	Miscellaneous report covers, certificates and exam supplies	200	
<b>10-92-415</b>	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$2,350</b>
	Technology Net Company (Wasatch Area Compensation Group Database) membership	650	
	IPMA-HR (International Public Management Association) Agency & local chapter memberships	700	
	SHRM (Society for Human Resource Management) membership for three staff	400	
	Progressive Business Publications (What's New in H.R. and What's New in Benefits & Compensation)	500	
	Dropbox annual subscription	100	
<b>10-92-427</b>	<b>TUITION REIMBURSEMENT/ASSISTANCE</b>		<b>\$60,000</b>
	20 active participants, each with a cap of \$3,000/year; some take semesters off, or reach their overall \$15,000 cap, so this amounts accounts also for new individuals who start a degree program. The number of participants has declined over the past few years.	60,000	

**HUMAN RESOURCES**

	ACTUAL FY14-15 HR 92	ACTUAL FY15-16 HR 92	ACTUAL FY16-17 HR 92	ADOPTED FY17-18 HR 92	FINAL FY17-18 HR 92	PROPOSED FY18-19 HR 92	TENTATIVE FY18-19 HR 92	ADOPTED FY18-19 HR 92	% INCREASE FY18 to FY19 BUDGET
<b>REVENUE</b>									
<b>EXAM FEES</b>	0	0	0	0	0	7,500	7,500	7,500	100.0%
<b>PERSONNEL</b>									
SALARIES	235,047	254,626	283,671	288,962	288,962	314,787	317,770	317,770	10.0%
OVERTIME	6,921	8,493	10,013	10,000	10,000	12,500	12,500	12,500	25.0%
BENEFITS	97,007	102,795	111,604	114,311	114,311	117,117	117,738	117,738	3.0%
WORKERS COMP	475	601	363	439	439	630	636	636	44.9%
UNIFORM ALLOWANCE	1,318	591	0	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL</b>	<b>340,768</b>	<b>367,106</b>	<b>405,650</b>	<b>413,712</b>	<b>413,712</b>	<b>445,034</b>	<b>448,644</b>	<b>448,644</b>	<b>8.4%</b>
<b>NON PERSONNEL</b>									
BOOKS & PUBLICATIONS	3,428	1,706	59	0	0	200	200	200	100.0%
COMMUNICATION EQUIP NONCAP	300	300	0	0	0	0	0	0	0.0%
EDUCATION & TRAINING & CERT	0	600	3,450	1,000	1,000	4,275	4,275	4,275	327.5%
FOOD PROVISIONS	2,509	3,341	2,651	2,500	2,500	2,300	2,300	2,300	-8.0%
MISCELLANEOUS RENTAL	0	0	0	0	0	1,500	1,500	1,500	100.0%
PROFESSIONAL FEES	68,478	73,008	67,497	78,850	78,850	87,000	87,000	87,000	10.3%
POSTAGE	0	0	62	300	300	200	200	200	-33.3%
MEDICAL SERVICES	165,554	171,540	195,243	179,500	179,500	163,500	163,500	163,500	-8.9%
SMALL EQUIP. NONCAP	312	1,036	608	400	400	300	300	300	-25.0%
MEMBERSHIPS & SUBSCRIPTIONS	2,191	1,179	1,743	5,750	5,750	2,350	2,350	2,350	-59.1%
TRAVEL & TRANSPORTATION	2,918	5,713	0	0	0	0	0	0	0.0%
TUITION REIMBURSEMENT	97,015	72,246	65,372	100,000	100,000	60,000	60,000	60,000	-40.0%
<b>TOTAL NON PERSONNEL</b>	<b>342,705</b>	<b>330,669</b>	<b>336,685</b>	<b>368,300</b>	<b>368,300</b>	<b>321,625</b>	<b>321,625</b>	<b>321,625</b>	<b>-12.7%</b>
<b>TOTAL EXPENDITURES</b>	<b>683,473</b>	<b>697,775</b>	<b>742,335</b>	<b>782,012</b>	<b>782,012</b>	<b>766,659</b>	<b>770,269</b>	<b>770,269</b>	<b>-1.5%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-683,473</b>	<b>-697,775</b>	<b>-742,335</b>	<b>-782,012</b>	<b>-782,012</b>	<b>-759,159</b>	<b>-762,769</b>	<b>-762,769</b>	<b>-2.5%</b>

# SPECIAL ENFORCEMENT

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## Statement of Purpose and Services Provided

Arson and Explosive related incidents are considered two of the most dangerous criminal activities that threaten our citizens. The need exists to protect the citizens of our jurisdiction from loss of life and property by reducing the crime of arson, arson-related crimes, improvised explosive devices (IEDS) and the prevention of future violent crimes. The Special Enforcement Division addresses this need by establishing a sound foundation of effective enforcement, focusing on the apprehension of the offender, while in partnership with other Local, State and Federal law enforcement agencies. The team utilizes highly-trained and certified K-9's that assist with accelerant and explosives detection. Special Enforcement houses an FBI accredited Bomb Squad and is a member of the Joint Terrorism Task Force. Special Enforcement provides support to our law enforcement partners in tactical and other law enforcement operations and provides Bomb Squad coverage to neighboring jurisdictions and counties.

Special Enforcement conducts origin and cause investigations for fire related calls for service. If the cause is criminal, we investigate and apprehend offenders. Special Enforcement performs render safe procedures for IED, bombs and explosive related calls; investigation of crimes associated with explosives, IED, HME, incendiary devices etc; support law enforcement agencies served by the UFA for explosive related emergencies and tactical operations; K9 support across the Wasatch Front for both accelerant and explosive detection; permits for commercial blasting; disposal of found explosives, fireworks and ammunition; arrest and apprehension of offenders. Special Enforcement utilizes 2 Explosive Detecting K9, 1 ATF certified Accelerant Detecting K9. Special Enforcement also manages the SWAT Paramedic Program and conducts Professional Standards investigations as needed or assigned and conducts background investigations for new-hire personnel.

## Division Manager Budget Message

The Special Enforcement Division is tasked with a very complex mission. The four areas of Special Enforcement provide a unique and necessary service to the public not provided by any of our public safety partners served by UFA. We stand by and make a commitment to the community to protect them from crimes associated with the use of fire, explosives, fire as a weapon and providing lifesaving medical care in extremely hostile and dynamic environments.

Our goal is to conduct ourselves and responses to meet the priorities in the UFA Strategic Plan. We strive to meet industry standards and **best practices** through our training, equipment, operational readiness and responses times. We have created a culture of **pride and ownership** and are often looked to by our public safety partners as a model for readiness and response. We strive to be ready and able to respond to the most dangerous and threatening situations the public may experience and mitigate those situations. Special Enforcement is committed to **engaging stakeholders** through public outreach and training for both private and public sectors.

# SPECIAL ENFORCEMENT

We strive to continue to provide **professional development** by responsibly funding training and equipment to the personnel assigned to the division. Special Enforcement recognizes that its greatest asset is the personnel assigned who are committed and ready to respond to the critical needs of the public. We are committed to **investing** in the **employees** by adding stand by pay and forming an apprentice program with succession planning to meet the future needs of our division.

This budget, with some areas increased and some areas decreased in funding, meet the goals of the strategic plan.

## Organizational Structure



## Staffing (FTEs)

Sworn  
5

Civilian  
0

Part-Time  
1

# SPECIAL ENFORCEMENT

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## Performance Measures

- Respond to 100% of calls for service for Fire related investigations
- Respond to 100% of calls for service for Explosive related emergencies and investigations
- Respond to SWAT call outs and operations with sufficient medical support
- Conduct thorough fact finding investigations for Professional Standards
- Conduct thorough background investigations for prospective new employees ensuring the best candidates are selected for employment
- Provide public and private outreach and training to public safety partners and companies

<b>Incidents/Cases</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Fire related</b>	196	256	233
<b>Explosive/bomb</b>	101	133	98
<b>SWAT Medic activations</b>	50	44	57

## FY2017-2018 Accomplishments

- Responded on 349 calls/cases (several felony arrests)
- Provided training in explosives, tactics, response, arson investigations, hazardous materials to 322 individuals/agency personnel
- SWAT Paramedics participated in 57 tactical operations
- Provided SWAT-Bomb Integration training to UPD SWAT Team
- Captain Ball invited to an completed Electronic Counter Measures (ECM) course at Hazardous Devices School (40 hours; secret level)
- Investigator Gulley attended bomb tech recertification with ECM operator (40 hrs; secret level)
- Investigator Gulley and Montmorency completed National Police Canine Association K9 recertification
- Investigator Bowen elected to International Association of Arson Investigators (IAAI) board
- Investigator Bowen invited to attended ATF Homemade Explosives course as an instructor
- Investigator Bowen attended and completed Accelerant Detecting Canine recertification with K9 Lari
- Investigator Bowen and Lari (K9) called to Windsor, CO for ATF National Response Team callout
- Investigator Bowen attended bomb tech recertification
- Investigator Larsen graduated from Law Enforcement Officer block at Peace Officer Standards and Training (POST)
- Investigator Larsen attended and completed HDS Basic Course (6 week course in Huntsville, AL)
- Participated in and hosted annual Arson Task Force seminar
- Captain Ball involved in revamping POST critical incident first aid training
- Captain Ball investigated several professional standards investigations

# SPECIAL ENFORCEMENT

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- Captain Ball and Investigator Gulley continued Joint Terrorism Task Force (JTTF) membership; Captain Ball renewed Special Deputy status with U.S. Marshal and FBI
- Supported Sundance Film Festival security
- Provided K9 sweeps for VIP events for multiple agencies
- Investigator Montmorency obtained Fire Investigator-Technician certification
- Investigator Montmorency judged for National Police Canine Association trials
- Several months long criminal cases performed
- Captain Ball invited to instruct and judge at the Mountain States SWAT Training and Competition
- Completed and selected two new SWAT Paramedics for UFA/UPD SWAT Paramedic Program.
- Ongoing partnership with FBI Joint Terrorism Task Force

## FY2018-2019 Action Items

- Create apprentice positions and formalize succession planning.
  - Formalize process with Professional Development
- Continued Support for all public safety agencies served by UFA
- Integrate Tactical Bomb Tech program to SWAT Teams served by UFA
- Establish program to conduct background Investigations for new hire personnel

## Budget Detail

### Revenue

#### **Events Billings \$6,000**

Special Enforcement bills for security and law enforcement services for special events at a rate of \$60/hour per handler/K9 team. These events include the Sundance Film Festival, the Salt Lake and Ogden Marathons and the St. George Iron Man Triathlon. These events request support for Explosive Detection K9 and handlers to perform pre-event sweeps or provide extra security.

#### **Blasting Permits \$900**

Special Enforcement also oversees the blasting permit process and issues blast permits in accordance with the UFA fee schedule. These permits often require a Bomb Technician to be on site during a blast and verify industry standards for commercial blasting are met.

# SPECIAL ENFORCEMENT

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## Personnel

### **Upgrade Captain to Division Manager pay \$18,849**

For FY18-19, Captain Ball was upgraded from Captain to Division Manager pay while performing these duties, similar to the Logistics Division Manager position.

### **Part-time Admin Assistant (New) \$14,176**

Special Enforcement is also requesting an additional part-time administrative assistant. Currently the Division shares a part-time administrative assistant with Logistics where Special Enforcement gets approximately 25% of the part-time position. Twenty-five percent of a part-time admin assistant is difficult to maintain the requirements for the position. The admin assistant in Special Enforcement has the position of Terminal Agency Coordinator for the Bureau of Criminal Identification and is responsible for records management, training, compliance and security of our CJIS information. That position also assists with budget tracking and P Card reconciling. The current workload is more than a 25% of a part-time position can handle.

### **Standby Pay \$14,935**

Special Enforcement would like to provide additional compensation for those positions that are required to be on call. Every week of the year an Arson/Bomb Technician is required to be on call for after hour's responses. Due to the nature of our work, it is very difficult to determine when a call for service may occur. As the primary on call Investigator for both fire and explosive related calls, the on call Investigator must be available at any time, severely limiting their personal time off. If no calls for service occur, the on call has had disruptions to their families and personal lives with no compensation.

Provide 8 hours of accrued time for each week on standby (8 hours x 52 weeks = 416 hours). Employee can use the time for leave through the year, any remaining time in the bank is paid off annually. Average investigator rate is \$35.90/hour x 416 hours annually equals \$14,935.

### **Apprentice Program \$3,000**

Additional overtime funds is requested to fund the start-up of an apprentice program in order to begin a succession plan for the eventual replacement of personnel assigned to Special Enforcement. The purpose of these funds is to identify and select personnel from Operations who may have interest in the work of Special Enforcement and see it as a viable career path. The apprentice will attend training and seminars as available and respond to Special Enforcement incidents as a support function. Ideally the apprentice position will be a training ground for future technicians and leaders in Special Enforcement. This position is estimated to cost \$30 per hour and require approximately 100 hours annually.

# SPECIAL ENFORCEMENT

## Capital Outlay

None

## Non-Personnel Detail by Account

Account	Description	Account Total
10-86-250	<b>EDUCATION, TRAINING &amp; CERTIFICATION</b>	\$2,000
	Course fees, training materials, books and publications	
10-86-305	<b>MAINTENANCE OF MACHINERY &amp; EQUIPMENT</b>	\$1,500
	Parts and service for existing equipment	
10-86-350	<b>PROFESSIONAL FEES</b>	\$1,000
	Registration of specialized equipment, Database access	
10-86-410	<b>SMALL EQUIPMENT NON-CAP</b>	\$15,000
	Hand tools, batteries, supplies, training and duty ammunition, explosives, special munitions and tools, miscellaneous supplies	
10-86-414	<b>CANINE EXPENSES</b>	\$5,000
	Dog food, vet and medical expenses, dog leashes and collars, misc items for care for K9	
10-86-415	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>	\$1,000
	IABTI, IAAI, NAFI, NPCA membership fees	

**SPECIAL ENFORCEMENT**

	ACTUAL FY14-15 SE 86	ACTUAL FY15-16 SE 86	ACTUAL FY16-17 SE 86	ADOPTED FY17-18 SE 86	FINAL FY17-18 SE 86	PROPOSED FY18-19 SE 86	TENTATIVE FY18-19 SE 86	ADOPTED FY18-19 SE 86	% INCREASE FY18 to FY19 BUDGET
<b>REVENUE</b>									
EVENT BILLING	0	0	0	5,000	5,000	6,000	6,000	6,000	20.0%
BLASTING PERMITS	0	1,200	1,250	900	900	900	900	900	0.0%
GRANTS & DONATIONS	23,984	84,661	0	30,000	35,000	0	0	0	-100.0%
<b>TOTAL REVENUE</b>	<b>23,984</b>	<b>85,861</b>	<b>1,250</b>	<b>35,900</b>	<b>40,900</b>	<b>6,900</b>	<b>6,900</b>	<b>6,900</b>	<b>-80.8%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	345,186	352,952	363,881	379,813	379,813	428,462	431,766	431,766	13.7%
OVERTIME	80,472	113,428	114,166	112,000	112,000	115,000	115,000	115,000	2.7%
BENEFITS	182,457	188,866	197,695	217,474	217,474	215,158	216,242	216,242	-0.6%
WORKERS COMP	12,920	15,554	12,152	12,509	12,509	12,034	12,133	12,133	-3.0%
UNIFORM ALLOWANCE	3,600	3,625	4,200	4,200	4,200	4,200	4,200	4,200	0.0%
VAC/SICK PAYOUTS	0	22,970	38,148	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>624,634</b>	<b>697,394</b>	<b>730,242</b>	<b>725,996</b>	<b>725,996</b>	<b>774,854</b>	<b>779,341</b>	<b>779,341</b>	<b>7.3%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
EDUCATION & TRAINING & CERT	630	1,261	1,006	1,000	1,000	2,000	2,000	2,000	100.0%
FOOD PROVISIONS	636	0	0	0	0	0	0	0	0.0%
GRANT EXPENDITURES	0	84,215	0	30,000	35,000	0	0	0	-100.0%
MAINT. OF MACHINERY & EQUIP	136	140	272	500	500	1,500	1,500	1,500	200.0%
PROFESSIONAL FEES	2,048	2,434	352	2,000	2,000	1,000	1,000	1,000	-50.0%
SMALL EQUIP. NONCAP	11,323	50,463	4,026	25,905	25,905	15,000	15,000	15,000	-42.1%
CANINE EXPENSES	0	0	5,478	5,000	5,000	5,000	5,000	5,000	0.0%
MEMBERSHIPS & SUBSCRIPTIONS	525	975	745	0	0	1,000	1,000	1,000	100.0%
TRAVEL & TRANSPORTATION	6,252	5,265	0	0	0	0	0	0	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>21,549</b>	<b>144,753</b>	<b>11,879</b>	<b>64,405</b>	<b>69,405</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>-60.4%</b>
<b>CAPITAL OUTLAY EXPENDITURES</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	49,859	0	0	0	18,000	0	0	0	0.0%
<b>TOTAL CAPITAL OUTLAY EXPENDITURES</b>	<b>49,859</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>696,043</b>	<b>842,147</b>	<b>742,121</b>	<b>790,401</b>	<b>813,401</b>	<b>800,354</b>	<b>804,841</b>	<b>804,841</b>	<b>1.8%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-672,059</b>	<b>-756,286</b>	<b>-740,871</b>	<b>-754,501</b>	<b>-772,501</b>	<b>-793,454</b>	<b>-797,941</b>	<b>-797,941</b>	<b>5.8%</b>

# INFORMATION OUTREACH

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## Statement of Purpose and Services Provided

The goal of the Information Outreach is to improve the safety and well-being of the public through proactively communicating UFA's vision, mission and values with internal and external stakeholders.

Information Outreach accomplishes this through:

- Reputation and Brand Management
- Media Relations
- Internal Communications
- Social Media Strategy
- Website Management
- Community Relations & Education (station tours, community events, CERT classes, CPR classes)

## Division Manager Budget Message

Information Outreach's budget for 2018/19 reflects continued support of the tactics and strategies it employs to provide communication and outreach support to UFA and its customers.

One important note and change for this year was the successful renegotiation of the JATC Instructor position with Jordan School District. This position was wholly supported by UFA in fiscal 2017 and will now be partially supported by the school district (\$73,000) to supplement Operations. The portion of the position's time will be covered by Emergency Operations as the position will move into a 48-hour shift during summers. This allows Information Outreach to retain the needed third PIO position that will be focused on augmenting video production and CERT instruction.

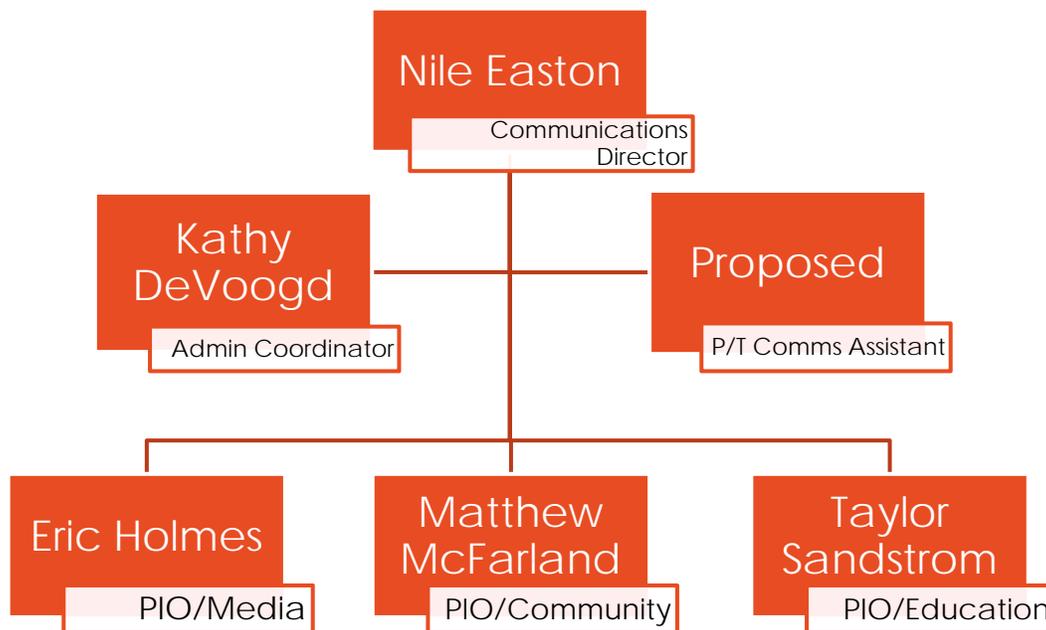
This year's budget includes some new items that were identified as objectives in the UFA Strategic Plan and are important elements towards helping UFA reach its goals. These items include:

1. Website development: Restructuring and reskinning of the UFA website to better meet the needs of its customers. The website is the entry point and first look many stakeholders have with UFA (outside of emergencies). The current website has limitations in meeting the needs of our customers. Making changes is possible but difficult, as the company that originally maintained the site was sold to a company in another state. We recommend a full rebuilding of the site to better meet the needs of UFA stakeholders and to provide UFA personnel more control over the hosting and editing of the site. Estimated cost: \$22,000
2. Standby Pay: UFA PIOs rotate being available 24-7 for any media calls or fire-related incidents. We propose compensating them for this at a rate of eight hours accrued time for each week they are on standby. Employees could use the time as leave during the year, or be paid out the remainder balance at the end of the year annually. Estimated total cost: \$12,339

# INFORMATION OUTREACH

3. Part-time Communications Assistant: This position would provide graphic design and branding assistance. It would manage website content updates, assist in video production, and assist in producing the UFA newsletter. Estimated cost for 20 hours per week: \$12.50 per hour or \$14,316 per year.
4. To provide better analytics in measuring and reporting on Information Outreach performance we propose to add two new media monitoring services, one for news media (TVeyes) and one for social media. Each allows for better tracking and reporting of our efforts in these mediums. The cost of TVeyes would be shared with EM Division. Information Outreach's portion of TVeyes is \$1,800, Social media monitoring costs are \$1,600. Total Cost = \$3,400.
5. PSA Videos for Push to Survive and PulsePoint programs: These programs are initiating a major push in the Salt Lake area and to increase usage, we'd propose doing a series of PSAs to educate the public on both programs. Total Cost: \$3,000 per spot, \$6,000 total.

## Organizational Structure



## Staffing (FTEs)



# INFORMATION OUTREACH

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## Performance Measures

### Media Relations:

- Achieve 24 positive proactively pitched stories and coverage of Unified Fire Authority's efforts to improve the safety and well-being of its communities
  - Receive at least 300 media mentions via incident-related stories

### Internal Communications:

- Produce monthly videos to improve internal communications within the department
- Produce a monthly newsletter

### Social Media Strategy:

- Show a 10 % Increase in followers on all social media outlets:
  - 800 followers on Facebook
  - 600 followers on Twitter
  - 200 followers on Instagram

### Website Management:

- Decrease the site's bounce rate from 65% to 55%
- Increase web visits per month from 3,800 to 4,500

### Community Relations:

- Manage 1,000 community tours annually
- Staff 200 community events annually
- Teach 8 Cert classes annually

## FY2017-2018 Accomplishments

**Media Relations:** 289 media mentions on Salt Lake TV and Radio stations. Developed a proactive media story calendar in the 3<sup>rd</sup> quarter and saw at least two "pushed" stories per month on various media outlets.

**Employee Newsletter:** Published 12 issues, initiated a redesign in 3<sup>rd</sup> quarter.

**Internal/External Video Production:** Produced 11 "Questions for the Chief" videos and started an additional beginning of the month video to highlight specific UFA initiatives or happenings. On average, 510 employees view each video.

# INFORMATION OUTREACH

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**Social Media Strategy:** Initiated a proactive social media strategy in the second quarter. This saw followers increase across all platforms, but in particular Twitter (64%) and Facebook (70%). Also launched a media-only Twitter feed that immediately had more than 70 credentialed media followers and greatly lessened the need for media phone calls during incidents due to info being pushed out via this resource.

**Website Management:** Maintained UFA's current website that receives 3,800 views per month. Initiated an internal review that determined the site needs a ground up redesign to better meet the needs of customers.

**Community Relations:** Managed a total of 1,082 tour requests from the community for UFA facilities.

**Community Event Support:** Scheduled and provided EMS support to 173 community events.

**CERT Support:** Refocused UFA's cert efforts on "training the trainers." Taught six classes with a total of 109 attendees.

Accomplishments from 2017 action items:

1. Recuperated costs, where applicable, for staffing at non-city sponsored events
2. Renegotiated the contract with Jordan Academy of Technology and Careers to be mutually beneficial
3. E911 is scheduled to be rebuilt by the end of fiscal year 2017-18
4. PIO policy was successfully rewritten
5. A replacement/repair plan was implemented for trailer wraps

## FY2018-2019 Action Items

- Create an RFP to select a 3rd party research vendor for the purpose of developing a questionnaire that is administered to a representative portion of UFA customers by October 2018. (Outcome 1-K)
- Assist the vendor in administering the research survey to the public in November 2018. (Outcome 1-K)
- Hold focus groups with the public to determine qualitative responses to UFA. January 2019. (Outcome 1-K)
- Report results of survey and focus groups to the board, command staff and other UFA personnel by March 2019. (Outcome 1-K)
- Design and construct an onsite (EOC) studio to assist in creating higher quality, more consistent videos to improve internal communication by July 2018. (Outcome 3-E)
- Launch and produce a new monthly Chief's video at the start of each month to outline upcoming important items and initiatives by July 2018. (Outcome 3-E)
- Create a UFA Marketing/Communications Plan that includes a new apparel logo and brand standards by March 2019. (Outcome 5-I)
- Develop a media outreach plan by August 2019. (Outcome 5-I)
- Assist the UFA medical division in creating strategic communication plans for outreach programs like Push to Survive and Pulse Point by April 2019. (Outcome 5-J)

# INFORMATION OUTREACH

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- Develop RFP and procure new 3rd party vendor by August 2018 to rebuild the UFA website. (Outcome 5-K)
- Launch newly redesigned UFA Website by May 2019. (Outcome 5K)
- Restructure UFA Customer Service Committee by July 2018. (Outcome 6-E)
- Develop employee recognition strategic plan and calendar. (Outcome 6-E)
- Strengthen CERT Train the Trainers program (Outcome 5-G)

## Budget Detail

### Revenue

#### **Event Billings \$29,400**

UFA bills organization for standby and staffing at billable events like the Salt Lake City and Big Cottonwood Marathon as well as high school athletic events and Real Salt Lake training facility.

#### **CERT Class fees \$7,200**

UFA charges class fees to mitigate the cost of Community Emergency Response Team (CERT) kits. We estimate offering 6 classes consisting of 30 students each (180 kits x \$40).

### Personnel

#### **Event EMT \$8,000**

Last year Information Outreach budgeted \$50,000 total, including OT. With the change of Event EMT's to Part-Time EMS, all Part-Time EMS are now paid at a rate of \$2 more per hour. We are requesting an increase to reflect the rise in pay rate, as well as additional costs related to standby service provided to Real Salt Lake's training facility.

#### **Standby Overtime \$6,000**

We are requesting an increase to reflect the additional costs related to standby service provided to Real Salt Lake's training facility.

#### **Standby Pay for PIOs \$12,339**

UFA PIOs rotate being available 24-7 for any media calls or fire-related incidents. We propose compensating them for this at a rate of eight hours accrued time for each week they are on standby. Employees could use the time as leave during the year, or be paid out the remainder balance at the end of the year annually.

#### **Part-time Communications Assistant \$14,316**

This position, estimated to work 20 hours per week, would provide graphic design and branding assistance. It would manage website content updates, assist in video production, and assist in producing the UFA newsletter.

#### **Mascot (Cutter) part time employees: \$1,150**

Staffing for Cutter was taken care of through part-time Event EMTs in FY17-18. This year, with changes to the EMT program, there will be limited personnel available. The requested funding would allow hiring of interns to fill that role.

# INFORMATION OUTREACH

## Capital Outlay

None

## Non-Personnel Detail by Account

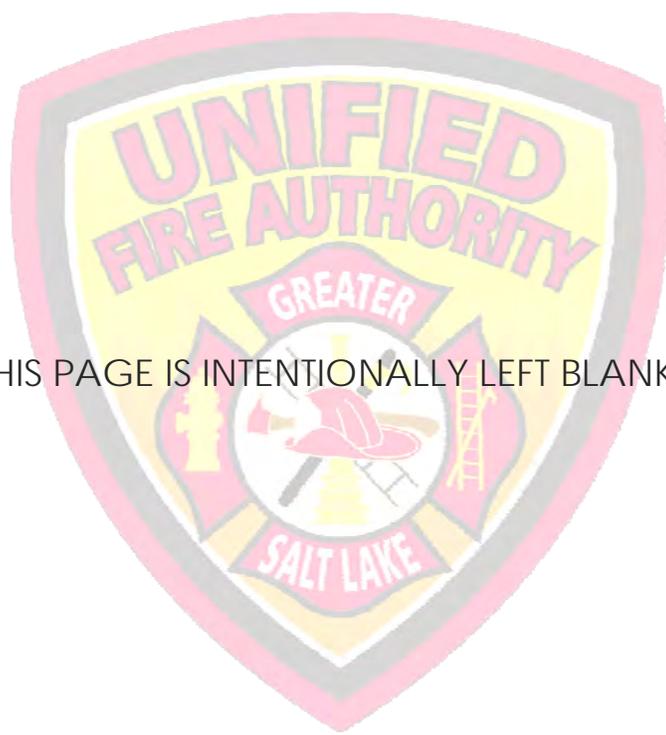
Account	Description		Account Total
<b>10-96-215</b>	<b>BOOKS &amp; PUBLICATIONS</b>		<b>\$500</b>
	Purchase of Firefighter Handbooks for the High School Intern Program		
<b>10-96-219</b>	<b>CLOTHING PROVISIONS</b>		<b>\$1,500</b>
	T-shirts for high school intern program	500	
	Attire for civilian and uniformed positions in Information Outreach division including: shirts and jackets	500	
	PROJECT: Captain Cutter T-Shirts for event giveaways	500	
<b>10-96-250</b>	<b>EDUCATION, TRAINING &amp; CERT</b>		<b>\$2,400</b>
	Includes three registrations to the PIO Annual Conference and quarterly luncheons as well as semi-monthly PRSA training		
<b>10-96-260</b>	<b>FOOD PROVISIONS</b>		<b>\$1,500</b>
	Snacks and drinks for community events	900	
	PROJECT: Hosting PIO Luncheon	600	
<b>10-96-340</b>	<b>MISCELLANEOUS RENTAL</b>		<b>\$500</b>
	Equipment for media outreach events like a tent or VMS sign	500	
<b>10-96-345</b>	<b>OFFICE SUPPLIES</b>		<b>\$500</b>
	General office supplies		
<b>10-96-350</b>	<b>PROFESSIONAL FEES</b>		<b>\$28,000</b>
	PROJECT: Website Development	22,000	
	PROJECT: PSAs for Push to Survive and PulsePoint	6,000	
<b>10-96-370</b>	<b>PRINTING CHARGES</b>		<b>\$4,000</b>
	Printing for media kits, training manuals for classes, annual reports	1,000	
	PROJECT: UFA Yearbook (last printed 5 years ago)	3,000	

# INFORMATION OUTREACH

Account	Description		Account Total
<b>10-96-410</b>	<b>SMALL EQUIPMENT</b>		<b>\$23,600</b>
	Supplies for CERT and other classes (Includes kits for students, fire extinguishers, propane, etc.)	7,200	
	PROJECT:Trailer wraps	5,000	
	PROJECT: Studio sound proofing, lighting, new backdrops, recording devices, teleprompter	5,400	
	PROJECT: Trailer Maintenance: AC units, generator, leaks, etc.	6,000	
<b>10-96-412</b>	<b>PHOTO EQUIPMENT</b>		<b>\$1,000</b>
	Batteries, lenses, cases, maintenance		
<b>10-96-415</b>	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$4,675</b>
	Annual memberships to professional organizations, subscription to AP Style, SL Tribune, and Survey Monkey	1,275	
	Media and Social Media monitoring - 50% Media monitoring (split with EM) and 100% Social Media monitoring	3,400	

**INFORMATION OUTREACH**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>FINAL</b>	<b>PROPOSED</b>	<b>TENTATIVE</b>	<b>ADOPTED</b>	<b>% INCREASE</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>% INCREASE</b>
	<b>IO 96</b>	<b>IO 96</b>	<b>FY18 to FY19</b>						
									<b>BUDGET</b>
<b>REVENUE</b>									
GRANTS & DONATIONS	0	5,000	0	0	0	0	0	0	0.0%
EVENT BILLINGS	16,248	2,200	14,523	15,000	15,000	29,400	29,400	29,400	96.0%
CERT CLASS FEES	5,800	2,610	3,665	0	0	7,200	7,200	7,200	100.0%
<b>TOTAL REVENUE</b>	<b>22,048</b>	<b>9,810</b>	<b>18,188</b>	<b>15,000</b>	<b>15,000</b>	<b>36,600</b>	<b>36,600</b>	<b>36,600</b>	<b>144.0%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	447,462	462,475	418,501	335,835	335,835	374,081	377,765	377,765	12.5%
SALARIES, EVENT EMT	0	0	48,632	46,000	46,000	52,000	52,000	52,000	13.0%
OVERTIME	61,545	65,730	45,069	48,000	48,000	54,000	54,000	54,000	12.5%
OVERTIME, EVENT EMT	0	0	2,243	4,000	4,000	6,000	6,000	6,000	50.0%
BENEFITS	175,456	169,443	169,187	178,900	178,900	133,312	135,601	135,601	-24.2%
WORKERS COMP	13,894	15,411	11,846	11,129	11,129	6,255	6,305	6,305	-43.3%
UNIFORM ALLOWANCE	5,321	4,750	4,860	3,360	3,360	2,520	2,520	2,520	-25.0%
VAC/SICK PAYOUTS	6,567	0	16,093	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>710,245</b>	<b>717,808</b>	<b>716,433</b>	<b>627,224</b>	<b>627,224</b>	<b>628,168</b>	<b>634,191</b>	<b>634,191</b>	<b>1.1%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
BOOKS & PUBLICATIONS	95	100	0	0	0	500	500	500	100.0%
CLOTHING PROVISIONS	2,636	1,014	724	3,500	3,500	1,500	1,500	1,500	-57.1%
COMMUNICATION EQUIP NONCAP	1,873	1,218	0	0	0	0	0	0	0.0%
COMPUTER COMPONENTS	7,401	5,205	0	0	0	0	0	0	0.0%
COMPUTER SOFTWARE<5000	696	348	0	0	0	0	0	0	0.0%
EDUCATION & TRAINING & CERT	49	500	1,725	2,000	2,000	2,400	2,400	2,400	20.0%
FOOD PROVISIONS	2,678	2,927	729	1,500	1,500	1,500	1,500	1,500	0.0%
GRANT EXPENDITURES	0	9,720	0	0	0	0	0	0	0.0%
MISCELLANEOUS RENTAL	110	0	0	500	500	500	500	500	0.0%
OFFICE SUPPLIES	0	986	1,728	2,000	2,000	500	500	500	-75.0%
PROFESSIONAL FEES	14,763	6,855	-4,495	0	0	28,000	28,000	28,000	100.0%
PRINTING CHARGES	5,492	5,477	340	4,000	4,000	4,000	4,000	4,000	0.0%
SMALL EQUIP. NONCAP	32,021	28,325	14,020	15,000	15,000	23,600	23,600	23,600	57.3%
PHOTO EQUIPMENT	1,697	504	0	1,000	1,000	1,000	1,000	1,000	0.0%
EVENT MEDIC	972	11,824	0	500	500	0	0	0	-100.0%
MEMBERSHIPS & SUBSCRIPTIONS	319	100	327	0	0	4,675	4,675	4,675	100.0%
TRAVEL & TRANSPORTATION	4,670	10,717	0	0	0	0	0	0	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>75,472</b>	<b>85,819</b>	<b>15,098</b>	<b>30,000</b>	<b>30,000</b>	<b>68,175</b>	<b>68,175</b>	<b>68,175</b>	<b>127.3%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	0	0	6,380	10,000	10,000	0	0	0	-100.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>6,380</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-100.0%</b>
<b>GRAND TOTAL</b>	<b>785,717</b>	<b>803,628</b>	<b>737,911</b>	<b>667,224</b>	<b>667,224</b>	<b>696,343</b>	<b>702,366</b>	<b>702,366</b>	<b>5.3%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-763,670</b>	<b>-793,818</b>	<b>-719,723</b>	<b>-652,224</b>	<b>-652,224</b>	<b>-659,743</b>	<b>-665,766</b>	<b>-665,766</b>	<b>2.1%</b>



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# FINANCE



## Tony Hill, Chief Financial Officer

Tony joined Unified Fire Authority in January 2016 as the Chief Financial Officer. Prior to coming to UFA, Tony worked for Salt Lake County for 15 years, working both in the Mayor's Finance and the Auditors Office.

Tony earned his Master's degree in Professional Accountancy from Weber State University and a Bachelor degree in Accounting from the University of Utah. When he is not working, Tony enjoys playing sports and spending as much time as possible with his wife, Jennifer.

## FINANCE OVERSEES:

- *Accounting*
- *Accounts Payable and Accounts Receivable*
- *Payroll*

# FINANCE

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## Statement of Purpose and Services Provided

The mission of the UFA Finance Division is to safeguard the fiscal health of the organization and maintain transparency with UFA's divisions and Board as well as the community at large. We value a culture of accountability and integrity. We are committed to an open door policy and providing UFA stakeholders with timely, accurate, and relevant information in addition to excellent customer service and support.

The Finance Division is responsible for providing financial management, customer service, and analysis for Unified Fire Authority, Unified Fire Service Area, and UFA Health & Welfare Trust. Specific responsibilities include:

- Budget development & management
- Financial reporting
- Accounts payable
- Accounts receivable & billing
- Payroll
- Cash Receipting
- Ambulance collections
- Purchasing card administration
- Financial policies administration
- Internal/external audits
- Long-term financing
- Treasury management
- Tax regulations
- Accounting software administration
- Capital asset inventory management
- Surplus property sale collections and tracking of property disposals
- USAR financial management oversight
- Grants coordination
- Vendor contract administration
- Recordkeeping for compliance officer

## Division Manager Budget Message

The Finance Division is responsible for maintaining and promoting a fiscally sound organization that conforms to legal requirements, generally accepted accounting principles, and financial management principles. We are committed to continue to look for ways to be a strategic partner for command staff and all UFA divisions, and to align our priorities and performance measures to the outcomes adopted by the UFA Board.

A major project for our division continues to be the transition to the Kronos timekeeping and payroll software. We are excited to work with the Information Technology division to complete this transition and move the program to the cloud.

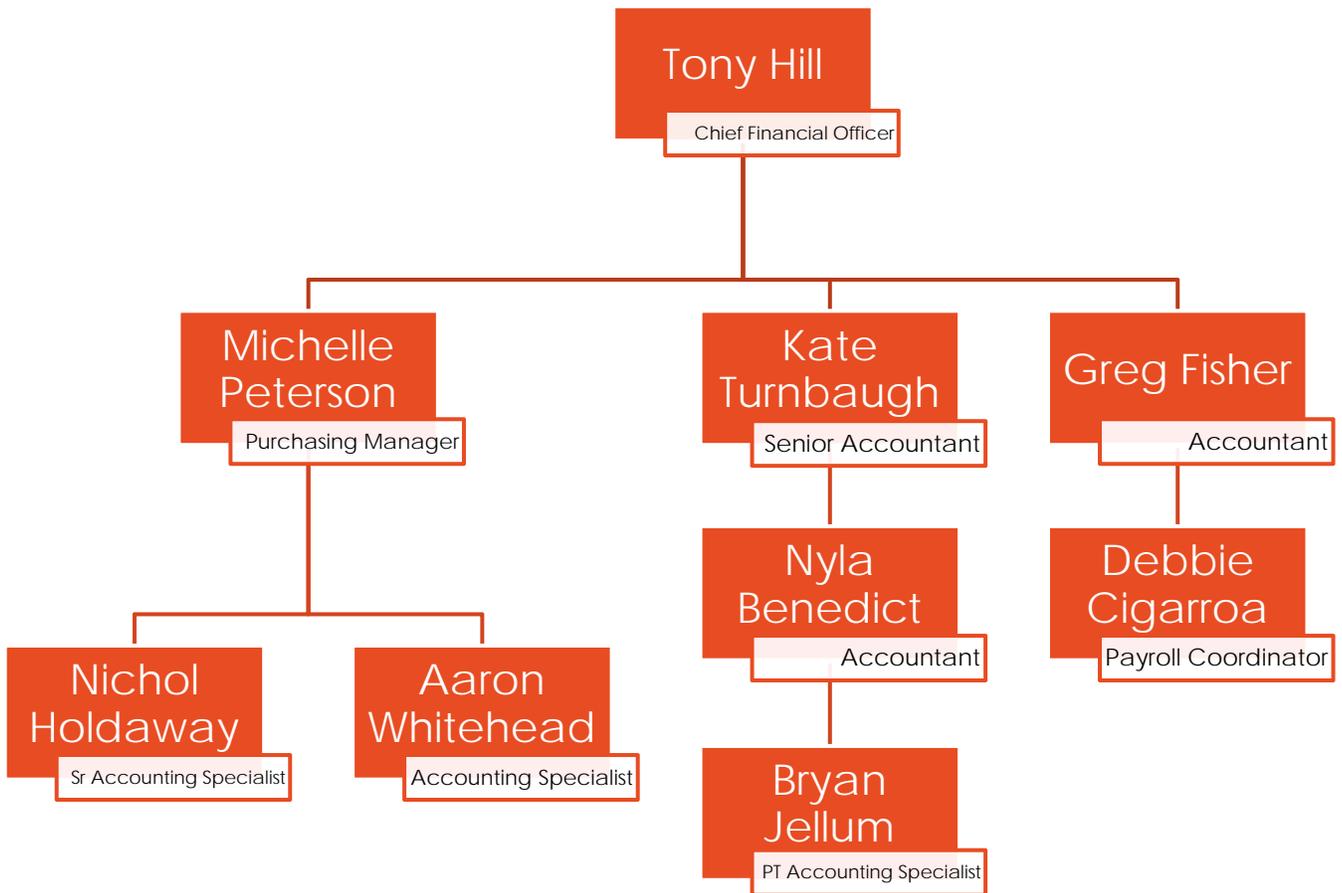
As we move into the 2018/19 fiscal year Finance is requesting a \$10,000 increase in our OT budget. The increase is needed to cover time spent processing payroll, preparing budget documents, and producing financial reports. This increase also better matches the needs of a division of our size. We are also requesting \$2,500 be added to our printing charges line. We have not had a budget in this account in the past but are asking for this now so we can print copies of the budget book and distribute them to key stakeholders.

# FINANCE

A major reduction you will see in the Finance budget is the removal of \$887,000 for fire and emergency services in the township and unincorporated areas with Sandy City. Administration had proposed this contract be paid directly from UFSA. You will see an equal offset in member fees.

Debt service expenditures are expected to increase by \$800,000 for a new capital lease issued for the purpose of financing UFA's Capital Replacement fund plan. For more information, see the Debt Service section of our Budget Detail.

## Organizational Structure



# FINANCE

## Staffing (FTEs)



## Performance Measures

- Maintain UFSA's Aa2 bond rating
- Receive Unqualified opinion from outside auditor on audited financial statements
- 100% timecard approvals by both employee and supervisor
- 85% invoices paid within 30 days of invoice date
- Complete internal audits performed on pcard transactions (10% quantity, 25% dollars)
- Semi-monthly preparation of budget-to-actual reports for UFA divisions
- Monthly preparation of disbursements lists for UFA Board consent agenda
- Quarterly preparation of budget-to-actual reports for UFA and UFSA Board review

Description	FY15-16	FY16-17	FY17-18 YTD	FY18-19 Estimated
Payroll checks processed	15,451	14,829	10,265	15,000
Percentage of timecards approved	91%	97%	94%	100%
Purchase orders processed (A/P)	420	322	212	300
Vendor checks processed (A/P)	2,295	1,785	1,203	1,800
Average vendor invoice aging (A/P)	20	27	29	29
Purchasing card transactions processed	1,409	1,386	1,088	2,100
Customer invoices created (A/R)	525	448	325	500
Ambulance hardship applications reviewed	75	77	63	100
Unqualified opinion on Financial Report	Yes	Yes	Yes	Yes
Bond rating on UFSA Series 2016 bonds	Aa2	Aa2	Aa2	Aa2

# FINANCE

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## FY2017-2018 Accomplishments

- Produced an expanded budget document for employee, Board, and public use
- Kronos implementation of Payroll and Timekeeping – live October 2017
- Completed 2017 physical inventory of capital assets
- Continued training and support for pcard program
- Met additional Federal ACA requirements for 2017 reporting year
- Worked with policy analyst updating ambulance collections, budgetary and payroll policies
- UFSA's Aa2 bond rating affirmed
- No material weaknesses reported for 2017 financial audit
- Supported truth-in-taxation process for UFSA
- Participated in community meetings in conjunction with Strategic Plan formation
- Improved accessibility for UFA staff to Finance reference documents by adding to LMS
- Worked to improve working relationships with divisions

## FY2018-2019 Action Items

- Ensure timely payments on all current debt payments by December 2018 (Outcome 1-B)
- Review audit findings and recommendations for UFA, UFSA, and UFA Health & Welfare Trust and develop a corrective plan by June 2019 (Outcome 1-C)
- Review division budget proposals for action items and the related costs/benefits, performance measures, and outcomes in comparison to the Strategic Plan by April 2019 (Outcome 1-G)
- Prepare revenue projections and collect division estimates/proposals for future budget year by April 2019 (Outcome 1-M)
- Further expand and improve UFA budget document by September 2018 in an effort to achieve the GFOA Award for Distinguished Budget (Outcomes 1-C, 1-D)
- Assist in formulation of apparatus and equipment capital plan and coordinate funding for approved capital plan apparatus and equipment by October 2018 (Outcome 2-B)
- Create/provide additional training materials for pcard program and payroll system by December 2018
- Create a more effective process for contract, RFP and RFQ submission by August 2018
- Work with Chief Legal Officer and Policy Analyst to rewrite Finance policies, such as Purchasing, Meals, and Surplus

# FINANCE

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## Budget Detail

### Revenue

#### **Contribution from UFSA \$83,987**

UFA provides financial management and administrative services to its member, UFSA. The portion of these fees related to Finance covers for time worked on UFSA's behalf by the CFO, Accountant, and Senior Accountant to perform daily accounting activities, budgeting, debt financing and property tax duties, as well as year-end audit and financial statement preparation.

#### **Rent \$94,896**

UFA leases a portion of its warehouse out to a related party, Salt Lake Utah Task Force One (UTT-1). As part of the agreement between the two entities, UTT-1 pays monthly rent of \$7,908 to UFA. This rental income offsets UFA's annual long-term debt obligation for the warehouse totaling \$188,061 (principal and interest).

### Personnel

Requesting an increase in OT budget from \$10,000 to \$20,000. Increase is needed to cover time spent processing payroll, preparing budget documents, and producing financial reports. This increase better matches the needs of a staff of our size.

### Capital Outlay

None

### Debt Service

#### **New Capital Lease - \$800,000 Principal & Interest**

UFA intends to request proposals from lenders to finance equipment and apparatus in conjunction with the Capital Replacement Plan. The equipment schedule to be funded is available in the Capital Replacement Fund section of the budget. We estimate the required annual payment to be approximately \$800,000.

#### **Capital Lease - \$2,500,002 Principal & \$208,204 Interest**

UFA entered into a master lease agreement in December 2015 with US Bank for the purposes of financing apparatus and equipment. Annual payments on this lease for General Fund equipment are \$2,708,206 through December 2021.

#### **Warehouse Loan - \$109,881 Principal & \$78,180 Interest**

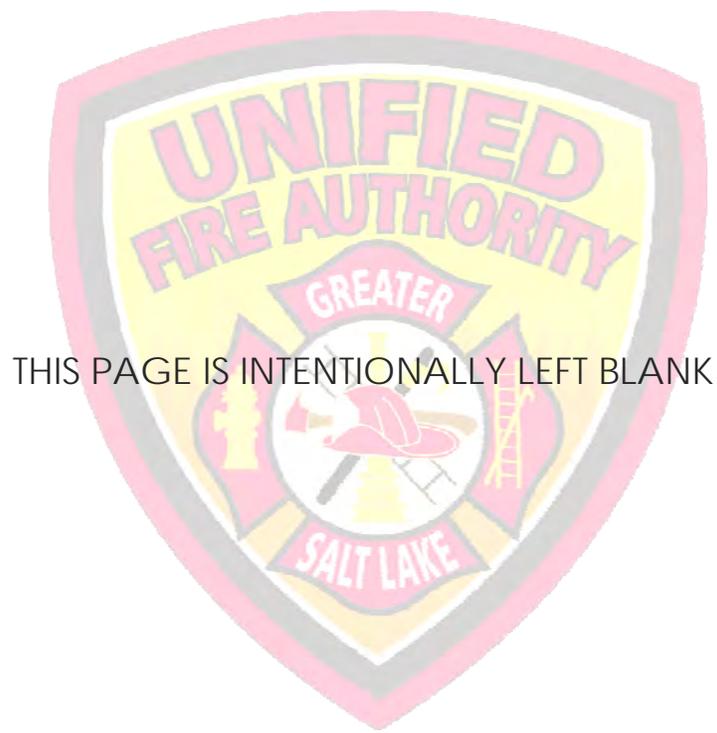
UFA entered into an agreement in 2012 with a related party, UFSA, to borrow funds used to purchase the Logistics warehouse in West Jordan, Utah. Total annual payments on this loan are \$188,061 through 2032.

# FINANCE

## Non-Personnel Detail by Account

Account	Description		Account Total
<b>10-88-205</b>	<b>AUDITOR</b>		<b>\$8,900</b>
	Fee for external audit of UFA financial statements		
<b>10-88-219</b>	<b>CLOTHING PROVISIONS</b>		<b>\$900</b>
	One shirt and sweatshirt for each employee (9 * \$100)		
<b>10-88-250</b>	<b>EDUCATION, TRAINING &amp; CERTIFICATIONS</b>		<b>\$8,500</b>
	Kronos software conference registration (2 * \$1,800)	3,600	
	UGFOA Annual Spring conference (4 * \$150)	600	
	GFOA GAAP update (3 * \$100)	300	
	Pryor seminar/webinar online access	300	
	Caselle conference registration (4 * \$450)	1,800	
	Other education to maintain licenses and educate staff	1,900	
<b>10-88-293</b>	<b>INTERGOVERNMENTAL</b>		<b>\$4,000</b>
	Fee for external audit of UFA Health & Welfare Trust		
<b>10-88-290</b>	<b>LIABILITY INSURANCE</b>		<b>\$450,000</b>
	CyberRisk annual premium	20,000	
	Liability coverage for UFA facilities and vehicles	375,000	
	Insurance broker fee	55,000	
<b>10-88-350</b>	<b>PROFESSIONAL FEES – AMBULANCE BILLING</b>		<b>\$315,000</b>
	Fees paid for ambulance billing and collection services		
<b>10-88-351</b>	<b>PROFESSIONAL FEES – OTHER</b>		<b>\$31,700</b>
	Fees for third-party administration of COBRA, flex spending (FSA), Health reimbursement (HRA)	31,000	
	Advertisement of public hearings to meet State budget requirements	700	
<b>10-88-355</b>	<b>MEDICAID ASSESSMENT</b>		<b>\$300,000</b>
	Quarterly fees paid to the State of Utah to self-fund Medicaid program, results in higher Medicaid collections funded by Federal match		
<b>10-88-370</b>	<b>PRINTING CHARGES</b>		<b>\$2,500</b>
	Printing of FY18-19 approved budget books (125 * \$20)		
<b>10-88-385</b>	<b>RENT OF BUILDINGS</b>		<b>\$147,000</b>
	Rent paid to Salt Lake County for ECC		
<b>10-88-410</b>	<b>SMALL EQUIPMENT NONCAPITAL</b>		<b>\$6,000</b>
	Project: Desk upgrades for 1-3 staff offices		
<b>10-88-415</b>	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$1,100</b>
	Dropbox subscriptions (4 * \$100)	400	
	UACPA annual memberships (2 * \$325)	650	
	UGFOA annual organization membership	50	

FINANCE									
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	FINAL	PROPOSED	TENTATIVE	ADOPTED	% INCREASE
	FY14-15	FY15-16	FY16-17	FY17-18	FY17-18	FY18-19	FY18-19	FY18-19	FY18 to FY19
	Finance 88	Finance 88	Finance 88	Finance 88	Finance 88	Finance 88	Finance 88	Finance 88	BUDGET
<b>REVENUE</b>									
CONTRIBUTIONS FROM UFSA	0	0	0	0	0	83,987	83,987	83,987	100.0%
MISC INTERGOVERNMENTAL	0	67,011	119,414	0	0	0	0	0	0.0%
PROCEEDS FROM LONG-TERM DEBT	0	18,766,444	0	0	0	0	0	0	0.0%
RENTAL INCOME (USAR SUBLEASE)	94,896	94,896	94,896	94,896	94,896	94,896	94,896	94,896	0.0%
<b>TOTAL REVENUE</b>	<b>94,896</b>	<b>18,928,351</b>	<b>214,310</b>	<b>94,896</b>	<b>94,896</b>	<b>178,883</b>	<b>178,883</b>	<b>178,883</b>	<b>88.5%</b>
<b>PERSONNEL</b>									
SALARIES	622,098	639,408	638,638	716,274	716,274	740,151	742,751	742,751	3.7%
OVERTIME	0	4,587	9,385	10,000	10,000	20,000	20,000	20,000	100.0%
BENEFITS	246,299	261,480	271,782	304,195	304,195	299,060	303,805	303,805	-0.1%
WORKERS COMP	(168,810)	(374,193)	832	1,102	1,102	1,548	1,560	1,560	41.6%
UNIFORM ALLOWANCE	1,608	550	0	0	0	0	0	0	0.0%
VAC/SICK PAYOUTS	0	33,698	0	0	0	0	0	0	0.0%
UNEMPLOYMENT INSURANCE	0	0	0	1,000	1,000	0	0	0	-100.0%
<b>TOTAL SALARY</b>	<b>701,195</b>	<b>565,528</b>	<b>920,637</b>	<b>1,032,571</b>	<b>1,032,571</b>	<b>1,060,759</b>	<b>1,068,116</b>	<b>1,068,116</b>	<b>3.4%</b>
<b>FINANCE NON PERSONNEL</b>									
AUDITOR	10,079	8,900	8,900	8,900	8,900	8,900	8,900	8,900	0.0%
CLOTHING PROVISIONS	0	0	0	0	0	900	900	900	100.0%
COMPUTER COMPONENTS	0	3,554	0	0	0	0	0	0	0.0%
COMPUTER SOFTWARE<5000	3,000	1,083	106	500	500	0	0	0	-100.0%
COMPUTER SOFTWARE>5000	0	7,368	0	0	0	0	0	0	0.0%
EDUCATION & TRAINING & CERT	1,769	2,845	1,274	9,500	9,500	8,500	8,500	8,500	-10.5%
FOOD PROVISIONS	268	0	0	0	0	0	0	0	0.0%
INTERGOVERNMENTAL	4,850	4,000	4,148	4,000	4,000	4,000	4,000	4,000	0.0%
MAINTENANCE OF SOFTWARE	0	27,132	0	0	0	0	0	0	0.0%
PRINTING CHARGES	0	0	0	0	0	2,500	2,500	2,500	100.0%
SMALL EQUIP. NONCAP	417,191	9,047	-2,229	5,000	5,000	6,000	6,000	6,000	20.0%
MEMBERSHIPS & SUBSCRIPTIONS	0	0	766	1,500	1,500	1,100	1,100	1,100	-26.7%
TRAVEL & TRANSPORTATION	2,856	3,418	0	0	0	0	0	0	0.0%
REIMBURSEMENTS TO UFA	0	0	0	0	0	0	0	0	0.0%
<b>TOTAL FINANCE OPERATIONS</b>	<b>440,013</b>	<b>67,347</b>	<b>12,965</b>	<b>29,400</b>	<b>29,400</b>	<b>31,900</b>	<b>31,900</b>	<b>31,900</b>	<b>8.5%</b>
<b>UFA OPERATIONS</b>									
NONCAP EQUIPMENT - FINANCED	0	0	781,735	0	119,413	0	0	0	0.0%
LIABILITY INSURANCE	409,341	245,228	407,961	440,000	440,000	450,000	450,000	450,000	2.3%
LIABILITY CLAIMS	5,543	300	1,415	0	0	0	0	0	0.0%
MIDA	7,305	312	318	0	0	0	0	0	0.0%
STATE WL MITIGATION PROGRAM	0	0	139,290	92,000	0	0	0	0	-100.0%
PROFESSIONAL FEES-AMB BILLING	307,589	341,972	326,302	315,000	315,000	315,000	315,000	315,000	0.0%
PROFESSIONAL FEES-OTHER	317,549	54,451	64,544	63,700	63,700	31,700	31,700	31,700	-50.2%
MEDICAID ASSESSMENT (AMB)	0	251,868	279,534	300,000	300,000	300,000	300,000	300,000	0.0%
RENT OF BUILDINGS	146,970	146,369	146,671	147,000	147,000	147,000	147,000	147,000	0.0%
SANDY CONTRACT	815,800	828,125	840,962	865,000	865,000	0	0	0	-100.0%
UTAH COMMUNICATIONS AUTHORITY	363,616	192,843	160,456	0	0	0	0	0	0.0%
VECC/VALLEY DISPATCH	775,910	778,784	852,767	0	0	0	0	0	0.0%
<b>UFA OPERATIONS TOTAL</b>	<b>3,149,622</b>	<b>2,840,250</b>	<b>4,001,954</b>	<b>2,222,700</b>	<b>2,250,113</b>	<b>1,243,700</b>	<b>1,243,700</b>	<b>1,243,700</b>	<b>-44.0%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-CASH	0	413,175	0	0	0	0	0	0	0.0%
CAPITAL OUTLAY	4,435,903	16,203,198	2,803,026	0	71,427	0	0	0	0.0%
<b>CAPITAL OUTLAY TOTAL</b>	<b>4,435,903</b>	<b>16,616,372</b>	<b>2,803,026</b>	<b>0</b>	<b>71,427</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>DEBT SERVICE</b>									
CAPITAL LEASE PAYMENTS	1,248,116	3,673,385	2,401,982	2,450,502	2,450,502	3,300,002	3,300,002	3,300,002	34.7%
INTEREST EXPENSE	154,098	113,191	392,839	340,186	340,186	286,384	286,384	286,384	-15.8%
WAREHOUSE LOAN	93,659	97,475	101,446	105,580	105,580	109,881	109,881	109,881	4.1%
<b>DEBT SERVICE TOTAL</b>	<b>1,495,874</b>	<b>3,884,050</b>	<b>2,896,267</b>	<b>2,896,268</b>	<b>2,896,268</b>	<b>3,696,267</b>	<b>3,696,267</b>	<b>3,696,267</b>	<b>27.6%</b>
<b>TOTAL EXPENDITURES</b>	<b>10,222,607</b>	<b>23,973,549</b>	<b>10,634,849</b>	<b>6,180,939</b>	<b>6,279,779</b>	<b>6,032,626</b>	<b>6,039,983</b>	<b>6,039,983</b>	<b>-2.3%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-10,127,711</b>	<b>-5,045,198</b>	<b>-10,420,539</b>	<b>-6,086,043</b>	<b>-6,184,883</b>	<b>-5,853,743</b>	<b>-5,861,100</b>	<b>-5,861,100</b>	<b>-3.7%</b>



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# EMERGENCY OPERATIONS



## Stephen H. Higgs, Assistant Chief

Assistant Chief Higgs began his fire service career in 1977 with the Salt Lake City Fire Department serving as a Firefighter/Paramedic, Lieutenant, Captain, Battalion Chief and Deputy Chief over fire operations. In April 2000 after 23 years with Salt Lake City, Steve accepted the position of Fire Chief with Midvale City Fire Department. In July of 2011, Midvale Fire merged with the Unified Fire Authority. Assistant Chief Higgs oversaw the Fire Prevention and Medical divisions. In March 2017, Chief Higgs was chosen to oversee Emergency Operations.

Steve holds degrees in building construction and fire science. He has completed Executive Fire Officer Course work at the National Fire Academy and is a graduate of the Senior Executives in State and Local Government, Harvard University, John F. Kennedy School of Government.

## EMERGENCY OPERATIONS DIVISIONS:

- *Emergency Operations*
- *Emergency Medical Services (EMS)*
- *Training*
- *Wildland/Camp Williams*

# EMERGENCY OPERATIONS

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## Statement of Purpose and Services Provided

Emergency Operations provides emergency response services to over 400,000 residents who live in the communities of Alta, Copperton, Cottonwood Heights, Eagle Mountain, Emigration Canyon, Herriman, Holladay, Kearns, Magna, Midvale, Millcreek, Riverton, unincorporated Salt Lake County, Taylorsville, and White City. The operations response area covers over 550 square miles.

Our members provide the full range of emergency response services to include fire suppression and rescue, basic (emergency medical technicians) and advanced life support (paramedics), ambulance transport, technical and specialized rescue services, hazardous materials response, water rescue and wildland fire response. Operations members responded on 28,784 incidents in 2017.

## Division Manager Budget Message

Emergency Operations has undergone significant changes in the past year. Implementing the new staffing plan with a hard floor minimum of 114 members on-duty, increasing four-handed staffing, beginning the rollout of the District Chief position as well as other changes have improved our ability to deliver services to our communities. As a result of the staffing changes we have created pressure in our delivery system. The most apparent pressure point is the number of transport units available, which we are currently assessing.

As we move into the next year, providing adequate capacity for patient transport will be a budget action item. Funding to support peak-load ambulances will be a priority. Peak-load ambulances are a necessary, cost-effective way to help fill the gap in available transport units during high call demand. We are recommending the addition of one peak load ambulance at an estimated cost of \$140,000. There is the potential for increased ambulance revenue, based on covering patient transports that have been covered by other agencies. Additional ambulance revenue captured by the peak-load units is projected at \$200,000.

The Intterra project will be a substantial addition to support Operations. This year we will begin development of our Standards of Cover project. Accurate and timely data is critical to project success and in providing data sets for our performance measurements. Ongoing adjustments to our staffing and deployment model will take place as gaps are identified.

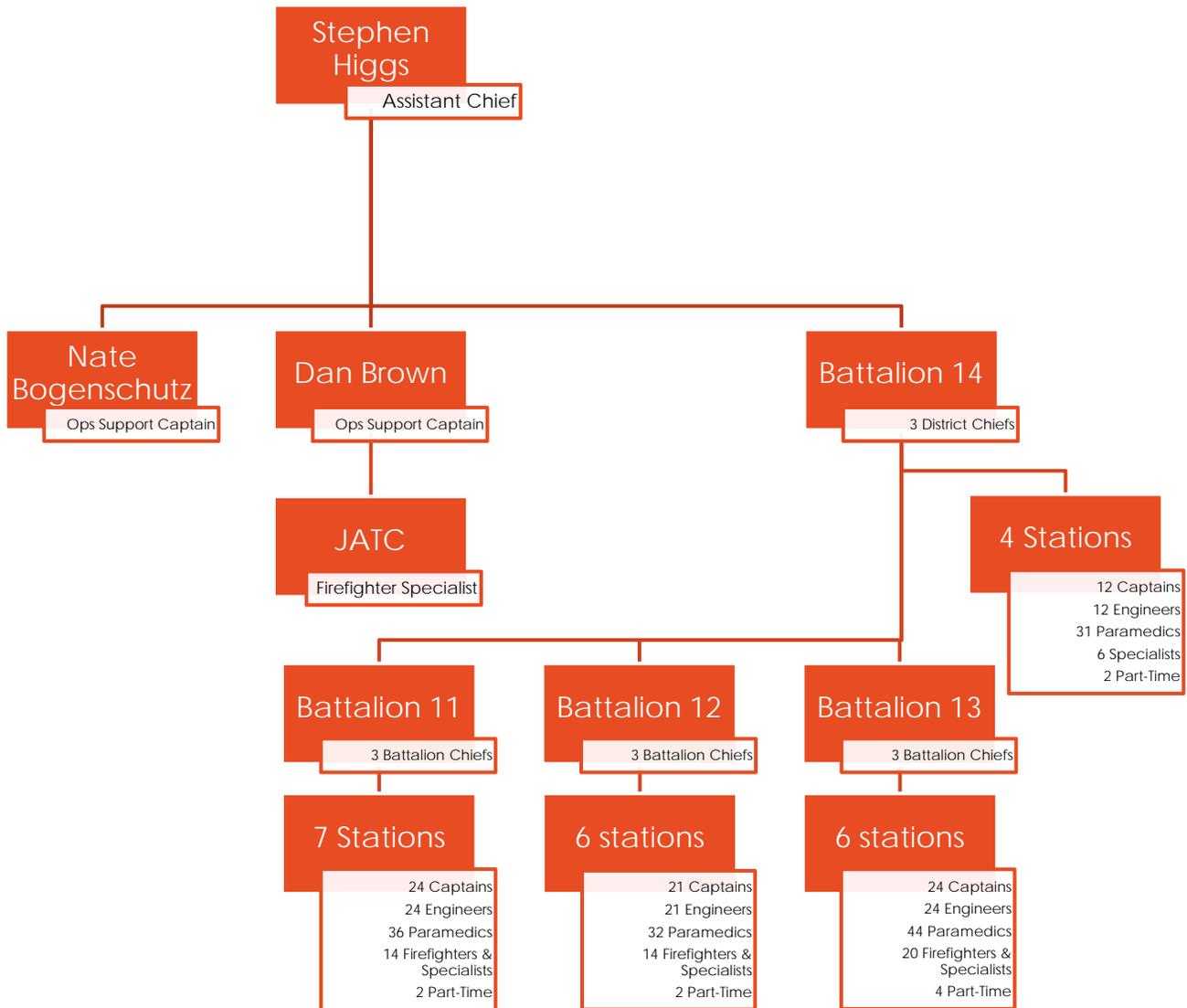
Another action item will involve modifying our ambulance staffing and part-time program to add stability to the workforce and reduce our reliance on the part-time program. This will be a longer term project over multiple budget cycles.

Minimum staffing and utilization of overtime are an ongoing challenge. Finding the right balance and meeting staffing requirements will require adjustments to current overtime funding. This budget reflects a proposed increase of \$495,000 to minimum staffing overtime.

The 2018/19 fiscal year will bring substantial changes to Operations. These changes will enhance our ability to deliver services in a timely, efficient and cost-effective manner.

# EMERGENCY OPERATIONS

## Organizational Structure



## Staffing (FTEs)



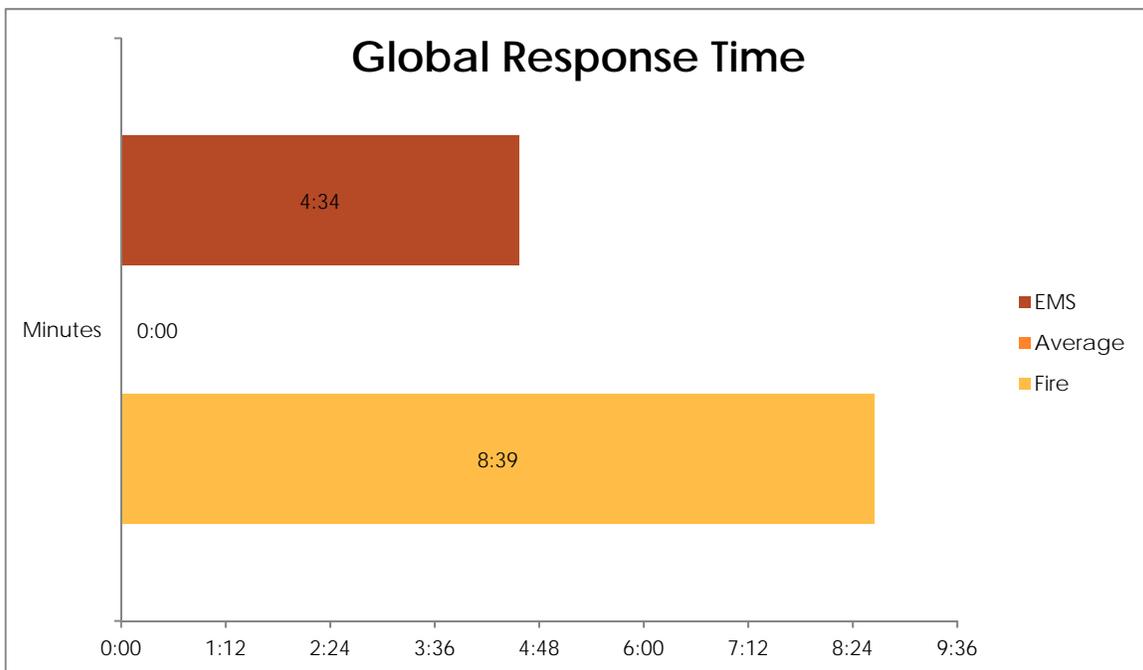
# EMERGENCY OPERATIONS

## Performance Measures

Unified Fire Authority (UFA) will begin a Standards of Cover (SOC) project this year. The SOC project will allow the UFA to establish clear performance measures in the areas of response times, turnout time, unit hour utilization, delivery and receipt of automatic aid, and many other metrics. The SOC will also allow us to identify gaps in coverage and develop methodologies to close the gaps.

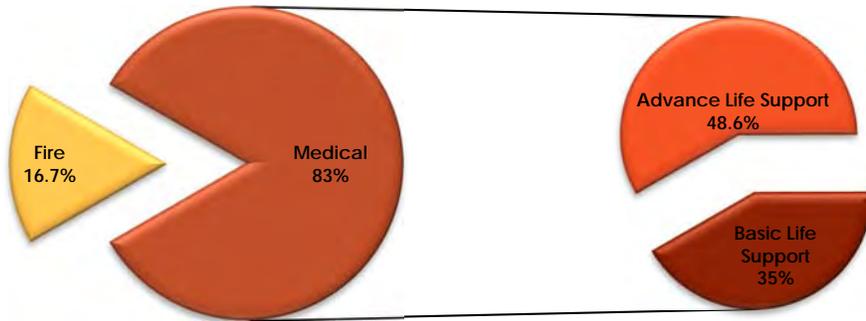
National consensus standards exist that help guide fire departments in establishing benchmarks and local performance standards. As an example, the National Fire Protection Association (NFPA) standard 1710 and 1221 establishes response time and dispatch call processing criteria for both emergency dispatch centers and fire departments. The table below provides an example of the performance measurements called out in the standards:

Call Answering	Call Processing	Transfer of Call	Turnout Time	Travel Time
15 seconds	30 seconds	60 seconds	60 seconds for medical 80 seconds for fire	4:00 minutes

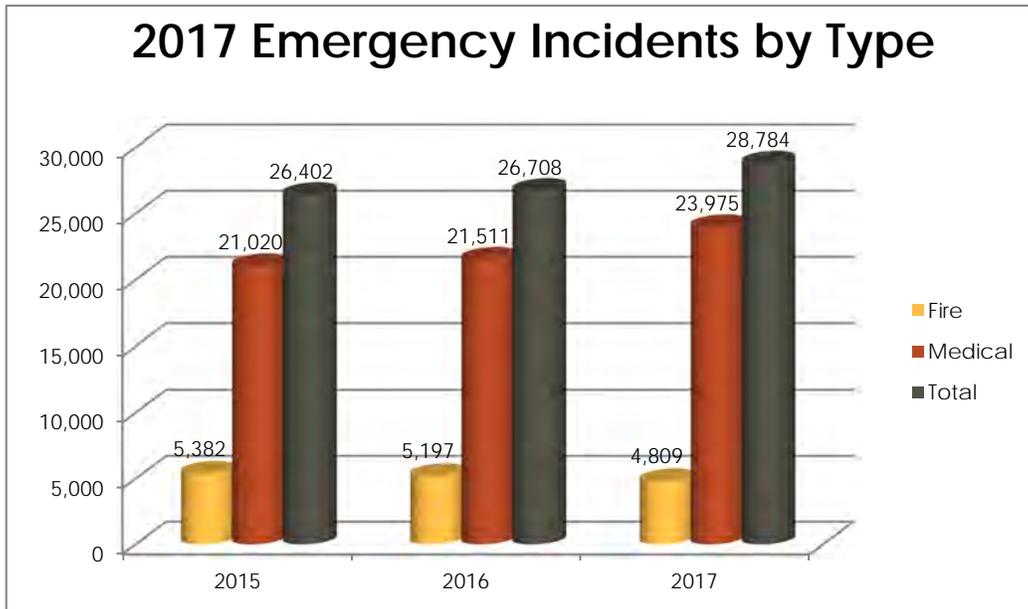


# EMERGENCY OPERATIONS

## 2017 Calls



## 2017 Emergency Incidents by Type



Emergency Incidents (CY) 28,784

Total unit responses (CY) 56,648

# EMERGENCY OPERATIONS

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## FY2017-2018 Accomplishments

- Maintained a minimum daily staffing of firefighters on-duty (104 full-time – 10 part-time) through activation of the new Staffing Plan (closure of Station 120 and 107) and the departure of Draper City (July 1, 2017)
- 18 of 24 Heavy Apparatus staffed at 4-person
- 2 UFA deployments to California Wildfires (Supported by OPS Personnel)
- 3 USAR deployments to Texas, Florida, and Puerto Rico (Supported by OPS Personnel)
- 165 Wildland deployments to 13 states (Supported by OPS Personnel)
- Delivery of Fire Soup (SLICERS) Train-the-Trainer to Battalion Chiefs and select Captains
- Delivery of Fire Soup (SLICERS) in all battalions by the Battalion Chiefs and Captains
- Command Training Center (CTC) deliveries conducted by the District and Battalion Chiefs on all platoons - focused on SLICERS principles
- Battalion Chief Boot Camp delivery (development of action items) and professional development support for the District and Battalion Chiefs.
- Battalion Chief promotions
- Engineer Promotions – we now have a promoted engineer on every heavy apparatus (27 Engineer promotions)
- District Chief (DC) process established and operational with acting DCs (June 26, 2017) – DC promotional process conducted June 2018
- Captain Boot Camp designed to prepare interested personnel for the Captain position and the promotional process
- Professional Leadership Development Cohort Training

## FY2018-2019 Action Items

1. Stabilize Operational staffing through modification of the part-time program, ambulance staffing strategies and overall staffing methodologies to provide adequate ALS and ambulance transport (Outcome 1-O)
2. Improve transport capability by implementing Peak-Load Units (PLU) (Outcome 1-O)
3. Begin the Standards of Cover project to identify performance gaps and establish performance benchmarks (measures) (Outcome 1-P)
4. Improve data collection and use to support trend analysis for stated Strategic Outcomes through Intterra project, Hexagon CAD and in support of the Standard of Cover process (Outcome 1-R)
5. Begin development of Minimum Operational Performance Standards (Outcome 1-T)

# EMERGENCY OPERATIONS

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## Budget Detail

### Revenue

#### **SWAT reimbursement \$18,000**

UFA has nine Paramedics who have been POST certified to function as part of the Unified Police Department (UPD) SWAT team. UFA is reimbursed 50% of training costs by UPD. Estimated revenues are based on 1,030 training hours at \$35 per hour.

#### **Jordan Applied Technology Center \$73,000**

Jordan Applied Technology Center (JATC) is funding a portion of one Firefighter Specialist for JATC program instruction. The Firefighter Specialist assigned to the JATC coordinates and provides instruction for Emergency Medical Technician (EMT) and Firefighter certification courses. This position will be a direct report to the principal of the JATC for the duration of the school year. In the off-school time period, the position will work in Operations under the direction of the Operations Support Captain over staffing.

#### **Military Installation Development Authority (MIDA) contract \$51,000**

UFA has a contract to provide emergency response services, pre-incident planning and coordination, and significant even response services to the Utah Data Center of the National Security Administration (NSA).

### Personnel

#### **Staffing of Peak-Load Ambulance \$140,000**

It is anticipated that these additional units be staffed 12 hours per day and will allow us to capture transports that are currently covered by non UFA units. Capturing these transports is estimated to generate \$200,000 in additional ambulance revenue.

#### **Increase to Minimum staffing overtime \$495,000**

Description	Budget
Minimum Staffing Overtime	\$1,620,000
FLSA Overtime	\$325,000
Program & Project Overtime	\$200,000
<b>Total Overtime</b>	<b>\$2,145,000</b>

#### **Transfer of Wildland Specialists to Wildland Division**

UFA will fill the vacancies created by the transfer of three wildland specialists to the Wildland Division during the summer months. Operations will retain the full FTE's year round with Wildland picking up the cost of three FTE's during the summer months. Staff anticipate that there will be three retirement or resignations by the time the Wildland Specialists return to the Operations Division.

# EMERGENCY OPERATIONS

## Capital Outlay

None

## Non-Personnel Detail by Account

Account	Description		Account Total
<b>10-89-215</b>	<b>Books, Pubs &amp; Subs</b>		<b>\$500</b>
	Trade magazine subs, technical manuals		
<b>10-89-235</b>	<b>Computer Software &lt;5000</b>		<b>\$600</b>
	ONXMAPS mapping software utilized on interface fires		
<b>10-89-250</b>	<b>Education &amp; Training &amp; CERT</b>		<b>\$13,000</b>
	Specialized training courses to maintain certifications and skill levels (HazMat, HR, Water & avalanche)	7,000	
	Leadership & professional development courses	6,000	
<b>10-89-260</b>	<b>Food Provisions</b>		<b>\$6,000</b>
	Food & beverages for crews committed to extended emergency incidents	2,000	
	Bottled water and water coolers	4,000	
<b>10-89-305</b>	<b>Maint. Of Machinery &amp; Equip.</b>		<b>\$4,000</b>
	Repair and calibration of HAZMAT gas meters, calibration gasses for gas monitors		
<b>10-89-350</b>	<b>Professional Fees</b>		<b>\$4,000</b>
	Professional engineering and specialized services to support Special Operations		
<b>10-89-410</b>	<b>Small Equip. NonCap</b>		<b>\$93,000</b>
	Equipment replacement for Heavy Rescue	35,000	
	Equipment replacement for HazMat	25,000	
	Equipment replacement for Water	15,000	
	Misc. equipment & supplies for stations	18,000	
<b>10-89-415</b>	<b>Memberships &amp; Subscriptions</b>		<b>\$4,000</b>
	Gym memberships for selected stations that have inadequate fitness equipment and space		
<b>10-89-426</b>	<b>Mileage Reimbursements</b>		<b>\$2,000</b>
	Mileage reimbursement for members required to travel between multiple stations		

**FIRE OPERATIONS**

	ACTUAL FY14-15 Ops 89	ACTUAL FY15-16 Ops 89	ACTUAL FY16-17 Ops 89	ADOPTED FY17-18 Ops 89	FINAL FY17-18 Ops 89	PROPOSED FY18-19 Ops 89	TENTATIVE FY18-19 Ops 89	ADOPTED FY18-19 Ops 89	% INCREASE FY18 to FY19 BUDGET
<b>REVENUE</b>									
GRANTS	0	0	27,745	0	0	0	0	0	0.0%
MIDA	0	50,000	50,000	50,000	50,000	51,000	51,000	51,000	2.0%
MISC INTERGOVERNMENTAL	0	32,719	61,654	0	0	91,000	91,000	91,000	100.0%
COST RECOVERY	0	0	0	0	7,624	0	0	0	0.0%
DONATIONS	0	0	187	0	0	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>82,719</b>	<b>139,586</b>	<b>50,000</b>	<b>57,624</b>	<b>142,000</b>	<b>142,000</b>	<b>142,000</b>	<b>184.0%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	24,753,824	24,739,614	25,983,870	25,109,340	25,109,340	26,463,638	26,685,933	26,685,933	6.3%
SALARIES/WAGE-NON USAR DEPLOYMEN	0	0	0	0	87,934	0	0	0	0.0%
SALARIES - PAID CALL	0	1,101,337	1,394,790	1,180,000	1,180,000	1,320,000	1,320,000	1,320,000	11.9%
OVERTIME	2,287,949	2,431,010	1,955,159	1,650,000	0	0	0	0	-100.0%
OVERTIME - MINIMUM STAFFING	0	0	0	0	1,100,000	1,620,000	1,620,000	1,620,000	100.0%
OVERTIME - FLSA	0	0	0	0	325,000	325,000	325,000	325,000	100.0%
OVERTIME - PROJECT & PROGRAM	0	0	0	0	225,000	200,000	200,000	200,000	100.0%
OVERTIME-NON USAR DEPLOYMENT	0	0	0	0	366,273	0	0	0	0.0%
OVERTIME - PAID CALL	0	138,008	42,499	50,000	50,000	50,000	50,000	50,000	0.0%
BENEFITS	10,246,980	10,549,029	10,963,410	11,722,335	11,722,335	11,702,434	11,937,434	11,937,434	1.8%
BENEFITS - NON USAR DEPLOYMENT	0	0	0	0	17,940	0	0	0	0.0%
WORKERS COMP	842,779	954,941	809,631	944,400	944,400	833,814	833,814	833,814	-11.7%
UNIFORM ALLOWANCE	292,166	289,704	334,695	322,200	322,200	324,720	324,720	324,720	0.8%
VAC/SICK PAYOUTS	102,760	118,676	408,242	0	25,130	0	0	0	0.0%
UNEMPLOYMENT INSURANCE	2,675	0	828	0	0	5,000	5,000	5,000	100.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>38,529,133</b>	<b>40,322,319</b>	<b>41,893,125</b>	<b>40,978,275</b>	<b>41,475,552</b>	<b>42,844,606</b>	<b>43,301,901</b>	<b>43,301,901</b>	<b>5.7%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
BEDDING & LINEN	12,804	5,590	0	0	0	0	0	0	0.0%
BOOKS & PUBLICATIONS	4,985	267	946	900	900	500	500	500	-44.4%
CLOTHING PROVISIONS	360,120	427,968	-1,240	0	0	0	0	0	0.0%
COMMUNICATION EQUIP. NONCAP	7,365	5,420	0	0	0	0	0	0	0.0%
COMPUTER COMPONENTS	20,538	12,799	0	0	0	0	0	0	0.0%
COMPUTER SOFTWARE<5000	4,411	3,860	107	250	250	600	600	600	140.0%
DINING & KITCHEN SUPPLIES	2,208	3,787	0	0	0	0	0	0	0.0%
EDUCATION & TRAINING & CERT	19,723	17,696	15,099	13,000	13,000	13,000	13,000	13,000	0.0%
NON-USAR DEPLOYMENT COSTS	0	0	0	0	28,032	0	0	0	0.0%
FOOD PROVISIONS	14,739	40,611	5,845	6,000	6,000	6,000	6,000	6,000	0.0%
GRANT EXPENDITURES	0	0	27,745	0	32,812	0	0	0	0.0%
IDENTIFICATION SUPPLIES	0	505	0	0	0	0	0	0	0.0%
INTERGOVERNMENTAL	0	0	0	0	7,624	0	0	0	0.0%
JANITORIAL SUPP. & SERV.	48,405	41,148	0	0	0	0	0	0	0.0%
MAINT. OF MACHINERY & EQUIP	5,275	22,286	-2,737	4,000	4,000	4,000	4,000	4,000	0.0%
MAINTENANCE OF OFFICE EQUIP	956	2,362	0	0	0	0	0	0	0.0%
MAINTENANCE OF SOFTWARE	23,950	0	0	0	0	0	0	0	0.0%
MISCELLANEOUS RENTAL	9,493	15,280	11,096	0	0	0	0	0	0.0%
OFFICE SUPPLIES	0	24,108	0	0	0	0	0	0	0.0%
PROFESSIONAL FEES	1,684	3,931	6,465	0	0	4,000	4,000	4,000	100.0%
PRINTING CHARGES	1,428	460	1,428	0	0	0	0	0	0.0%
SMALL EQUIP. NONCAP	450,755	421,405	107,547	100,000	100,000	93,000	93,000	93,000	-7.0%
MEMBERSHIPS & SUBSCRIPTIONS	4,848	8,009	5,114	1,700	1,700	4,000	4,000	4,000	135.3%
TRAVEL	46,322	55,507	0	0	0	0	0	0	0.0%
MILEAGE REIMBURSEMENTS	0	0	1,303	2,000	2,000	2,000	2,000	2,000	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>1,040,009</b>	<b>1,112,999</b>	<b>178,718</b>	<b>127,850</b>	<b>196,318</b>	<b>127,100</b>	<b>127,100</b>	<b>127,100</b>	<b>-0.6%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	93,414	227,812	11,535	0	0	0	0	0	0.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>93,414</b>	<b>227,812</b>	<b>11,535</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>39,662,556</b>	<b>41,663,130</b>	<b>42,083,378</b>	<b>41,106,125</b>	<b>41,671,870</b>	<b>42,971,706</b>	<b>43,429,001</b>	<b>43,429,001</b>	<b>5.7%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-39,662,556</b>	<b>-41,580,411</b>	<b>-41,943,792</b>	<b>-41,056,125</b>	<b>-41,614,246</b>	<b>-42,829,706</b>	<b>-43,287,001</b>	<b>-43,287,001</b>	<b>5.4%</b>

# EMS

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## Statement of Purpose and Services Provided

The purpose and service of the EMS Division is to initiate ***better practice*** through standardized and consistent training, to produce ***greater performance*** in daily operations, and provide ***measurable outcomes*** to personnel, stakeholders, and the public at large.

Additionally, the EMS Division plays an essential role in the process of quality assurance, performance improvement, patient care, field support, initial education and required continuing education. There continues to be value in the Division and programs as it meets the needs of the UFA's vision, mission and values and enhances the overall support of effective and efficient service delivery.

### Services Provided

#### Initial Education and Quality Assurance

- Paramedic School
- EMT Course
- Current Trends
- Research and Development
- Employee Assistance (QA)
- American Heart Guideline and Certifications
- Training Equipment Maintenance

#### Continuing Education

- Continuing Medical Education (CME)
- Employee Assistance (OI)
- Battalion Trainer Liaisons
- Sponsored Seminars
- Ongoing Certification(s)
- Associate and Community Instruction

#### Support & Outreach

- Outreach PulsePoint/Push to Survive/Stop the Bleed/Naloxone Initiative
- Records Management (Data Collection)
- Ambulance Billing and Review
- Report Review/Evaluation
- Hospital Interface
- Medication Tracking (Controlled Substances)
- Service on Outside Agency Committees: State/District/Alliance
- Provide Field Operations Support, training, and licensure requirements

# EMS

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## Division Manager Budget Message

I am pleased to present to you the 2018/2019 fiscal year proposed budget for UFA EMS Division. EMS Division has prepared this budget for your review and approval consistent with the UFA's vision, mission, and strategic priorities.

We value our role in the daily success of the UFA. Through this trusted stewardship, we know that our effort can change lives directly and indirectly. Our ability to initiate and sustain better patient outcomes fuels our passion to meet the needs of our communities. As a Division and collectively as an organization we do this with an assertive, positive, engaging attitude.

This fiscal year will be a year of great opportunity to improve service internally to the UFA employee's. Directly increasing the effectiveness and efficiency of service delivery externally to the citizens and communities we serve. Collectively, we recognize the impact placed on each of the UFA members to staff and fund the Division's operation. Please understand that your trust and support enables quality training for effective and efficient service delivery.

UFA's Paramedic School will not be held in 2018/2019, as there is presently no operational need for more Paramedics internal to UFA. Pausing Paramedic School will result in the following cost savings:

- 10-95-120 \$14,000 for narcotics accountability program overtime
- 10-95-120 \$14,000 for Paramedic school overtime
- 10-95-215 \$10,077 for Books & Publications
- 10-95-219 \$604 for Clothing
- 10-95-250 \$17,820 for Education, Training, & Certification
- 10-95-350 \$4,560 for Professional Fees
- 10-95-370 \$202 for Printing Charges

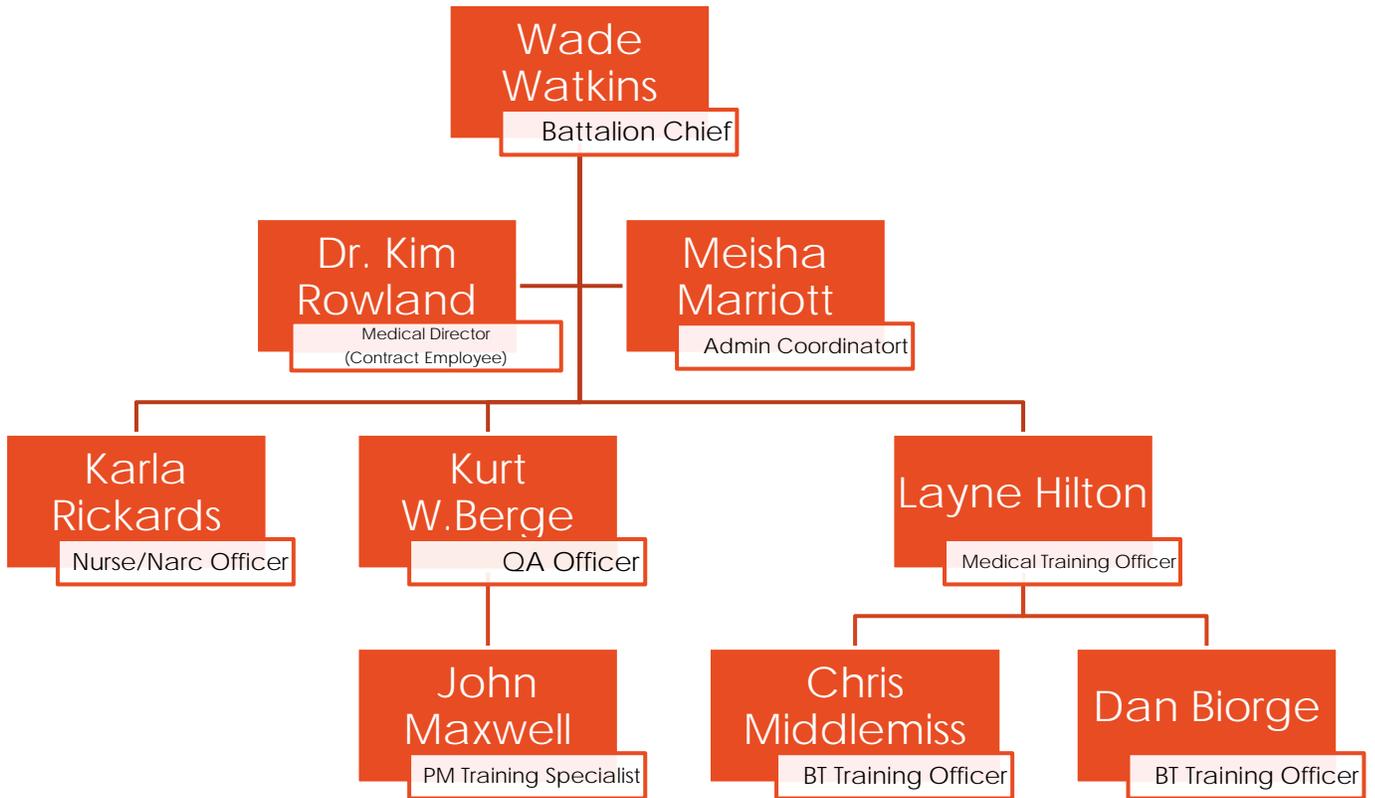
EMS Division has three *major initiatives PulsePoint, Push to Survive and Utah Naloxone* these will be implemented and exercised during the 2018/2019 fiscal year. This will include an aggressive public outreach effort to engage the whole community. With the end state goal of improving patient outcomes within our communities.

### Purposed Increases

- **10-95-250** Increase of \$15,000 to support the adopted two-year re-licensure cycle
- **10-95-415** Increase of \$5,000 to support membership and subscriptions

# EMS

## Organizational Structure



## Staffing (FTEs)

Sworn  
6

Civilian  
2

Part-Time  
0

# EMS

## Performance Measures

The EMS Division's Performance Measures below outline our core missions and reflect training metrics, quality assurance efforts, training programs and community outreach initiatives.

<b>EMS Training &amp; Quality Improvement</b>	<b>FY17/18 Actual</b>	<b>FY18/19 Goal</b>	<b>Quality Assurance</b>	<b>FY17/18 Actual</b>	<b>FY18/19 Goal</b>
(LMS) Assignments	8,921	9,000	QA Reviews	13,000	15,000
(LMS) Hours of Training	2,974	3,000	Total Hours	2,166	3,000
Battalion Training Hours	6,432	6,600	Cardiac Arrests	80%	100%
Total Training Hours	10,196	11,000	Pediatric	85%	100%
Utah BEMS Compliance	100%	100%	Trauma 1	100%	100%
NREMT Training Requirements	100%	100%	Stroke	80%	100%
AHA Compliance	100%	100%	Airway adjunct	85%	100%

<b>EMT Program</b>	<b>FY17/18 Actual</b>	<b>FY18/19 Goal</b>	<b>Paramedic Program</b>	<b>FY17/18 Actual</b>	<b>FY18/19 Goal</b>
Total Students	63	70	Total Students	14	0
Passing Rate NREMT 1 <sup>st</sup> Attempt	59%	70%	Passing Rate NREMT-P	100%	N/A
Passing Rate NREMT 3 Attempts	75%	80%			

<b>American Heart/Push to Survive/CPR Program Training Hours</b>	<b>FY17/18 Actual</b>	<b>FY18/19 Goal</b>
Utah Naloxone	300	1,000
Push to Survive	1,000	3,000
PulsePoint	100	3,000
Stop the Bleed	50	1,000
American Heart Association	300	350

<b>Narcotic Accountability Program</b>	<b>FY17/18 Actual</b>	<b>FY18/19 Goal</b>
Narcotic Administration Review	100%	100%
Internal Narcotic Audit	100%	100%

# EMS

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## FY2017-2018 Accomplishments

- 2018 Naloxone initiative established, UFA is actively participating with the whole community with this initiative.
- PulsePoint preparation for Salt Lake Valley
- Eagle Mountain PulsePoint will be ready to roll out 2nd quarter of 2018.
- Statistical program for analysis of measureable outcomes expanded. This statistical program is assessing and creating a baseline. Prior to an aggressive effort of outreach 2018/2019.
- Increased the availability of medical simulator training by developing a second simulation lab and bringing the mobile simulator back on-line.
- Successfully passed all 2017 Bureau of EMS (BEMS) audits.
- Performed Tactical Combat Casualty Care (TCCC) training department wide 2018.
- 16 public CPR certification classes held at EOC, Taylorsville City Hall, and Draper City Hall locations.
- 21 CPR certification classes taught for SLCo/UPD/CHPD employees.
- Instructed CPR, ACLS, and PALS to University of Utah Physician Assistant students.
- Two EMT classes were held, 53 students recommended to take the NREMT written exam. The UFA EMT school is currently cost neutral. The past two classes of 2017 have produced enough return to account for the costs of the courses.
- UFA EMS Division App available making essential EMS info easily accessible to medically certified personnel.
- Reinstated Life Saving Awards to crews and bystanders by reinstating cardiac arrest reviews.
- New narcotic accountability measures developed to support the 1-1 response model.
- Valley Rescue Task Force (RTF), drills and exercises developed and supported throughout Salt Lake Valley.
- Quality assurance is meeting the State of Utah mandates, decreasing liability and increasing quality on the streets.

## FY2018-2019 Action Items

- Develop and implement an EMT Advanced training and education plan facilitating the transition from EMT-B to EMT-A while on duty. Throughout the 2018/2019 fiscal year. (Outcomes 1-G, 1-I, 1-T, 1-U)
- Initiate an EMS quality assurance plan utilizing the **Just Culture Algorithm**. Throughout the 2018/2019 fiscal year. (Outcomes 1- U, 3-C, 3-D, 4-F)
- Apply an aggressive improvement plan (IP) for all UFA practitioners following the outcome of the **Just Culture Algorithm**. Throughout the 2018/2019 fiscal year. (Outcomes 4-F, 1-U, 3-C, 3-D)
- Implementation of PulsePoint for Salt Lake Valley by December 2018. (Outcomes 1-I, 1-P)
- Deliver three thousand training hours of new lifesaving curriculum throughout UFA's service areas. To include PulsePoint/Push to Survive/Utah Naloxone/Stop the Bleed. Within the 2018/2019 fiscal year. (Outcomes 1-I, 3-A, 3-B)
- Facilitate a quarterly meeting with the District Chiefs related to EMS Training & Exercise. Evaluating and quantifying the training related to EMS delivery. The District Chiefs will have the opportunity to request, adjust, support all EMS training efforts. These efforts will be documented within the 2018/2019 Training and Exercise plan. (Outcomes 1-I, 1-P)

# EMS

## Budget Detail

### Revenue

#### **EMT School Tuition \$60,000**

UFA offers two EMT courses per year, educating a total of 52 students at \$1,150 per student.

#### **CPR/AHA class fees \$10,000**

#### **Per capita grant (amount unknown)**

UFA is typically awarded the EMS Per Capita grant from the State of Utah in September each year and plans to use any funds awarded to offset EMS training costs.

### Personnel

#### **Administrative Coordinator upgrade from P17 to P18 \$2,954**

The Administrative Coordinator serves as the center point of contact for receiving, gathering, storing, and coordinating vital information and documents for all medical protocol and licensure. The Medical Division Coordinator plays important role as a liaison to the State Bureau of EMS, District 2B, State Protocol, American Heart Association, and other outside agencies.

#### **Overtime reduction due to suspension of Paramedic School \$42,000**

This reduction is a combination of a decrease in overtime costs for Paramedic School instruction as well as Narcotics Accountability (shifted to part-time regular wages).

### Capital Outlay

Account	Description		Account Total
10-95-216	<b>CAPITAL OUTLAY MACHINERY &amp; EQUIPMENT</b>		<b>\$21,995</b>
	Trauma HAL IDS340.100	21,995	

# EMS

## Non-Personnel Detail by Account

Account	Description		Account Total
10-95-215	<b>BOOKS &amp; PUBLICATIONS</b>		<b>\$19,223</b>
	Books for EMT and school and CPR/AHA classes		
10-95-219	<b>CLOTHING PROVISIONS</b>		<b>\$881</b>
	Paramedic and EMT student shirts		
10-95-235	<b>COMPUTER SOFTWARE &lt;\$5,000</b>		<b>\$500</b>
	EMT-A testing practice software		
10-95-250	<b>EDUCATION, TRAINING &amp; CERT</b>		<b>\$47,180</b>
	National & State re-licensure for UFA personnel		
	EMT/PM finger printing and background checks		
10-95-260	<b>FOOD PROVISIONS</b>		<b>\$2,000</b>
	Provisions provided for trainings and meetings		
10-95-305	<b>MAINT. OF MACHINERY &amp; EQUIPMENT</b>		<b>\$10,000</b>
	Repairs and maintenance of training mannequins		
10-95-335	<b>MEDICAL SUPPLIES</b>		<b>\$7,500</b>
	Controlled substances, training supplies etc.		
10-95-345	<b>OFFICE SUPPLIES</b>		<b>\$1,000</b>
10-95-350	<b>PROFESSIONAL FEES</b>		<b>\$55,440</b>
	Outside instructors exclusive to UFA employees	5,440	
	UFA Medical Director	50,000	
10-95-365	<b>POSTAGE</b>		<b>\$1,000</b>
10-95-370	<b>PRINTING CHARGES</b>		<b>\$298</b>
10-95-410	<b>SMALL EQUIPMENT. NONCAP</b>		<b>\$14,522</b>
	Laerdal Mega Code Kid(2)	8,826	
	Right IV arm for Mega Code Kelly(3)	496	
	Misc. supplies, camera supplies, batteries	1,200	
	Office furniture	4,000	
10-95-415	<b>MEMBERSHIP &amp; SUBSCRIPTIONS</b>		<b>\$6,000</b>
	UFA EMS Division App, Podcast fees, ADOBE video subscription, Paramedic School accreditation, Google storage		
10-95-450	<b>VISUAL &amp; AUDIO AIDS</b>		<b>\$2,500</b>
	Presentation hardware, i.e. projectors, microphones, etc.		

**MEDICAL**

	<b>ACTUAL FY14-15 EMS 95</b>	<b>ACTUAL FY15-16 EMS 95</b>	<b>ACTUAL FY16-17 EMS 95</b>	<b>ADOPTED FY17-18 EMS 95</b>	<b>FINAL FY17-18 EMS 95</b>	<b>PROPOSED FY18-19 EMS 95</b>	<b>TENTATIVE FY18-19 EMS 95</b>	<b>ADOPTED FY18-19 EMS 95</b>	<b>% INCREASE FY18 to FY19 BUDGET</b>
<b>REVENUE</b>									
PARAMEDIC / PA SCHOOL TUITION	34,724	55,461	33,270	34,000	66,000	0	0	0	-100.0%
CPR/AHA CLASS FEES	0	0	12,159	10,000	10,000	10,000	10,000	10,000	0.0%
EMT SCHOOL TUITION	52,479	68,398	60,440	60,000	66,207	60,000	60,000	60,000	0.0%
SALE OF MATERIALS	0	0	0	0	5,478	0	0	0	0.0%
GRANT	0	37,520	26,903	0	35,805	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>87,203</b>	<b>161,379</b>	<b>132,772</b>	<b>104,000</b>	<b>183,490</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>-32.7%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	568,064	560,795	523,968	610,282	610,282	614,628	619,456	619,456	1.5%
OVERTIME	85,252	215,594	205,906	270,000	270,000	242,000	242,000	242,000	-10.4%
BENEFITS	238,152	252,631	220,717	274,308	274,308	267,025	268,320	268,320	-2.2%
WORKERS COMP	11,731	19,130	20,027	16,203	16,203	14,632	14,753	14,753	-8.9%
UNIFORM ALLOWANCE	5,042	4,590	4,825	5,280	5,280	5,520	5,520	5,520	4.5%
VAC/SICK PAYOUTS	0	0	38,473	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>908,241</b>	<b>1,052,738</b>	<b>1,013,916</b>	<b>1,176,073</b>	<b>1,176,073</b>	<b>1,143,805</b>	<b>1,150,049</b>	<b>1,150,049</b>	<b>-2.2%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
BOOKS & PUBLICATIONS	17,549	34,679	32,522	30,000	38,715	19,223	19,223	19,223	-35.9%
CLOTHING PROVISIONS	1,973	2,007	1,494	1,500	1,900	881	881	881	-41.3%
COMMUNICATION EQUIP NONCAP	450	192	0	0	0	0	0	0	0.0%
COMPUTER COMPONENTS	2,909	15,685	0	0	0	0	0	0	0.0%
COMPUTER SOFTWARE<5000	1,273	100	212	500	500	500	500	500	0.0%
EDUCATION & TRAINING & CERT	40,575	58,749	44,291	55,000	70,000	47,180	47,180	47,180	-14.2%
FOOD PROVISIONS	8,173	2,758	590	2,000	2,000	2,000	2,000	2,000	0.0%
GRANT EXPENDITURES	11,424	34,125	29,103	0	35,805	0	0	0	0.0%
MAINT. OF MACHINERY & EQUIP	8,768	9,015	8,984	10,000	10,000	10,000	10,000	10,000	0.0%
MAINTENANCE OF SOFTWARE	18,157	19,966	0	0	0	0	0	0	0.0%
MEDICAL SUPPLIES	14,680	8,510	8,116	7,500	27,585	7,500	7,500	7,500	0.0%
MISCELLANEOUS RENTAL	0	0	0	0	0	0	0	0	0.0%
OFFICE SUPPLIES	0	1,751	775	1,000	1,000	1,000	1,000	1,000	0.0%
PROFESSIONAL FEES	52,955	54,677	59,300	60,000	60,000	55,440	55,440	55,440	-7.6%
POSTAGE	1,005	110	113	1,000	1,000	1,000	1,000	1,000	0.0%
PRINTING CHARGES	2,068	3,288	174	500	700	298	298	298	-40.4%
SMALL EQUIP. NONCAP	34,251	57,090	44,065	27,433	12,748	14,522	14,522	14,522	-47.1%
MEMBERSHIPS & SUBSCRIPTIONS	2,025	2,525	3,426	1,000	6,000	6,000	6,000	6,000	500.0%
TRAVEL & TRANSPORTATION	0	20,655	0	0	0	0	0	0	0.0%
VISUAL & AUDIO AIDS	5,253	444	860	2,500	2,500	2,500	2,500	2,500	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>223,488</b>	<b>326,327</b>	<b>234,024</b>	<b>199,933</b>	<b>270,453</b>	<b>168,044</b>	<b>168,044</b>	<b>168,044</b>	<b>-15.9%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	0	0	28,557	22,567	22,567	21,995	21,995	21,995	-2.5%
COMPUTER SOFTWARE>5000	0	0	0	0	0	0	0	0	0.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>28,557</b>	<b>22,567</b>	<b>22,567</b>	<b>21,995</b>	<b>21,995</b>	<b>21,995</b>	<b>-2.5%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,131,729</b>	<b>1,379,065</b>	<b>1,276,497</b>	<b>1,398,573</b>	<b>1,469,093</b>	<b>1,333,844</b>	<b>1,340,088</b>	<b>1,340,088</b>	<b>-4.2%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-1,044,526</b>	<b>-1,217,686</b>	<b>-1,143,724</b>	<b>-1,294,573</b>	<b>-1,285,603</b>	<b>-1,263,844</b>	<b>-1,270,088</b>	<b>-1,270,088</b>	<b>-1.9%</b>

# TRAINING

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## Statement of Purpose and Services Provided

It is the purpose of the UFA Training Bureau to train our personnel in the knowledge, skills, and abilities to meet or exceed Unified Fire Authority Standards within the framework of ISO, NFPA, and OSHA requirements.

## Division Manager Budget Message

Last year's original direction was modified by the department's staffing change. Along with supporting the needs of Operations personnel, the plan to implement the Fire Training Cadre program amongst multiple disciplines turned to utilizing it to support a 54 straight day Engineer School. The benefit of the Cadre program was quickly recognized and was invaluable. With the completion of that in November, Training has focused on building the Cadre in other areas and delivering training in areas such as Command Training Center and Multi-Company Live Fire evolutions every week.

The major portion of the plans for this year is a Recruit Academy (15 weeks) and Engineer School (5 weeks). In addition to the facilitation of the testing/hiring for the new Recruit Academy, the division will also work with other divisions for the promotional testing component (Capt. -2 days, BC - 2 days, Specialties -4 days).

With the implementation of a Recruit Academy and Engineer School, the request is made for an increase of staff OT by \$32,000 as outlined in detail below.

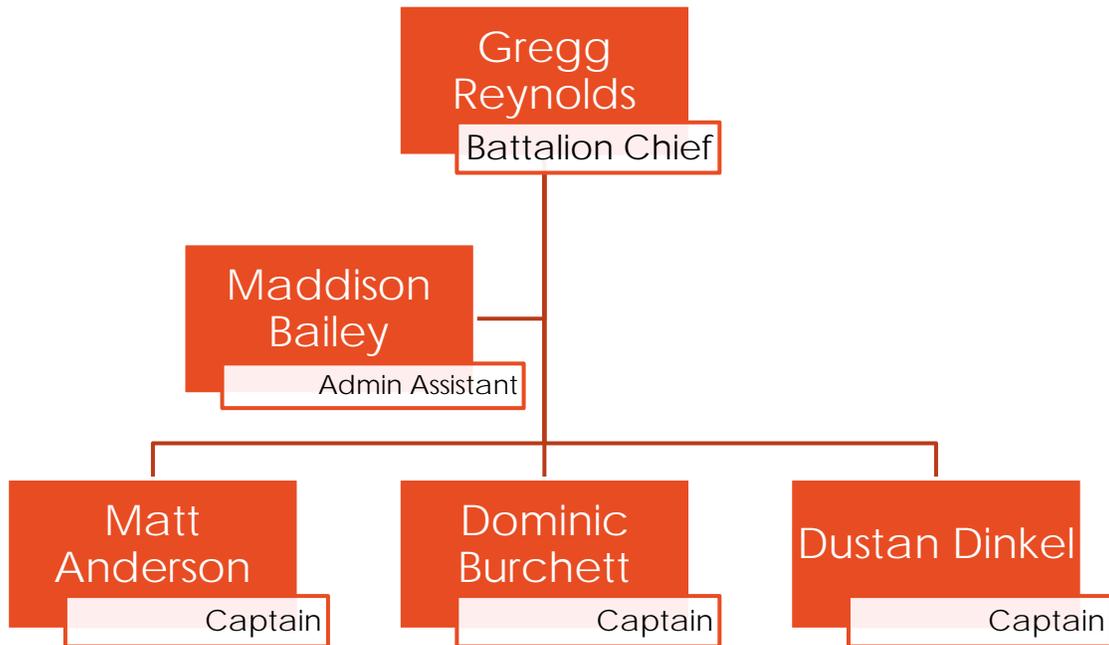
To allow the Training staff and some Operations personnel to see current best practices, build the training network, and review what other departments are currently doing, the request for travel and registration was made. The list discussed with the Chief was for Fire Department Instructors Conference, Utah Fire School, and an out of state multi-department training division visit.

The division has been co-tasked with Medical Division to build and implement a department calendar to track the schedules in all of the department's divisions. Along with working together with Operations Division to support their requested needs of increasing live fire and CTC deliveries, we will continue to also work with outside agencies to improve items in the UFA's Strategic Plan.

Fire Training is in the planning phase of new Fire Training Building due to the high need for an increase in the numbers of classrooms, size of classrooms, and apparatus bay space.

# TRAINING

## Organizational Structure



## Staffing (FTEs)



# TRAINING

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## Performance Measures

- Deliver 15-week Firefighter Recruit Academy that prepares our newly hired fire personnel to operate in the Firefighter position upon successful graduation
- Deliver an Engineer School that prepares our personnel to be completely prepared to operate in the Engineer position
- Deliver four direct contact training programs for each UFA employee in Operations Division – focused to improve their fire skills
- Increase Battalion live fire drills from 18 days to 36 days
- Increase CTC training deliveries from 104 to 120 contact hours and increase CTC trained instructors (Cadre) by increasing train the trainer courses
- Tractor Drawn Aerial Course implementation and delivery of the program offered to all UFA personnel that need it
- Increase Budget GL to accommodate 3 extrication vehicles per event. HR 4 events per year, Trucks 2 events per year. EMT school, Fire School 101, Recruit Academy (Total of 100 vehicles to purchase through wrecking yards)
- Support UFA Hazardous Materials Program by refurbishing the modular trailer on the Hazardous Materials Prop field at the training tower
- Deliver a Truck operations Course scheduled for 12 days (2 day course)
- Engineer School (18 days)

## FY2017-2018 Accomplishments

- Implementation of new fire ground tactics
- Engineer School and Promotional process– 2,016 Hours
- Implementation of Fire Training Cadre
- Tractor Drawn Aerial (TDA) Operations program – 325 Hours
- Fire Training Division increased direct contact hours within the last year even with one FT Capt. Position loaned to Operations for 6 months to assist with department budgetary issues. This was accomplished due to the implementation of the FT Cadre program. 2017 DIRECT CONTACT TOTAL HOURS: **2,797**
  - This works out to 54 hours per week of delivered training between 4 FT Staff members and FT Cadre Instructors (Cadre hours made up 975 of that total).

# TRAINING

Below is a comprehensive list of direct contact hours by specialized area of focus:

COURSE	2016 HOURS	2017 HOURS	COURSE	2016 HOURS	2017 HOURS
Recruit Academy	700		Confined Space/Self Rescue	16	
Acquire Structures	180	96	Wildland	16	38
Engineer School/Training	40	432	Haz Mat Training	96	96
TDA		325	LMS Training		13
Fire Symposium	50		Heavy Rescue		76
Fire School 101	14	14	Peer Fitness Test		24
Officer Academy	50		Cadre Train the Trainer		54
Live Fire Evolutions	257	72	UPD/SWAT Training	24	26
Live Fire Tuesdays	240	240	EMT School		48
CTC Training	54	104	VTA Meetings	36	24
Vehicle Extrication	116	96	ICS/Officer Training		64
Flashover	38	40	Promotion Testing UFA	80	63
Truck Ops	18	42	Promotion Testing Other Dept	30	24
Advanced Search	16	16	Multi-Jurisdictional Training	30	240
Active Shooter	16	48	Training for Fire Related Business		16
Rope Rescue	8		Military Training	286	20
Thermal Imaging	16	16	Kennecott Trainings	80	95
RIT	120	24	Training for Other Dept.	27	48
USAR Trainings	180	127	K9	20	20
UFRA Cert & Testing	42	72	Paid Call Training		44
<b>TOTAL CONTACT HOURS</b>				<b>2,896</b>	<b>2,797</b>

## FY2018-2019 Action Items

1. Recommend new or modified UFA Standard Operating Guides (SOG's) by December 2018 (Outcome 1-T).
2. Ensure Operations utilization of new Valley Training Alliance Tactical Worksheet by July 2018 (Outcome 1-T).
3. Schedule joint training Command Training Center (CTC) events in conjunction with Emergency Operations Center, Incident Management Teams and Military (HRF, 85<sup>th</sup>, Special Operations) by July 2018 for the next calendar year (Outcome 1-V).
4. VTA Multi-Jurisdictional Live Fire Training scheduled for one day a week during the calendar year by July 2018 (Outcome 1-V).

# TRAINING

## Budget Detail

### Revenue

None

### Personnel

#### Fire Training Staff Overtime (GL#10-93-120) \$72,000

Program	Overtime Cost	Comments
Engineer School (18 day)	\$12,000	Engineer School will be 180 hours over 18 days. Staff time is one hour before for preparation and one hour after for student issues and shut down.
Recruit Academy	\$30,000	This is based on historical budget data and reinforced as follows: Academy is 672 hours over 15 weeks. Student time is 48 hours a week. Staff time is one hour before for preparation and one hour after for student issues and shut down. That is 16 hours per week per staff member for 14 weeks. This would be \$49,280 for all staff, however when all staff are not needed, we release them.
Standard facilitation requests	\$30,000	This is historically the required baseline of Fire Training Division OT to operate to fulfill the average workload requests for after-hours programs (Acquired Structures, EMT classes, Paramedic classes, USAR courses, State certification classes, Operations requests, University course facilitation, military, SWAT, etc.)

#### Cadre Overtime (GL#10-93-125) \$89,200

Fire Training Annual Programs	Adjunct Cadre Positions	Frequency	Train the Trainer Hours	Days/Year	*Annual Cost
Recruit Academy	1 (8hr)	Annually		60	**\$16,800
Engineer School	2 (8hr)	Annually		18	11,520
Truck Ops	1 (8hr)	Annually	8	12	3,840
Live Fire Tuesday	1 (4hr)	Weekly		52	8,320
CTC	1 (4hr)	Weekly	4	52	8,320
Driving Simulator	1 (4hr)	Weekly	8	52	8,320
Flashover	1 (4hr)	Weekly Avg	4	10	1,600
TDA	2 (4hr)	Ongoing	2	10	3,200
Semi-Annual Refresher exercise	2 (4hr)	Semi-Annual	<u>12</u>	36	11,520
Train-the-Trainer cost			38		<u>15,760</u>
<b>Total Cost</b>					<b>\$89,200</b>

\* Cadre position pay is based on \$40/hour average, ranging from Firefighter to Battalion Chief.

\*\* Recruit Academy based on \$35/hour for FF Specialist

# TRAINING

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## Capital Outlay

### **Burn Building #2 \$17,000**

Burn building #2 (new construction) is in its final stages needing welding/metal work to safely secure the windows and doors. It was requested by the UFA Safety Officer that we install railing around the prop at elevated levels. Upon completion of those it should be operational.

### **Burn Cube Prop \$8,000**

Due to high usage levels, the Burn Cube Prop is in need of complete replacement. That will constitute a 20' Connex shipping container, metal cutting and welding work.

### **Hazardous Materials Prop \$5,000**

The Operations BC over the Hazardous Materials Program has requested that the modular trailer that we have in place on the prop field in the Haz Mat area, be refurbished to accommodate the team's future training needs.

# TRAINING

## Non-Personnel Detail by Account

Account	Description		Account Total
<b>10-93-215</b>	<b>BOOKS &amp; PUBLICATIONS</b>		<b>\$13,000</b>
	Books and manuals for Engineer school	6,000	
	Books and manuals for Recruit Academy	6,000	
	Books and manuals for hazardous materials Tech.	1,000	
<b>10-93-219</b>	<b>CLOTHING PROVISIONS</b>		<b>\$19,000</b>
	Turnout replacement (2 sets per year)	9,000	
	Replacement of accessory fire gear (hoods, gloves, goggles, etc.)	1,000	
	Structure Fire helmets for FT staff and FT cadre (23)	9,000	
<b>10-93-235</b>	<b>COMPUTER SOFTWARE</b>		<b>\$500</b>
	Dropbox accounts, Video editing, simsUshare accounts		
<b>10-93-242</b>	<b>CONTRACT HAULING</b>		<b>\$1,000</b>
	Occasional hauling of modular buildings for training		
<b>10-93-250</b>	<b>EDUCATIONAL TRAINING CERTIFICATIONS</b>		<b>\$12,300</b>
	State fire certifications for personnel	7,500	
	Conference registration fees for four personnel to attend the Fire Department Instructors Conference (FDIC) in Indianapolis (2 FT + 2 Ops staff * \$750)	3,000	
	Conference registration for Utah Fire School (20 attendees)	1,800	
<b>10-93-260</b>	<b>FOOD PROVISIONS</b>		<b>\$3,500</b>
	Food and beverages for hiring, promotional testing raters, long training events,		
<b>10-93-305</b>	<b>MAINT. OF MACHINERY &amp; EQUIP.</b>		<b>\$10,000</b>
	Maintenance of 2 forklifts, telehandler, front loader, 3 haul trailers, air trailer, air truck, mule, 4 wheeler		
<b>10-93-315</b>	<b>MAINT. OF BUILDINGS AND GROUNDS</b>		<b>\$15,000</b>
	General maintenance and repairs, including: generator service & testing, HVAC service & repair, pest control, landscape service/weed abatement, carpet cleaning, apparatus bay door maintenance, plumbing and drains, smoke machines	5,000	
	PROJECT: Office doors repair and paint	1,000	
	PROJECT: CTC Repair	500	
	PROJECT: Repair roof on search prop	8,500	

# TRAINING

Account	Description		Account Total
10-93-325	<b>MAINTENANCE OF OFFICE EQUIPMENT</b>		\$1,000
10-93-335	<b>MEDICAL SUPPLIES</b>		\$500
	Basic medical on site, safety glasses		
10-93-340	<b>MISCELLANEOUS RENTAL</b>		\$11,000
	Telehandler rental	10,080	
	Equipment rental for grounds maintenance	920	
10-93-345	<b>OFFICE SUPPLIES</b>		\$2,000
	Recruit camp/ Engineer school binders and fillers		
10-93-350	<b>PROFESSIONAL FEES</b>		\$1,000
	Special services such as speakers or lecturers		
10-93-365	<b>POSTAGE</b>		\$500
	Mail certifications to personnel		
10-93-370	<b>PRINTING CHARGES</b>		\$1,000
	Printing of Course Books for Schools, CTC Worksheet		
10-93-410	<b>SMALL EQUIPMENT NON CAPITAL</b>		\$17,000
	Purchase of: 2 snow blowers, smoke machine, chain saw, rotary saw, hand tools,	8,000	
	Video surveillance equipment upkeep and upgrade	5,000	
	Extrication Vehicles	3,000	
	PROJECT: Classroom chairs	1,000	
10-93-415	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		\$500
	Annual memberships to professional organizations or renewals of subscriptions/access to reference materials, including Cloud data storage and other applications		
10-93-450	<b>VISUAL &amp; AUDIO AIDS</b>		\$1,500
10-93-503	<b>BURN ROOM (NON CAPITAL)</b>		\$20,000
	Repairs to Burn Building #1 walls and floors (metal)	10,000	
	Excelsior order (consumables – fuel for fires)	10,000	
10-93-505	<b>TRUCK OPERATIONS PROP (NON CAPITAL)</b>		\$5,000
	Lumber for roof supports, cut boxes, and decking (Consumables)	5,000	

**FIRE TRAINING**

	ACTUAL FY14-15 Train 93	ACTUAL FY15-16 Train 93	ACTUAL FY16-17 Train 93	ADOPTED FY17-18 Train 93	FINAL FY17-18 Train 93	PROPOSED FY18-19 Train 93	TENTATIVE FY18-19 Train 93	ADOPTED FY18-19 Train 93	% INCREASE FY18 to FY19 BUDGET
<b>REVENUE</b>									
TRAINING GROUNDS REVENUE	0	0	0	0	0	0	0	0	0.0%
<b>PERSONNEL</b>									
SALARIES	344,752	342,063	332,699	382,626	382,626	385,689	389,362	389,362	1.8%
OVERTIME	61,091	68,757	46,468	40,000	40,000	72,000	72,000	72,000	80.0%
CADRE OVERTIME	0	0	0	89,200	89,200	89,200	89,200	89,200	0.0%
BENEFITS	132,390	128,151	118,977	171,107	171,107	151,765	153,791	153,791	-10.1%
WORKERS COMP	9,453	12,692	11,177	11,309	11,309	10,447	10,533	10,533	-6.9%
UNIFORM ALLOWANCE	3,674	3,430	3,415	3,840	3,840	3,600	3,600	3,600	-6.3%
VAC/SICK PAYOUTS	0	0	0	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL</b>	<b>551,360</b>	<b>555,093</b>	<b>512,735</b>	<b>698,082</b>	<b>698,082</b>	<b>712,701</b>	<b>718,486</b>	<b>718,486</b>	<b>2.9%</b>
<b>NON PERSONNEL</b>									
BOOKS & PUBLICATIONS	4,081	3,123	9,809	10,000	10,000	13,000	13,000	13,000	30.0%
CLOTHING PROVISIONS	3,833	1,711	1,275	10,000	4,084	19,000	19,000	19,000	90.0%
COMMUNICATION EQUIP. NONCAP	865	1,422	0	0	0	0	0	0	0.0%
COMPUTER COMPONENTS	3,392	3,581	0	0	0	0	0	0	0.0%
COMPUTER SOFTWARE<5000	1,416	604	120	500	500	500	500	500	0.0%
CONTRACT HAULING	0	0	0	1,000	1,000	1,000	1,000	1,000	0.0%
EDUCATION & TRAINING & CERT	9,263	6,590	4,463	5,000	5,000	12,300	12,300	12,300	146.0%
FOOD PROVISIONS	6,001	5,923	862	3,500	3,500	3,500	3,500	3,500	0.0%
JANITORIAL SUPP. & SERV.	1,405	1,851	0	0	0	0	0	0	0.0%
MAINT. OF MACHINERY & EQUIP	4,805	962	2,745	5,000	5,000	10,000	10,000	10,000	100.0%
MAINT.OF BLDGS & GROUNDS	24,006	20,630	10,507	15,000	9,000	15,000	15,000	15,000	0.0%
MAINTENANCE OF OFFICE EQUIP	1,068	1,135	773	1,000	1,000	1,000	1,000	1,000	0.0%
MAINTENANCE OF SOFTWARE	18,341	19,966	0	0	0	0	0	0	0.0%
MEDICAL SUPPLIES	0	0	1,024	500	500	500	500	500	0.0%
MISCELLANEOUS RENTAL	1,621	1,547	6,547	5,000	11,000	11,000	11,000	11,000	120.0%
OFFICE SUPPLIES	0	1,554	1,006	1,000	1,000	2,000	2,000	2,000	100.0%
PROFESSIONAL FEES	4,347	4,370	1,115	1,000	1,000	1,000	1,000	1,000	0.0%
POSTAGE	0	0	90	500	500	500	500	500	0.0%
PRINTING CHARGES	493	1,000	0	1,000	1,000	1,000	1,000	1,000	0.0%
SMALL EQUIP. NONCAP	27,709	25,733	15,324	29,000	29,000	17,000	17,000	17,000	-41.4%
MEMBERSHIPS & SUBSCRIPTIONS	399	107	593	500	500	500	500	500	0.0%
TRAVEL & TRANSPORTATION	2,730	18,542	0	0	0	0	0	0	0.0%
VISUAL & AUDIO AIDS	600	0	0	1,500	1,500	1,500	1,500	1,500	0.0%
TRAINING PROPS - NONCAPITAL	26,280	2,202	7,847	0	0	25,000	25,000	25,000	100.0%
<b>TOTAL NON PERSONNEL</b>	<b>142,655</b>	<b>122,553</b>	<b>64,100</b>	<b>91,000</b>	<b>85,084</b>	<b>135,300</b>	<b>135,300</b>	<b>135,300</b>	<b>48.7%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	16,390	5,002	0	6,500	6,500	0	0	0	-100.0%
COMPUTER SOFTWARE>5000	0	0	0	0	0	0	0	0	0.0%
CAPITAL OUTLAY-TRAINING PROPS	7,271	26,948	42,381	43,000	43,000	30,000	30,000	30,000	-30.2%
<b>TOTAL CAPITAL OUTLAY</b>	<b>23,661</b>	<b>31,950</b>	<b>42,381</b>	<b>49,500</b>	<b>49,500</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>-39.4%</b>
<b>TOTAL EXPENDITURES</b>	<b>717,676</b>	<b>709,596</b>	<b>619,216</b>	<b>838,582</b>	<b>832,666</b>	<b>878,001</b>	<b>883,786</b>	<b>883,786</b>	<b>5.4%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-717,676</b>	<b>-709,596</b>	<b>-619,216</b>	<b>-838,582</b>	<b>-832,666</b>	<b>-878,001</b>	<b>-883,786</b>	<b>-883,786</b>	<b>5.4%</b>

# WILDLAND & CAMP WILLIAMS

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## Statement of Purpose and Services Provided

### **WILDLAND**

UFA's Wildland Division provides highly trained and experienced wildland fire and all-risk response resources to local, State and Federal incidents. Wildland facilitates the training and certification of UFA personnel for response to wildland fire and all hazard incidents. We also work with UFA Communities to educate residents on wildfire preparedness and provides mitigation services to reduce the effects of wildfire. The Wildland Program provides the following services:

- Wildland fire risk assessments for property and homeowners in UFA jurisdiction
- Wildland fire education and Community Wildfire Protection Planning to prepare communities to become Firewise and be recognized as Fire Adapted Communities. Wildland fire mitigation services in areas with an increased risk of wildfire
- Training and certification for all UFA field personnel to improve safety and response to wildfire incidents on the local level
- Wildland Duty Officer (NWCG Incident Commander Type 4 or higher) for wildfires in UFA jurisdictions and neighboring entities upon request
- NWCG Qualified Type 3 Incident Commanders (and various other positions) for local type III teams responding to wildfire and all-hazard incidents on the Wasatch Front.
- Type 2 Initial Attack twenty-person hand crew
- Two Type 4 Wildland Urban Interface engines
- Single Resource Program (UFA provides various fire line overhead positions, paramedics and incident management team members nationally; this program is operational year round pending UFA staffing needs)

### **CAMP WILLIAMS**

The Program provides professional, efficient and qualified wildland fire management to the Camp Williams Military Installation. This provides on-site fire response throughout the duration of Utah's wildland fire season. The Camp Williams resources also provide initial attack resources to UFA Communities in Salt Lake and Utah County and automatic aid to neighboring jurisdictions. They also participate in community education and wildland fire mitigation work in our local communities. The Camp Williams Program provides the following services:

- Wildland fire initial & extended attack for Camp Williams and surrounding UFA communities. Program staffs task force of wildland engines for fire response.
- Wildland fire mitigation services in areas with an increased risk of wildfire.
- Wildland fire educational outreach programs.
- Wildland fire risk assessments for property and homeowners.
- Community Wildfire Protection Plan (CWPP) development for Fire Adapted Communities using Firewise principles.
- Wildland fire training for the Utah National Guard and UFA Operations resources.
- Qualified and experienced Incident Commanders and overhead personnel for local wildfire incidents.
- Specialized wildland fire management consultation for Camp Williams Military Installation and the UFA jurisdiction.

# WILDLAND & CAMP WILLIAMS

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## Division Manager Budget Message

### **WILDLAND**

The UFA Wildland Division has taken significant actions to increase efficiency and management of the annual budget. This Division is unique as it requires accurate forecasting of costs and reimbursement for services to ensure the budget is made whole each year. Being that the UFA provides minimal funding to support the program it is critical that the budget is closely monitored and managed to ensure the programs are running effectively without compromising fiscal security. Currently the UFA assists with administrative costs, overhead and assistance with fleet.

For the 2018-2019 budget year, the UFA Wildland Division is requesting an additional allocation for a Wildland Coordinator. This position will provide full-time assistance to the Wildland Division in effort to meet the increasing demands placed upon the program and is estimated to cost \$122,380. This amount is equivalent to the pay offered to a UFA Captain at the top of the current UFA wage schedule. This position does not currently exist and this is a requested new allocation for the Wildland Division. This position would have responsibilities equivalent to the rank of captain within the UFA and would fulfill the planning and operational needs for the UFA Wildland Division throughout the year.

UFA/UFSAs participation in the State of Utah Catastrophic Wildland Fire Reduction Policy has increased the work load requirements for the winter months with project planning, community education and management of Community Wildfire Protection Plans. The UFA provides services to over a dozen communities at risk from wildfire and the workload and demands are ever increasing for the program.

The Wildland Division is also requesting \$100,000 support from the UFA to assist in covering the costs the program currently incurs while conducting wildfire mitigation work in UFAs communities.

### **CAMP WILLIAMS**

The Camp Williams Wildland Fire Program is fully funded by the Utah National Guard to provide on sight wildland resources during the months where the risk of wildland fire is at its highest. The program has a fulltime Fire Management Officer (FMO) and staffs with 12 seasonal firefighters from May 1 to September 30 of each year. This allows the Camp Williams Military Installation to fulfill their mission to train Utah National Guard personnel, reservists and full time military through the high-risk summer months.

The following measures have been pursued to increase the fiscal efficiency of the program:

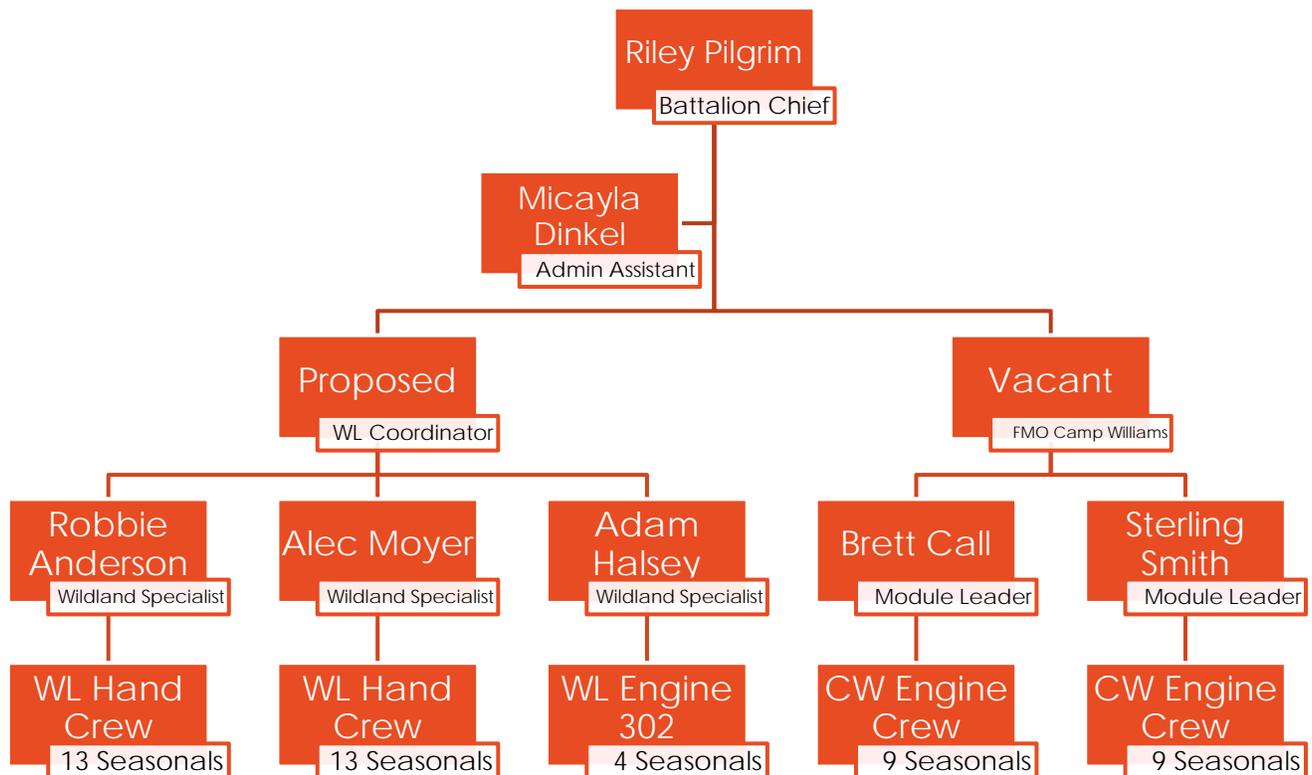
1. During the 2017-2018 budget year, UFA renegotiated the contract to provide additional funding to cover the expense of the Wildland Battalion Chief and the seasonal employee wage increases that are expected to occur during the contract period. The additional funding will cover half of the battalion chief allocation and allow for the hiring of a FMO fully committed to Camp Williams. As of recent, the Wildland Battalion Chief had fulfilled both roles.

# WILDLAND & CAMP WILLIAMS

2. These increases will cover all personnel costs anticipated for the 2018-2019 wildland fire season. The negotiated increases include the following amounts:
  - FMO and Battalion Chief allocation increased from \$118,000 to \$157,000 annually
  - The seasonal employee allocations increase from \$177,000 to \$215,000 annually
3. The renegotiation also included the ability to extend the contract months in the event the Utah National Guard determines the wildfire threat exists beyond the staffing dates determined in the contract. The agreement will fund an additional \$9,120 for each week staffing extends.
4. Camp Williams will continue to pursue reimbursements from firefighters sent on detail assignments through the UFA Wildland Division. The ability to exchange firefighters through the two programs has provided a significant increase in training opportunities for both programs.

For the 2018-2019 budget year, it will be necessary to examine the cost of the services provided to UFA Communities. The Camp Williams Program provides an extensive amount of work in effort to educate citizens and fuel mitigation at no cost to the UFA. The end state would be to receive payment for services provided.

## Organizational Structure



# WILDLAND & CAMP WILLIAMS

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## Staffing (FTEs)



The Division utilizes personnel from UFA Operations from April 16 – October 31 of each year. These personnel are on loan from Operations work under the title of Wildland Specialist. They fill leadership positions on the Salt Lake 1 hand crew, Engine 302 and Camp Williams. Costs for these personnel are covered by the Wildland Division (considered .5 FTE for each).

## Performance Measures

The UFA Wildland Division is actively engaged in all aspects of wildland fire management. From preparedness to recovery, training, education and qualifications, the Division participates in a variety of activities. The following performance measures will be used to evaluate the efficiency and progress of the Division:

- Respond to requests for wildfire risk home assessments within 48 hours of request.
- Complete planned project work to fulfil the requirements of State of Utah Catastrophic Wildland Fire Reduction Policy.
- Track department task books and incident deployments in the Incident Qualification System to ensure personnel are meeting compliance with National Wildfire Coordinating Group (NWCG) requirements.

### WILDLAND

- Update all Community Wildfire Protection Plans on a yearly basis.
- Submit all bills to the State of Utah and UFA Finance within twenty-one days of assignment completion.
- Ensure all wildland deployments through the Northern Utah Interagency Fire Center are enroute to incident within two hours of dispatch.

### CAMP WILLIAMS

- Collaborate with the Utah National Guard to prepare personnel for fire response on the Camp Williams installation.
- Reduce response time to wildland incidents that occur down range.

# WILDLAND & CAMP WILLIAMS

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## FY2017-2018 Accomplishments

### WILDLAND

- Activity codes were assigned to each program (Salt Lake 1 hand crew, Engine 302 and the Single Resource Program) to track individual costs and to monitor performance of each program.
- The UFA Wildland Building Project was terminated due to exceeding the expected costs and a more economical option was provided with the use of Station 120.
- The allocation for an Executive Assistant was granted and position filled.
- Supported over 160 wildland fire deployments to thirteen states during the 2017 wildland season. This included response to several complex incidents in which UFA leadership played a crucial role in incident management and medical response.
- Submitted just over \$2.2 million dollars in expenses to the State of Utah for services provided during the 2017 wildland fire season.
- Generated almost 400 constant staffing shifts for UFA personnel (UFA Operations is fully reimbursed for all costs)
- Supported two Emergency Management Assistant Compact deployments to the State of California. UFA resources participated in the suppression efforts of some of the most catastrophic wildfires in the history of the state.
- Responded to a significant number of wildfires in our local jurisdiction. Many of these were managed by UFA duty officers using UFA resources, saving a significant amount of money to taxpayers by keeping wildfires small.
- Provided automatic aid to neighboring jurisdictions on several wildfires, filling critical leadership roles and providing safety to the public and responders. Many of these fires had a direct threat to homes in the urban interface areas.
- Provided red card and refresher training for the entire department, annually hosts necessary wildland fire training to maintain department qualifications
- UFA NWCG Incident Commander Type 3s as well as other overhead positions deployed as part of the Northern Utah Interagency Incident Management Team for wildfires along the Wasatch Front.
- UFA personnel completed a large number of NWCG task books during wildfire deployments. Task books completed include Medical Unit Leader, Engine Boss, Firefighter Type 1, Safety Officer, Public Information Officer, Incident Commander Type 4 & 5, and multiple plans and logistics task books
- Supported several personnel on Great Basin Type 1 & 2 Incident Management Teams. They fill roles as overhead supervisors on large, complex fires around the country.
- Multiple all hazards IMT personnel were afforded the opportunity to deploy through the Wildland Division for task book and incident experience.
- Moved operations into Station 120 in Riverton providing a permanent home for the Division. This location is central to our jurisdiction and will house valuable resources for wildfire response in UFA areas.
- \$150,000 of uncommitted funds intended for capital improvements on the Wildland Division building was returned to the budget with the move to Station 120. This allowed for the funds to be returned back into the program for more efficient use.

# WILDLAND & CAMP WILLIAMS

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- Met and exceeded the State of Utah Catastrophic Wildland Fire Reduction Policy commitment match early in the 2017 fire season. This amount totaled \$148,031 and was met via efforts by the UFA and its communities.
- Established a cost share agreement with the Utah National Guard to allocated proper funding for the Wildland Division Battalion Chief Position.
- Negotiated terms with UFA Operations to have full time employee enter the Division to provide leadership to the programs during the summer months.

## **CAMP WILLIAMS**

- Added an additional Type 3 Wildland Urban Interface engine to the program.
- Renegotiated contract for increased funding to sustain and improve operations. This includes an increase in wages for seasonals and half the cost of the Wildland Division Battalion Chief.
- Responded to over 50 local wildfires including fires on Camp Williams, in UFA Communities and as an automatic aid partner.
- Completed several fuel mitigation projects established in local Community Wildfire Protection Plans developed by UFA and agency partners.
- Conducted dozens of home assessments in communities surrounding Camp Williams and other areas within UFA.
- Increased participation in public education for wildfire preparedness and prevention, participating in educational events throughout Salt Lake and Utah counties.
- Completed several task books over the summer including Firefighter 1, Incident Commander Type 4 & 5, Task Force Leader, Engine Boss and Helicopter Crew Member.
- Hosted the fifth annual Bureau of Land Management Regional Engine Academy
- Worked with Eagle Mountain and Herriman to identify effective used of land being purchased through the Army Compatible Use Buffer (ACUB) Program. This is a multi-million-dollar grant provided to local communities to preserve open land around military installations.
- Began work with the Utah National Guard and Colorado State University to draft a new Integrated Wildland Fire Management Plan for Camp Williams.

# WILDLAND & CAMP WILLIAMS

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## FY2018-2019 Action Items

We are fully committed to fulfilling the actions necessary to achieve the objectives found in the *2018-2021 Unified Fire Authority's Strategic Plan*. As a division of the organization, we take ownership of our portion of the plan and will implement the necessary actions to meet our commitment. We will continue to take action on areas that will improve our service delivery and program operations.

- Submit all bills to the State of Utah within fourteen days of assignment completion starting July 2018.
- Establish tracking procedures to account for UFA Participation in the State of Utah Catastrophic Wildland Fire Reduction match program by August 2018.
- Implement tracking procedures to record training provided by the Division to UFA Operations, seasonal employees and the Valley Training Alliance by August 2018.
- Implement the Individual Development Plan to provide a map and course of action to aid in employee training and development. Connect this to annual employee evaluations by September 2018.
- Track project work, training and educational and information outreach hours completed in fulfilling the requirements of State of Utah Catastrophic Wildland Fire Reduction Policy by August 2018.
  - Increase home assessments by 75%. Currently we conduct 75-100 per year.
  - Compare outreach hours to similar sized department using the *International Association of Fire Chiefs 'Ready, Set, Go' Achievement Management System*.
  - Increase community participation by 50%. Currently program participates in 7-8 community events per season.

### WILDLAND

- Complete Community Wildfire Protection Plan for Salt Lake County by Fall of 2018.
- Pursue grants to fund mitigation work for UFA Communities by December 2018.
- Update and manage Community Wildfire Protection Plans already completed (Big Cottonwood Canyon, Cottonwood Heights, Eagle Mountain, High Country Estates I, Lambs Canyon, Mount Air) by March 2019.
- Complete White Paper for management of canyons in UFA's jurisdiction by December 2018.
- Implement the task book process in UFA Operations; work on establishing NWCG qualification depth within the department by April 2019.
- Create a structure protection plan for the Unified Fire Authority by July 2019. (Similar to structure protection plan for Boulder, CO)
- Complete Community Wildfire Protection Plans for UFA Communities in need of plan (Alta, Camp Williams, Emigration Canyon, Herriman, High Country Estates II, Holladay, Little Cottonwood Canyon, Millcreek) by spring of 2020.
- Establish a UFA Fuels Crew to conduct project work and provide fire response throughout UFA's jurisdiction by May 2020.

# WILDLAND & CAMP WILLIAMS

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## CAMP WILLIAMS

- Work with the Utah National Guard to train and certify thirty firefighting personnel to assist in fire suppression on Camp Williams by August 2018.
- Complete State Certification process for all Camp Williams personnel at the Wildland Firefighter II level by October 2018.
- Use initial attack responses to train and mentor UFA Operations personnel on local wildland fire responses by May 2019.
  - Utilize the Incident Qualification System to evaluate current task books.
  - Complete Firefighter I and IC5 task books for all Operations Battalion Chief and other interested field personnel.
  - Evaluate progress of those who have current qualifications; have all begin task books at the next level of the Incident Command System.

# WILDLAND

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## Budget Detail

### Revenue

#### **Wildland Reimbursements \$1,800,000**

The UFA Wildland Division is predominantly funded by revenue generated by billable deployments to incidents outside of UFA's response area. The hand crew, engine and Single Resource Program deploy and bill using a cooperative agreement with the State of Utah, Division of Forestry, Fire and State Lands. We invoice based upon rates found in the State of Utah Fire Department handbook. This guide authorizes the billing amounts for all fire department resources in the State.

The revenue generated by these deployments is kept in an enterprise fund and are not part on the annual UFA operating budget. Each year income is projected based upon revenue we expect to generate through the Wildland Division using historical trends and the anticipated fire season. Our operational expenses are a placeholder in the budget until the revenue generated returns to the Division.

Revenue received beyond the projection is used to cover operating costs. Any money remaining after all expenses are paid are placed into the Wildland Division fund balance to cover additional expenses as needed. This balance is also helpful to cover overhead expenses during times when revenue is not being generated (i.e. off season projects, personnel costs, training and project work to meet the UFA participation commitment).

#### **Transfer from General Fund \$100,000**

This transfer is to cover the costs of the Administrative Assistant and partially fund proposed Wildland Coordinator. The transfer also compensates for mitigation work done by Wildland and Camp Williams staff toward the State match requirement.

### Personnel

#### **Wildland Coordinator \$122,380**

This will be a new full-time position within the Wildland Division. This will be equivalent to the rank of captain found within Operations. The request for this position will fall within the Captain pay range at \$122,380. This will be a full year position with benefits in the Wildland Division partially funded by the UFA.

Position responsibilities:

- Oversee management of Salt Lake 1 Initial Attack Hand Crew
- Manage community fuel mitigation projects
- Function as a Wildland Duty Officer
- Co-coordinate and manage the Community Wildfire Protection Plan program
- Work with the State of Utah to Implement the Catastrophic Wildfire Reduction Policy
- Coordinate educational programs for wildfire preparedness and reduction.

# WILDLAND

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## Capital Outlay

### **Land Improvements \$10,000 (Wildland)**

With the acquisition of Station 120 we will be making small upgrades throughout the next budget year to bring the building up to the standards of the UFA. Over the past few years the station has sustained damage from normal wear and tear and several repairs need to be made. The amount requested will also provide for potential unseen circumstances.

A request for \$10,000 is being made for capital outlay for Station 120 to complete the following landscaping upgrades:

- Installation of gravel in the back of station to cover old garden area.
- Installation of privacy fencing between Station 120 and business to the north.
- Upgrades to front landscaping.

## Debt Service

### **Capital Lease - \$84,737 Principal & \$7,057 Interest**

UFA entered into a master lease agreement in December 2015 with US Bank for the purposes of financing apparatus and equipment. Annual payments on this lease for Wildland Fund equipment are \$91,794 through December 2021.

# WILDLAND

## Non-Personnel Detail by Account

Account	Description		Account Total
<b>20-97-207</b>	<b>AWARDS AND BANQUETS</b>		<b>\$3,500</b>
	End of season Wildland Banquet	3,000	
	Employee recognition	500	
<b>20-97-215</b>	<b>BOOKS AND PUBLICATIONS</b>		<b>\$750</b>
	Training publications for 2018		
<b>20-97-219</b>	<b>CLOTHING PROVISIONS</b>		<b>\$30,000</b>
	Uniforms for employees (shirts, sweatshirts, cold weather clothing, hats, belts)	15,000	
	PPE (Nomex shorts, pants, helmets, gloves, etc.)	15,000	
<b>20-97-220</b>	<b>COMMUNICATION EQUIPMENT</b>		<b>\$2,500</b>
	Radio repairs		
<b>20-97-225</b>	<b>COMPUTER COMPONENTS</b>		<b>\$6,000</b>
	Laptops for Wildland Coordinator and 3 Specialists		
<b>20-97-230</b>	<b>COMPUTER LINES</b>		<b>\$2,200</b>
	Internet service for Station 120		
<b>20-97-235</b>	<b>COMPUTER SOFTWARE &lt;5000</b>		<b>\$1,000</b>
	Software for new computers		
<b>20-97-250</b>	<b>EDUCATION, TRAINING &amp; CERT</b>		<b>\$1,500</b>
	Class registration fees (L-481 etc.)	1,200	
	Wildland Division Red Cards (UFRA Fee)	300	
<b>20-97-260</b>	<b>FOOD PROVISIONS</b>		<b>\$7,700</b>
	Food for seasonal interviews	200	
	Meals on Wildland deployments	7,500	
<b>20-97-265</b>	<b>GASOLINE, DIESEL, OIL &amp; GREASE</b>		<b>\$15,000</b>
	Fuel for vehicles		
<b>20-97-270</b>	<b>HEAT &amp; FUEL</b>		<b>\$1,500</b>
	Heating and utility fees for Station 120		
<b>20-97-280</b>	<b>JANITORIAL SUPPLIES &amp; SERVICES</b>		<b>\$500</b>
	Cleaning supplies for Station 120		
<b>20-97-295</b>	<b>LIGHT &amp; POWER</b>		<b>\$900</b>
	Electricity fee for Station 120		
<b>20-97-305</b>	<b>MAINTENANCE OF MACHINERY &amp; EQUIP</b>		<b>\$500</b>
	WL equipment repairs (small engine, hand tools, etc.)		

# WILDLAND

Account	Description		Account Total
<b>20-97-315</b>	<b>MAINTENANCE OF BLDGS</b>		<b>\$15,000</b>
	Station 120 repairs and maintenance	5,000	
	PROJECT: Paint apparatus bay/bay door and training room upgrades	10,000	
<b>20-97-325</b>	<b>MAINTENANCE OF OFFICE EQUIP</b>		<b>\$1,000</b>
	Monthly lease/service fee for copy machine		
<b>20-97-335</b>	<b>MEDICAL SUPPLIES</b>		<b>\$1,500</b>
	Medical supplies for all wildland programs		
<b>20-97-345</b>	<b>OFFICE SUPPLIES</b>		<b>\$500</b>
	Office supplies for Wildland Division		
<b>20-97-365</b>	<b>POSTAGE</b>		<b>\$50</b>
	Mailing for Wildland Division business		
<b>20-97-380</b>	<b>PHYSICAL EXAMS</b>		<b>\$10,850</b>
	Yearly physicals for seasonal employees		
<b>20-97-400</b>	<b>SANITATION</b>		<b>\$1,500</b>
	Sanitation fee for garbage service		
<b>20-97-410</b>	<b>SMALL EQUIPMENT NONCAP</b>		<b>\$39,000</b>
	Line gear, fire shelters	10,000	
	Hand tools, chainsaws, chainsaw supplies	7,000	
	Misc. small equipment (headlamps, line gear items, etc.)	12,000	
	PROJECT: New hose, fittings and engine equipment	10,000	
<b>20-97-415</b>	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$500</b>
	Journal subscription, conference call service		
<b>20-97-420</b>	<b>TELEPHONE</b>		<b>\$7,500</b>
	Cell phones, hot spots		
<b>20-97-425</b>	<b>TRAVEL &amp; TRANSPORTATION</b>		<b>\$125,000</b>
	Travel for wildland deployments	120,000	
	Travel for training	5,000	
<b>20-97-440</b>	<b>VEHICLE MAINTENANCE</b>		<b>\$20,000</b>
	Wildland vehicle maintenance		
<b>20-97-455</b>	<b>WATER AND SEWER</b>		<b>\$2,500</b>
	Utility fees for Station 120		

# CAMP WILLIAMS

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## Budget Detail

### Revenue

#### **Camp Williams contract \$557,000**

The Camp Williams Program is funded by the Utah National Guard. The money is allocated for the following uses:

- \$157,000 is allocated for one full time person to function as the Fire Management Officer (FMO) and 50% of the Wildland Battalion Chief allocation.
- \$215,000 is allocated for 12 seasonals to work 9000 hours between the May 1 and September 30 each year. This provides Camp Williams wildland on site fire coverage for the summer months. The program is staffed 10 hours a day, seven days a week. The Utah National Guard has also built in provisions to extend the season as conditions warrant.
- \$185,000 is allocated for equipment, facilities, vehicle repair, maintenance, and fleet replacement.

#### **Wildland Reimbursements \$100,000**

Camp Williams also collaborates with the UFA Wildland Division to provide detail firefighters to Engine 302, the Salt Lake 1 Initial Attack Hand Crew, and single resource deployments. Costs incurred outside of the program are reimbursed by UFA Wildland. For the 2017 Wildland Fire Season, Camp Williams billed \$253,145 in reimbursements. The forecast for 2018 is to be similar. This amount may fluctuate as it correlates with the severity of the wildland fire season.

### Personnel

None

### Capital Outlay

#### **ATV/UTV \$9,500**

Camp Williams would like to purchase an ATV/UTV with appropriate accessories for project work and wildland fire response.

#### **Dodge Ram 3500 for Fire Management Officer \$65,000**

We would like to purchase a new pickup truck for the Fire Management Officer and use of the Camp Williams Fire Program. Vehicles will need appropriate light package, radios and response accessories. Request is for a Dodge Ram 3500 truck due to necessity to tow heavy trailers.

# CAMP WILLIAMS

## Non-Personnel Detail by Account

Account	Description		Account Total
20-85-215	<b>BOOKS AND PUBLICATIONS</b>		<b>\$300</b>
	Training materials for seasonal training		
20-85-219	<b>CLOTHING PROVISIONS</b>		<b>\$3,500</b>
	Attire for seasonal positions in Camp Williams including: t shirts, cold weather clothing, belts, hats		
20-85-345	<b>OFFICE SUPPLIES</b>		<b>\$500</b>
20-85-250	<b>EDUCATION, TRAINING, CERTIFICATION</b>		<b>\$500</b>
	Tuition for courses	450	
	Red card certification fees	50	
20-85-260	<b>FOOD PROVISIONS</b>		<b>\$500</b>
	Meals for personnel during extended fire operations		
20-85-265	<b>GASOLINE, DIESEL, OIL &amp; GREASE</b>		<b>\$1,000</b>
	Fuel for small engines, chipper		
20-85-315	<b>MAINTENANCE OF BUILDINGS &amp; GROUNDS</b>		<b>\$1,500</b>
	Maintenance and repair of station		
20-85-410	<b>SMALL EQUIPMENT NONCAP</b>		<b>\$45,000</b>
	New hose, appliances and fittings for engines	20,000	
	Line gear, fire shelters	5,000	
	PPE (Nomex shirts, pants, brush gear, helmets, eye pro, gloves)	10,000	
	Hand tools, chainsaws, chainsaw supplies	3,500	
	Miscellaneous small equipment (headlamps, line gear items, etc.)	6,500	
20-85-415	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$400</b>
	Annual memberships (IAFC, AHITMT Association)		
20-85-425	<b>TRAVEL AND TRANSPORTATION</b>		<b>\$5,000</b>
	Single resource deployments	3,500	
	Travel for training, conferences	1,500	
20-85-440	<b>VEHICLE MAINTENANCE</b>		<b>\$1,500</b>
	Routine maintenance for fleet		

**WILDLAND**

	ACTUAL FY14-15 WL 97	ACTUAL FY15-16 WL 97	ACTUAL FY16-17 WL 97	ADOPTED FY17-18 WL 97	FINAL FY17-18 WL 97	PROPOSED FY18-19 WL 97	TENTATIVE FY18-19 WL 97	ADOPTED FY18-19 WL 97	% INCREASE FY18 to FY19 BUDGET
<b>PROJECTED BEGINNING NET ASSETS</b>						<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	
<b>REVENUE</b>									
WILDLAND REIMBURSEMENTS	1,900,444	2,292,261	0	1,800,000	1,800,000	0	0	0	-100.0%
WL REIMBURSEMENTS - HAND CREW	0	0	2,018,487	0	0	765,000	765,000	765,000	100.0%
WL REIMBURSEMENTS - ENGINE 301	0	0	58,943	0	0	20,000	20,000	20,000	100.0%
WL REIMBURSEMENTS - ENGINE 302	0	0	0	0	0	215,000	215,000	215,000	100.0%
WL REIMBURSEMENTS - SINGLE RESOURC	0	0	187,743	0	0	800,000	800,000	800,000	100.0%
DONATIONS	0	0	1,145	0	0	0	0	0	0.0%
INTEREST	987	0	935	0	0	0	0	0	0.0%
DISPOSAL OF CAPITAL ASSETS	0	0	0	0	2,500	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>1,901,431</b>	<b>2,292,261</b>	<b>2,267,253</b>	<b>1,800,000</b>	<b>1,802,500</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>0.0%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	431,257	335,173	341,144	325,000	325,000	450,236	450,236	450,236	38.5%
OVERTIME	942,380	1,213,277	1,220,102	912,000	912,000	900,000	900,000	900,000	-1.3%
BENEFITS	123,432	125,667	84,899	88,000	88,000	88,000	88,000	88,000	0.0%
WORKERS COMP	39,181	45,336	42,880	39,000	39,000	39,000	39,000	39,000	0.0%
UNIFORM ALLOWANCE	1,590	1,593	1,295	1,680	1,680	2,520	2,520	2,520	50.0%
UNEMPLOYMENT INSURANCE	37,506	17,196	49,511	12,000	12,000	20,000	20,000	20,000	66.7%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>1,575,346</b>	<b>1,738,242</b>	<b>1,739,833</b>	<b>1,377,680</b>	<b>1,377,680</b>	<b>1,499,756</b>	<b>1,499,756</b>	<b>1,499,756</b>	<b>8.9%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
AWARDS & BANQUET	6,029	5,827	3,903	4,250	4,250	3,500	3,500	3,500	-17.6%
BOOKS & PUBLICATIONS	0	0	79	0	0	750	750	750	100.0%
CLOTHING PROVISIONS	21,174	14,939	6,179	15,000	15,000	30,000	30,000	30,000	100.0%
COMMUNICATION EQUIP NONCAP	2,470	430	200	5,000	5,000	2,500	2,500	2,500	-50.0%
COMPUTER COMPONENTS	0	0	1,985	1,500	1,500	6,000	6,000	6,000	300.0%
COMPUTER LINES	0	0	0	0	0	2,200	2,200	2,200	100.0%
COMPUTER SOFTWARE <5000	0	0	379	0	0	1,000	1,000	1,000	100.0%
EDUCATION, TRAINING & CERT	0	0	70	0	0	1,500	1,500	1,500	100.0%
FOOD PROVISIONS	1,040	1,568	6,352	5,000	5,000	7,700	7,700	7,700	54.0%
GASOLINE, DIESEL, OIL & GREASE	33,939	15,896	19,923	21,500	21,500	15,000	15,000	15,000	-30.2%
HEAT & FUEL	0	0	0	0	0	1,500	1,500	1,500	100.0%
JANITORIAL SUPP & SERV	168	0	40	300	300	500	500	500	66.7%
LIGHT & POWER	0	0	0	0	0	900	900	900	100.0%
MAINT. OF MACHINERY & EQUIP	2,722	298	1,088	1,500	1,500	500	500	500	-66.7%
MAINT. OF BUILDING & GROUNDS	169,517	2,252	6	2,500	2,500	15,000	15,000	15,000	500.0%
MAINT. OF OFFICE EQUIPMENT	120	0	0	500	500	1,000	1,000	1,000	100.0%
MEDICAL SUPPLIES	0	0	1,122	0	0	1,500	1,500	1,500	100.0%
MISCELLANEOUS RENTAL	-25	2,971	1,388	250	250	0	0	0	-100.0%
OFFICE SUPPLIES	15	176	365	500	500	500	500	500	0.0%
PROFESSIONAL FEES	0	27	0	0	0	0	0	0	0.0%
POSTAGE	0	0	64	50	50	50	50	50	0.0%
PHYSICAL EXAMS	0	0	0	1,000	1,000	10,850	10,850	10,850	985.0%
SANITATION	-441	316	357	500	500	1,500	1,500	1,500	200.0%
SMALL EQUIP. NONCAP	48,838	19,738	9,671	63,676	63,676	39,000	39,000	39,000	-38.8%
MEMBERSHIPS & SUBSCRPTIONS	0	0	266	0	0	500	500	500	100.0%
TELEPHONE	10,220	5,037	3,650	2,000	2,000	7,500	7,500	7,500	275.0%
TRAVEL & TRANSPORTATION	137,734	133,551	162,036	125,000	125,000	125,000	125,000	125,000	0.0%
VEHICLE MAINTENANCE	4,223	17,382	29,916	22,500	22,500	20,000	20,000	20,000	-11.1%
WATER & SEWER	0	0	0	0	0	2,500	2,500	2,500	100.0%
MISC FIRE REIMBURSEMENTS DUE	0	0	2,000	0	0	0	0	0	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>437,743</b>	<b>220,408</b>	<b>251,040</b>	<b>272,526</b>	<b>272,526</b>	<b>298,450</b>	<b>298,450</b>	<b>298,450</b>	<b>9.5%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	0	-25,333	64,199	150,000	150,000	10,000	10,000	10,000	-93.3%
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>-25,333</b>	<b>64,199</b>	<b>150,000</b>	<b>150,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>-93.3%</b>
<b>DEBT SERVICE</b>									
CAPITAL LEASE PAYMENTS	0	0	0	83,059	83,059	84,737	84,737	84,737	2.0%
INTEREST EXPENSE	0	0	9,550	8,735	8,735	7,057	7,057	7,057	-19.2%
<b>TOTAL DEBT SERVICE</b>	<b>0</b>	<b>0</b>	<b>9,550</b>	<b>91,794</b>	<b>91,794</b>	<b>91,794</b>	<b>91,794</b>	<b>91,794</b>	<b>0.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>2,013,089</b>	<b>1,933,317</b>	<b>2,064,621</b>	<b>1,892,000</b>	<b>1,892,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>0.4%</b>
<b>TRANSFERS IN/(OUT)</b>									
TRANSFER IN FROM GENERAL FUND	0	0	21,391	92,000	92,000	100,000	100,000	100,000	8.7%
TRANSFER TO GENERAL FUND	0	0	0	0	-2,500	0	0	0	0.0%
	<b>0</b>	<b>0</b>	<b>21,391</b>	<b>92,000</b>	<b>89,500</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>8.7%</b>
<b>NET EFFECT ON UFA WILDLAND FUND BUI</b>	<b>-111,658</b>	<b>358,944</b>	<b>224,023</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>PROJECTED ENDING NET ASSETS</b>						<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	

**CAMP WILLIAMS**

	ACTUAL FY14-15 Camp Will 85	ACTUAL FY15-16 Camp Will 85	ACTUAL FY16-17 Camp Will 85	ADOPTED FY17-18 Camp Will 85	FINAL FY17-18 Camp Will 85	PROPOSED FY18-19 Camp Will 85	TENTATIVE FY18-19 Camp Will 85	ADOPTED FY18-19 Camp Will 85	% INCREASE FY18 to FY19 BUDGET
<b>PROJECTED BEGINNING NET ASSETS</b>									
<b>REVENUE</b>									
CAMP WILLIAMS CONTRACT	480,000	480,000	480,000	532,000	529,313	557,000	557,000	557,000	4.7%
MISC REVENUE	0	0	0	0	600	0	0	0	0.0%
WILDLAND REIMBURSEMENTS	0	11,336	177,320	0	176,897	100,000	100,000	100,000	100.0%
<b>TOTAL REVENUE</b>	<b>480,000</b>	<b>491,336</b>	<b>657,320</b>	<b>532,000</b>	<b>706,810</b>	<b>657,000</b>	<b>657,000</b>	<b>657,000</b>	<b>23.5%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	208,743	258,176	311,928	252,972	318,620	372,000	372,000	372,000	47.1%
OVERTIME	62,610	90,277	121,346	75,000	150,600	65,000	65,000	65,000	-13.3%
BENEFITS	44,549	46,854	64,364	50,000	60,562	62,700	62,700	62,700	25.4%
WORKERS COMP	9,835	7,792	18,331	11,500	16,500	17,500	17,500	17,500	52.2%
UNIFORM ALLOWANCE	720	877	840	840	840	600	600	600	-28.6%
UNEMPLOYMENT INSURANCE	0	4,752	750	1,000	10,000	5,000	5,000	5,000	400.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>326,457</b>	<b>408,728</b>	<b>517,558</b>	<b>391,312</b>	<b>557,122</b>	<b>522,800</b>	<b>522,800</b>	<b>522,800</b>	<b>33.6%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
BOOKS & PUBLICATIONS	0	0	79	0	500	300	300	300	100.0%
CLOTHING PROVISIONS	0	0	3,319	3,000	3,000	3,500	3,500	3,500	16.7%
EDUCATION, TRAINING & CERT	0	0	80	0	0	500	500	500	100.0%
FOOD PROVISIONS	1,294	995	185	1,000	1,000	500	500	500	-50.0%
GASOLINE, DIESEL, OIL & GREASE	0	0	0	0	1,000	1,000	1,000	1,000	100.0%
GRANT EXPENDITURES	0	494	0	0	0	0	0	0	0.0%
LIABILITY INSURANCE	698	0	0	0	0	0	0	0	0.0%
MAINT.OF BLDGS & GROUNDS	163,381	51,179	416	3,000	3,000	1,500	1,500	1,500	-50.0%
MISCELLANEOUS RENTAL	0	0	104	0	0	0	0	0	0.0%
OFFICE SUPPLIES	0	0	733	500	500	500	500	500	0.0%
POSTAGE	0	0	211	300	300	0	0	0	-100.0%
SMALL EQUIP. NONCAP	114,557	57,099	12,530	60,000	60,000	45,000	45,000	45,000	-25.0%
MEMBERSHIPS & SUBSCRIPTIONS	0	0	435	400	400	400	400	400	0.0%
TRAVEL & TRANSPORTATION	0	1,833	167	2,500	7,500	5,000	5,000	5,000	100.0%
VEHICLE MAINTENANCE	0	0	794	2,500	5,000	1,500	1,500	1,500	-40.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>279,931</b>	<b>111,598</b>	<b>19,054</b>	<b>73,200</b>	<b>82,200</b>	<b>59,700</b>	<b>59,700</b>	<b>59,700</b>	<b>-18.4%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	350,965	35,169	-40,315	0	0	74,500	74,500	74,500	100.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>350,965</b>	<b>35,169</b>	<b>-40,315</b>	<b>0</b>	<b>0</b>	<b>74,500</b>	<b>74,500</b>	<b>74,500</b>	<b>100.0%</b>
<b>DEBT SERVICE</b>									
CAPITAL LEASE PAYMENTS	96,675	98,873	64,324	65,887	64,324	0	0	0	-100.0%
INTEREST EXPENSE	7,733	5,535	3,164	1,601	3,164	0	0	0	-100.0%
<b>TOTAL DEBT SERVICE</b>	<b>104,408</b>	<b>104,408</b>	<b>67,488</b>	<b>67,488</b>	<b>67,488</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,061,760</b>	<b>659,902</b>	<b>563,786</b>	<b>532,000</b>	<b>706,810</b>	<b>657,000</b>	<b>657,000</b>	<b>657,000</b>	<b>23.5%</b>
<b>NET EFFECT ON UFA WILDLAND FUND BALANCE</b>	<b>-581,760</b>	<b>-168,566</b>	<b>93,534</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>PROJECTED ENDING NET ASSETS</b>						<b>0</b>	<b>0</b>	<b>0</b>	



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# SUPPORT SERVICES



## Mike Watson, Assistant Chief

Assistant Chief Watson started his career in the fire service in 1991. He has served in several different positions including Firefighter, Hazardous Materials Technician, Paramedic, Captain and Wildland Program Manager. He has served as an Operations Battalion Chief and the Training Bureau Chief of our Medical and Fire Training bureaus.

In 2005, Mike was promoted to the position of Assistant Chief and was assigned as the Division Chief over Logistics, Information Technology and Building Construction. He then served as Northeast Area Commander and oversaw staffing and the overtime budget for Operations. Chief Watson currently serves as the Support Services Section Chief.

He holds an Associate's degree in Fire Science and earned Certificates from the University of Utah's Fire Service Leadership program and Salt Lake County's Supervisory program. Mike enjoys spending time with his son and his hobbies include fishing and cycling.

## SUPPORT SERVICES DIVISIONS:

- *Communication & Technology*
- *Logistics*
- *Prevention*
- *Urban Search & Rescue (USAR)*
- *Emergency Management (Special Revenue Fund)*

# LOGISTICS

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## Statement of Purpose and Services Provided

The mission of the logistics division is to provide Unified Fire Authority personnel with unmatched safety by providing, for the greatest value; the best apparatus, equipment, facilities, materials and supplies available; so, they can perform to their maximum levels while protecting the lives and property of the citizens we serve.

The logistics division provides the following services:

Facilities Section: Provides utilities, maintenance and repair services for 23 active UFA fire stations, Wildland, Special Enforcement, Fire Training, Logistics Warehouse, Emergency Operations Center (60% of utilities cost provided by logistics), real property and retired fire station 117. The facilities section is responsible for inspection and preventative maintenance efforts, including improving overall energy efficiency within facilities and equipment. Facilities staff also supervises renovation/remodel projects of existing UFA facilities.

Fleet Section: Provides a full range of maintenance, services and repairs for 337 UFA light fleet vehicles, fire apparatus, heavy haul tractor/trailer, ATV/UTV's, trailers and powered equipment (forklifts, self-propelled articulating boom, self-propelled aerial work platform). The fleet section is responsible for delivering preventative and corrective maintenance services, mobile field repair, emergency apparatus and light fleet specifications, standardized vehicle setup and computerized fleet data management. The fleet section is also responsible for the annual testing and certification procedures conducted on fire pumps, aerial devices, and vehicle safety/emissions.

Supply Section: Provides centralized procurement, warehousing and distribution of essential equipment and supplies to all UFA members, fire stations and facilities. The supply section is responsible for personal protective equipment, self-contained breathing apparatus, hose, tool and equipment specification and purchasing; annual testing and certification of SCBA masks and SCBA packs; the annual testing and certification of fire hose and ground ladders, repairing damaged or inoperable equipment and management of surplus property. The supply section is also responsible for identifying and initiating programs to streamline ordering and delivery processes and improve inventory/asset tracking accuracy and accountability.

## Division Manager Budget Message

We have prepared the logistics division budget with the priorities and resources necessary to accomplish our mission during the 2018-2019 fiscal year. The budget has been trimmed to reflect historical costs with consideration given to the fluctuation of prices in less stable commodities such as diesel, gasoline, electricity and natural gas. The logistics division budget maintains and, in a few areas, enhances the current level of service provided by the Logistics Division.

Firefighter health and safety has been addressed by the proposed continuation of funding for the firefighter turnout replacement program (\$175,000). This program retires firefighter turnout gear ten years from the date the ensemble was manufactured, maintaining NFPA 1851 Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting compliance.

# LOGISTICS

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The need for improved Wildland Firefighting PPE has been addressed by the proposed funding of Wildland Firefighting coat/pant ensembles (\$120,000). Currently, crews must change out of station uniform and don their wildland firefighting shirt/pant. The Wildland Firefighting Coat/Pant ensemble is designed for fast donning over station uniforms, enabling crews to get out the door faster. The ensemble is ideal for wildland fire initial attack. The coat/pant ensemble includes reflective trim which current gear issued does not include and it also maintains our NFPA 1977 Standard on Protective Clothing and Equipment for Wildland Fire Fighting compliance.

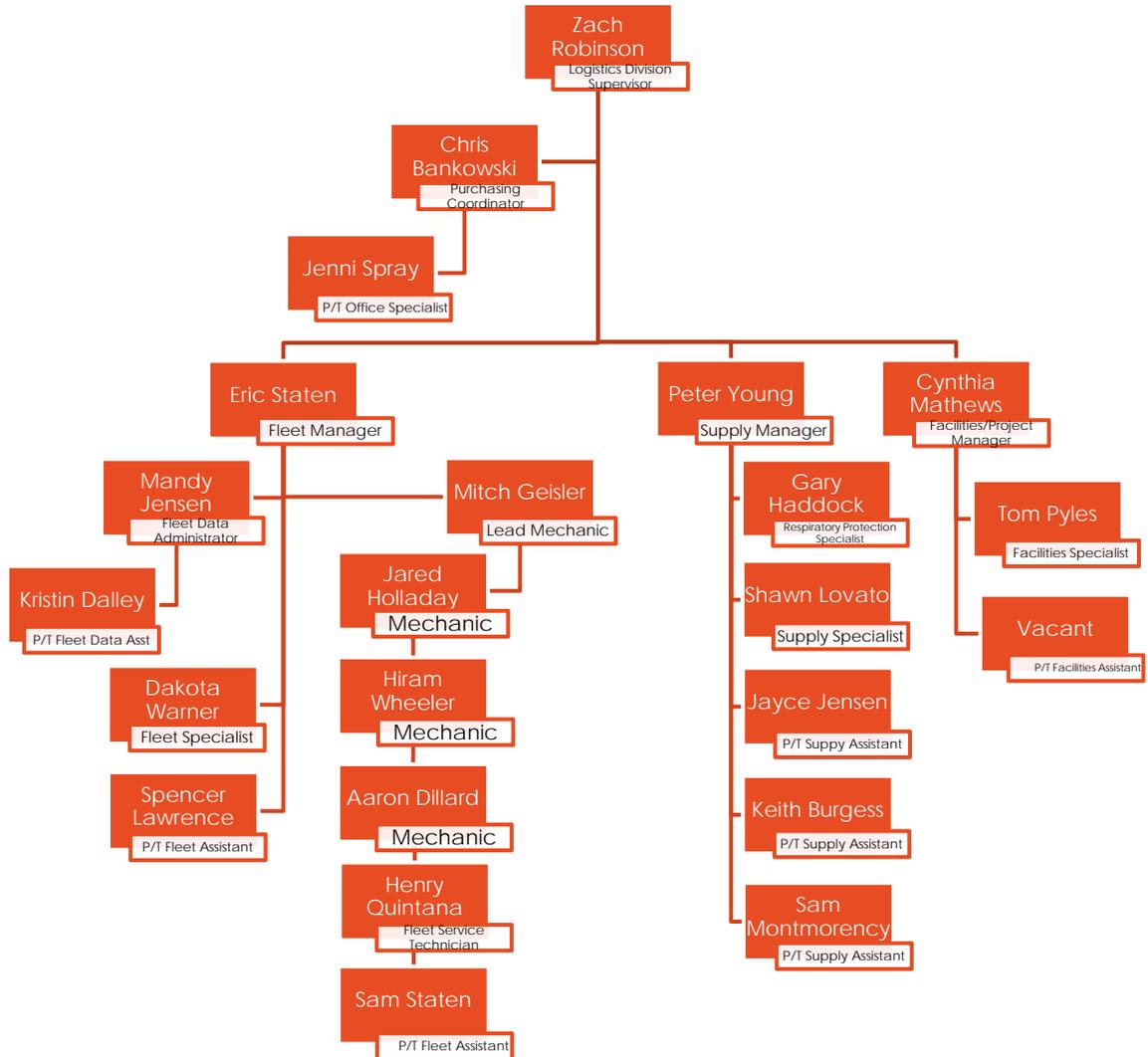
Utilizing hydrosonic cleaning units purchased in FY 17/18, implementation of an SCBA mask cleaning program would provide for a reduction in firefighter's exposure to harmful chemicals by removing contaminants from respiratory protection masks. The program would also reduce the number of mask failures and increase the life expectancy of SCBA masks.

Utilizing our new web-based fleet management software system purchased in FY 17/18, full program implementation would create greater efficiencies for our fleet data management staff. It would modernize our fleet management approach, remove paper from current processes, centralize fleet data, provide greater mobility, simplicity and transparency.

Implementation of a focused preventative maintenance plan for facilities would provide for a reduction in long term repair and replacement costs at fire stations and support facilities. Implementation of additional fleet preventative maintenance measures would reduce fire apparatus out of service time and after-hours callbacks for emergency service.

# LOGISTICS

## Organizational Structure



## Staffing (FTEs)

Sworn  
4

Civilian  
11

Part-Time  
8

# LOGISTICS

## Performance Measures

- 100% of firefighter turnout ensembles assigned to personnel meet NFPA requirements.
- Preventative maintenance services completed on 100% of fire apparatus within 30 engine hours of the scheduled service interval.
- Preventative maintenance completed on 25% of all fire station/facility bay doors.
- Preventative maintenance completed on 33% of all fire station/facility HVAC systems.
- Preventative maintenance completed on 33% of all fire station/facility sand and grease traps.
- Preventative maintenance completed on 100% of fire station/facility landscape sprinkler systems.
- LED replacement lighting installed at 25% of stations and facilities.

Annual Expenses	FY 15/16	FY 16/17	FY 17/18
Fleet Maintenance	\$795,185	\$870,180	\$690,000*
Facility Maintenance	\$232,731	\$105,652	\$225,000*
Light and Power: all fire stations and facilities	\$346,190	\$345,001	\$304,598*

\*Estimated total through remainder of FY

FY 17/18 Heavy Fleet PM Services	Within interval	0-30 hours	31-60 hours	61-90 hours	91+ hours
Percentage of preventative maintenance services completed within the scheduled service period (300 engine hours).	80%	3%	0%	7%	10%

Based on 60 heavy fleet vehicles

## FY2017-2018 Accomplishments

- Hired new full-time Fleet Service Technician for UFA fleet.
- Filled vacant part-time Office Specialist for Logistics facility
- Placed the following new units into service: five TDA ladder trucks, three Type I-III fire engines, three Type VI fire engines, three Ambulances and three fleet service trucks.
- Initiated manufacturing process for two Type I fire engines and one Tactical Water Tender.
- Installed Stryker Power Load Cot Fastener into four ambulances complying with Federal Specification for the Star-of-Life Ambulance KKK-A-1822
- Initiated Emergency Vehicle Technician and ASE certification program for fleet maintenance staff.
- Placed 84 sets of new firefighter turnouts into service.
- Installed 2018 NFPA Pass Device upgrade in all air packs, eliminated potential SCBA exhalation valve failure point.
- Upgraded emergency power backup system at logistics facility.
- Sold four light fleet surplus vehicles, one surplus Type I fire engine, one surplus Water Tender and one surplus Type VI fire engine.

# LOGISTICS

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## FY2018-2019 Action Items

1. Reduce fire apparatus out of service time and reduce after-hours callbacks for emergency service by completing apparatus preventative maintenance services within 0-30 engine hours of the scheduled service interval (300 engine hours) by June 2019. (Outcome 2-A)
2. Complete specifications and order fire apparatus and light fleet vehicles, funded in FY 18/19 capital replacement plan by December 2018. (Outcome 2-B)
3. Take delivery of and place into service fire apparatus and light fleet vehicles, funded in FY 18/19 capital replacement plan by June 2019. (Outcome 2-B)
4. Implement new fleet management software system purchased in FY 17/18 by December 2018. (Outcome 2-A)
5. Implement phased in preventative maintenance programs for Bay Doors, HVAC, sand and grease traps, and lawn sprinkler systems to reduce repair, emergency repair and replacement costs at stations and facilities by June 2019. (Outcome 2-A)
6. Purchase 74 sets of new firefighter turnout gear to replace 74 sets of expiring gear by December 2018. (Outcome 2-B)
7. Implement SCBA mask hydro sonic cleaning program in fire stations, to improve firefighter health and safety and reduce mask repair/replacement costs by December 2018. (Outcome 2-A)
8. Roll out new heavy fleet Vehicle Inspection Report program/process to all stations by June 2019. (Outcome 2-A)
9. Complete seismic evaluation and retrofit assessment for fire stations by December 2018. (Outcome 2-C)
10. Roll out new station supply ordering website to all stations, to improve order status communication and inventory tracking capabilities by June 2019. (Outcome 3-B)
11. Add additional items to heavy fleet preventative maintenance program to include: brake pad replacement and windshield stone chip repairs by June 2019. (Outcome 2-A)
12. Implement a phased in program to upgrade interior/exterior lights and light fixtures to high efficiency LED at stations and support facilities to improve energy efficiency and reduce power costs by June 2019. (Outcome 2-A)
13. Complete fire station design and architectural rendering process to establish conceptual design for future fire stations by December 2018. (Outcome 2-C)
14. Implement small engine and equipment tracking system and preventative maintenance program by June 2019. (Outcome 2-A)
15. Implement a program to evaluate and improve station/facility exterior appearance and landscapes, ongoing project. (Outcome 3-B)

# LOGISTICS

## Budget Detail

### Revenue

#### Contribution from UFSA \$115,611

UFA provides management services to its member, UFSA. The portion of these fees related to Logistics covers for time worked on UFSA's behalf by the Project Manager and Facilities staff.

#### Insurance Reimbursement \$28,666

Reimbursements from insurance providers for vehicle accidents and collisions, net of deductible.

### Personnel

No changes included.

### Capital Outlay

10-98-218	CAPITAL FLEET MAINTENANCE		\$150,000
	Major driveline repairs including: driveline, yolks, u-joints, gears and axles	20,000	
	Major engine repairs including: cylinder heads, engine rebuilds	50,000	
	Major fire pump/water tank repairs including: pump repair/replacement, tank support replacement	20,000	
	Major frame repair including: cracked or broken frame rails	20,000	
	Major transmission repairs including: transmission rebuild or replacement	40,000	

### Non-Personnel Detail by Account

Account	Description		Account Total
10-98-210	<b>BEDDING AND LINEN</b>		\$15,000
	Mattresses for stations (65)		
10-98-215	<b>BOOKS AND PUBLICATIONS</b>		\$1,500
	NFPA Standards	500	
	ASE/EVT Training Manuals	500	
	Fire Training Manuals	250	
	Leadership Textbooks	250	
10-98-219	<b>CLOTHING PROVISIONS</b>		\$426,500
	Operations Division uniformed positions attire:		
	PPE, gloves, boots, helmets	90,000	
	PPE cleaning/repair and alterations	20,000	
	Part time EMS uniforms	15,000	
	Logistics Division day staff attire: boots, pants, shirts, jackets	6,500	
	PROJECT: Firefighter Turnout replacement (74 sets)	175,000	
	PROJECT: Wildland Firefighting coat/pant (400 sets)	120,000	

# LOGISTICS

Account	Description		Account Total
<b>10-98-245</b>	<b>DINING AND KITCHEN SUPPLIES</b>		<b>\$5,000</b>
	Dishes, pots, pans, utensils and small appliances for stations		
<b>10-98-250</b>	<b>EDUCATION, TRAINING AND CERTIFICATION</b>		<b>\$7,500</b>
	EVT Training/Certification for Mechanics	3,500	
	ASE Training/Certification for Mechanics	1,500	
	Microsoft Training for Logistics staff	2,500	
<b>10-98-260</b>	<b>FOOD PROVISIONS</b>		<b>\$22,500</b>
	Water cooler rental for stations	6,500	
	Food and beverages for staff deployed on extended incidents	16,000	
<b>10-98-265</b>	<b>GASOLINE, DIESEL, OIL AND GREASE</b>		<b>\$445,000</b>
	Fuel for General Fund fleet (excl. Camp Williams)	457,000	
	Oil and grease purchased for fleet maintenance	18,000	
	PROJECT: Reduction of 10 light fleet vehicles	-30,000	
<b>10-98-270</b>	<b>HEAT AND FUEL</b>		<b>\$130,000</b>
	Natural gas and propane for 26 fire stations, 60% of EOC, logistics warehouse and fire training		
<b>10-98-275</b>	<b>IDENTIFICATION SUPPLIES</b>		<b>\$500</b>
	Par tag and passport supplies		
<b>10-98-280</b>	<b>JANITORIAL SUPPLIES AND SERVICES</b>		<b>\$50,000</b>
	Janitorial services for:		
	60% of the Emergency Operations Center	20,500	
	76% of Logistics warehouse	6,500	
	Janitorial supplies for all UFA facilities	23,000	
<b>10-98-295</b>	<b>LIGHT AND POWER</b>		<b>\$315,000</b>
	Power for 26 fire stations, 60% of EOC, logistics warehouse and fire training		
<b>10-98-305</b>	<b>MAINTENANCE OF MACHINERY AND EQUIPMENT</b>		<b>\$69,500</b>
	Station emergency power generators	6,000	
	Breathing air compressors	20,000	
	SCBA's	7,000	
	Fitness equipment	5,000	
	Amkus hydraulic tools	10,000	
	Lawn equipment and small engines	5,000	
	Kitchen appliances	5,000	
	Ice machines and deionized water systems	6,500	
	General equipment maintenance and repairs	5,000	

# LOGISTICS

Account	Description		Account Total
<b>10-98-315</b>	<b>MAINTENANCE OF BUILDINGS AND GROUNDS</b>		<b>\$230,000</b>
	Apparatus bay door service and repair	50,000	
	HVAC systems service and repair	30,000	
	Landscape service/weed abatement	35,000	
	Electrical repairs	30,000	
	Plumbing and drain cleaning	30,000	
	General building maintenance, inspections and repairs	55,000	
<b>10-98-335</b>	<b>MEDICAL SUPPLIES</b>		<b>\$500,000</b>
	Airway	100,000	
	Bandage/Splinting	10,000	
	Infectious Control	75,000	
	IV Supplies	75,000	
	Medications	100,000	
	Miscellaneous	5,000	
	Heart Monitor Supplies	92,000	
	Medical Oxygen	43,000	
<b>10-98-340</b>	<b>MISCELLANEOUS RENTAL</b>		<b>\$2,000</b>
	Load Tester rental for generator maintenance	1,000	
	Trailer and miscellaneous tool rental	1,000	
<b>10-98-345</b>	<b>OFFICE SUPPLIES</b>		<b>\$15,000</b>
	Office supplies for 25 fire stations and the logistics warehouse		
<b>10-98-350</b>	<b>PROFESSIONAL FEES</b>		<b>\$20,000</b>
	Fire Alarm monitoring	6,000	
	Document shredding	6,000	
	Landfill use	500	
	Sump cleanout	3,000	
	Pest control	4,500	
<b>10-98-365</b>	<b>POSTAGE</b>		<b>\$1,000</b>
<b>10-98-370</b>	<b>PRINTING CHARGE</b>		<b>\$1,000</b>
	Printing fees for tactical worksheet and fleet checkoffs		
<b>10-98-400</b>	<b>SANITATION</b>		<b>\$32,000</b>
	Trash collection for 26 fire stations, 60% of EOC, logistics warehouse and fire training		

# LOGISTICS

Account	Description		Account Total
<b>10-98-410</b>	<b>SMALL EQUIPMENT NONCAP</b>		<b>\$290,000</b>
	Firefighter tools	50,000	
	Hose	40,000	
	SCBA parts/equipment	50,000	
	Furniture	30,000	
	Kitchen and laundry appliances	15,000	
	Fitness equipment	50,000	
	Lighting	15,000	
	Small engine and lawn equipment	15,000	
	Ice machines	10,000	
	Miscellaneous station supplies	15,000	
<b>10-98-415</b>	<b>MEMBERSHIPS AND SUBSCRIPTIONS</b>		<b>\$1,500</b>
	Annual memberships to professional organizations or renewals of subscriptions/access to reference materials	800	
	Inventory tracking software subscription	700	
<b>10-98-440</b>	<b>VEHICLE MAINTENANCE</b>		<b>\$800,000</b>
	Aerial testing/Safety and emissions	44,000	
	Lighting/siren/striping/decals	38,000	
	Maintenance and repairs by vendors	366,000	
	PM Services/Non-fuel expenses	35,000	
	Parts and Shop supplies	180,000	
	Tires/wheels/flat repairs	137,000	
<b>10-98-441</b>	<b>VEHICLE REPAIRS-ACCIDENT</b>		<b>\$50,000</b>
	Fire Apparatus/light fleet repairs due to accidents and collisions		
<b>10-98-455</b>	<b>WATER AND SEWER</b>		<b>\$78,700</b>
	Water and sewer for 26 fire stations, 60% of EOC, logistics warehouse and fire training		

**LOGISTICS**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>FINAL</b>	<b>PROPOSED</b>	<b>TENTATIVE</b>	<b>ADOPTED</b>	<b>% INCREASE</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY18 to FY19</b>
	<b>Logs 98</b>	<b>BUDGET</b>							
<b>REVENUE</b>									
CONTRIBUTION FROM UFSA	0	0	0	0	0	115,611	115,611	115,611	100.0%
INSURANCE REIMBURSEMENT	0	0	0	0	0	28,666	28,666	28,666	100.0%
COST RECOVERY	0	0	0	0	2,459	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,459</b>	<b>144,277</b>	<b>144,277</b>	<b>144,277</b>	<b>100.0%</b>
<b>PERSONNEL</b>									
SALARIES	1,031,973	1,057,835	1,049,119	1,060,768	1,060,768	1,106,292	1,113,366	1,113,366	5.0%
OVERTIME	86,308	119,598	82,935	100,000	100,000	100,000	100,000	100,000	0.0%
BENEFITS	387,896	397,225	400,434	440,583	440,583	417,772	430,942	430,942	-2.2%
WORKERS COMP	22,470	28,067	18,163	11,471	11,471	11,568	11,668	11,668	1.7%
UNIFORM ALLOWANCE	5,496	5,164	4,685	3,600	3,600	3,600	3,600	3,600	0.0%
UNEMPLOYMENT INSURANCE	1,199	285	0	0	0	0	0	0	0.0%
VAC/SICK PAYOUTS	24,163	4,727	132,068	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL</b>	<b>1,559,505</b>	<b>1,612,901</b>	<b>1,687,402</b>	<b>1,616,422</b>	<b>1,616,422</b>	<b>1,639,232</b>	<b>1,659,576</b>	<b>1,659,576</b>	<b>2.7%</b>
<b>NON PERSONNEL</b>									
BEDDING & LINEN	0	0	3,768	5,000	5,000	15,000	15,000	15,000	200.0%
BOOKS & PUBLICATIONS	51	30	0	1,500	1,500	1,500	1,500	1,500	0.0%
CLOTHING PROVISIONS	3,419	3,745	141,576	250,000	255,916	426,500	426,500	426,500	70.6%
COMMUNICATION EQUIP. NONCAP	3,503	1,647	0	0	0	0	0	0	0.0%
COMPUTER COMPONENTS	3,300	1,472	0	0	0	0	0	0	0.0%
COMPUTER SOFTWARE<5000	1,957	23,459	-10,400	0	0	0	0	0	0.0%
DINING & KITCHEN SUPPLIES	487	66	3,608	5,000	5,000	5,000	5,000	5,000	0.0%
EDUCATION & TRAINING & CERT	1,785	45	2,485	25,000	25,000	7,500	7,500	7,500	-70.0%
FOOD PROVISIONS	5,927	3,322	15,008	20,000	20,000	22,500	22,500	22,500	12.5%
GASOLINE, DIESEL, OIL, & GREASE	601,720	437,990	435,794	525,000	525,000	445,000	445,000	445,000	-15.2%
HEAT & FUEL	101,418	126,489	136,386	150,000	150,000	130,000	130,000	130,000	-13.3%
IDENTIFICATION SUPPLIES	499	523	306	500	500	500	500	500	0.0%
JANITORIAL SUPP. & SERV.	4,140	4,457	61,388	50,000	50,000	50,000	50,000	50,000	0.0%
LAUNDRY SUPPLIES & SERVICE	0	0	0	0	0	0	0	0	0.0%
LIGHT & POWER	353,038	346,190	345,001	335,000	335,000	315,000	315,000	315,000	-6.0%
MAINT. OF MACHINERY & EQUIP	79,541	79,241	100,222	75,000	75,000	69,500	69,500	69,500	-7.3%
MAINT.OF BLDGS & GROUNDS	221,838	232,731	105,652	225,000	225,000	230,000	230,000	230,000	2.2%
MEDICAL SUPPLIES	494,852	507,038	532,314	480,000	481,000	500,000	500,000	500,000	4.2%
MISCELLANEOUS RENTAL	475	5,981	2,924	1,000	1,000	2,000	2,000	2,000	100.0%
OFFICE SUPPLIES	0	5,508	11,637	15,000	14,000	15,000	15,000	15,000	0.0%
PROFESSIONAL FEES	11,598	17,065	11,182	10,000	10,000	20,000	20,000	20,000	100.0%
POSTAGE	0	0	835	1,000	1,000	1,000	1,000	1,000	0.0%
PRINTING CHARGE	0	0	980	0	0	1,000	1,000	1,000	100.0%
SANITATION	29,884	32,231	36,086	25,000	25,000	32,000	32,000	32,000	28.0%
SMALL EQUIP. NONCAP	156,640	74,582	312,590	300,000	302,459	290,000	290,000	290,000	-3.3%
SMALL EQUIP-STATION STARTUPS	64,181	141,713	171,552	0	0	0	0	0	0.0%
MEMBERSHIPS & SUBSCRIPTIONS	1,858	806	120	700	700	1,500	1,500	1,500	114.3%
TRAVEL & TRANSPORTATION	21,008	23,558	0	0	0	0	0	0	0.0%
VEHICLE MAINTENANCE	725,651	795,185	870,180	800,000	800,000	800,000	800,000	800,000	0.0%
VEHICLE REPAIRS - ACCIDENT	0	0	0	0	0	50,000	50,000	50,000	100.0%
WATER & SEWER	62,095	76,249	82,152	78,700	78,700	78,700	78,700	78,700	0.0%
<b>TOTAL NON PERSONNEL</b>	<b>2,950,865</b>	<b>2,941,322</b>	<b>3,373,344</b>	<b>3,378,400</b>	<b>3,386,775</b>	<b>3,509,200</b>	<b>3,509,200</b>	<b>3,509,200</b>	<b>3.9%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	186,061	110,236	48,070	20,338	20,338	0	0	0	-100.0%
CAPITAL FLEET MAINTENANCE	0	0	96,026	200,000	200,000	150,000	150,000	150,000	-25.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>186,061</b>	<b>110,236</b>	<b>144,096</b>	<b>220,338</b>	<b>220,338</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>-31.9%</b>
<b>TOTAL EXPENDITURES</b>	<b>4,696,431</b>	<b>4,664,459</b>	<b>5,204,842</b>	<b>5,215,160</b>	<b>5,223,535</b>	<b>5,298,432</b>	<b>5,318,776</b>	<b>5,318,776</b>	<b>2.0%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-4,696,431</b>	<b>-4,664,459</b>	<b>-5,204,842</b>	<b>-5,215,160</b>	<b>-5,221,076</b>	<b>-5,154,155</b>	<b>-5,174,499</b>	<b>-5,174,499</b>	<b>-0.8%</b>

# INFORMATION TECHNOLOGY

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## Statement of Purpose and Services Provided

The Information Technology Division, which includes Communications and BioTech, supports the mission of the fire department by providing technology, network, radio, phone equipment, and support, to the firefighters and administration, enabling them to save lives, protect property, and strengthen community relationships. We provide this support in a kind, professional, and fiscally responsible manner.

The Information Technology Division maintains and supports the dispatch, data and telephone network, radio systems, and end-user equipment used by department members to fulfill the UFA's mission to our citizens. Networks supported by the division include copper, fiber, telephone, microwave data, wireless and mobile Wi-Fi. The division also supports over 800 handheld and mobile radios, the fire station alerting system, one valley floor and four mountain top radio sites and the microwave network connecting these sites. Responsibilities include managing all department servers, laptop and desktop computers, apparatus tablets, cardiac monitors and defibrillators, as well as preventative maintenance and repairs on AutoPulses and stretchers.

We also provide 24/7 response to fires and other emergencies requiring dispatch support as well as computer, network, e-mail, and radio failures in any of our facilities.

## Division Manager Budget Message

The Information Technology Division has been through some changes over the past year. With the Division Chief's retirement in June 2017, Command Staff determined a need to change the position from a Sworn Battalion Chief to a Civilian Director. UFA filled the position at the end of October. Over the summer, some employees in the division left for other employment, and their positions remained vacant for the new director to fill.

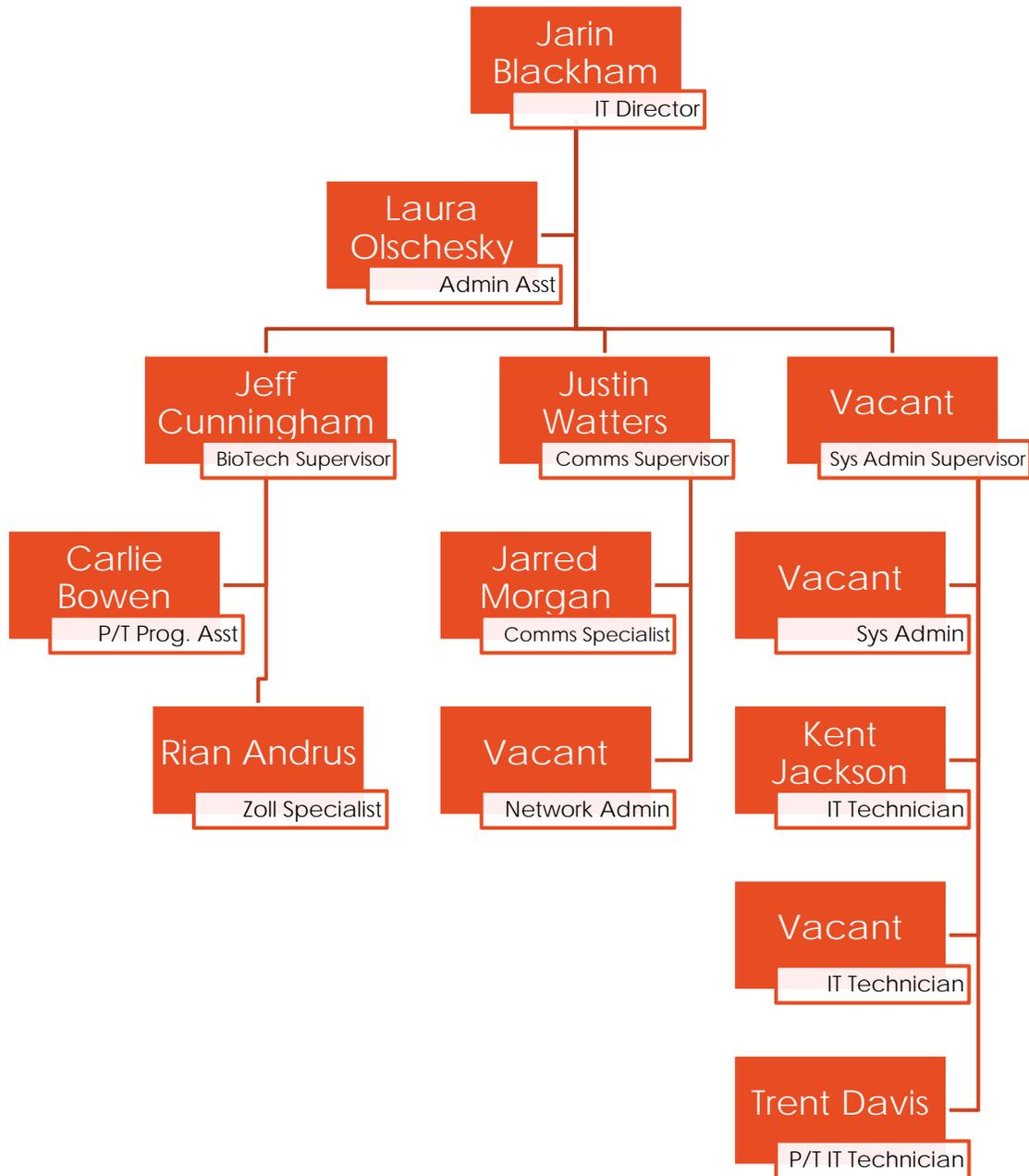
One major IT project has been the Kronos migration, which began 3-years ago. The Kronos system provides a way to manage staffing from scheduling to electronic timecards, to payroll and Human Resources. Unified Fire Authority has invested substantial time and money into this project and it is a valuable resource for staff and employees alike. In December, management decided to move the program to the Cloud to improve reliability, and system support.

We are bringing back a program in BioTech to improve maintenance and repairs on our Zoll Monitors. The program brings three field paramedics in as part-time Zoll Technicians. These technicians will be trained to perform preventative maintenance and repairs. This will improve turnaround times on repairs, reduce the cost of preventative maintenance, and form a succession plan for BioTech.

For this budget year, we are committed to establishing baselines with metrics for tracking performance and improving the image of the division within the agency. We will continue to align the division with UFA's Vision, Mission and Values statement. Our division priorities are consistent with the Strategic Goals and Outcomes as adopted by the UFA Board of Directors.

# INFORMATION TECHNOLOGY

## Organizational Structure



## Staffing (FTEs)

Sworn  
2

Civilian  
9

Part-Time  
2

# INFORMATION TECHNOLOGY

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## Performance Measures

- 90% completion times for helpdesk tickets within:
  - 2 hours for critical calls
  - 5 hours for urgent calls
  - 24 hours for standard calls
- Create a baseline of and show improvement in customer satisfaction of IT services during FY2018-2019
- Increase our ability to provide deployable radio communication interoperability
- BioTech Equipment (Tablets, monitors) replacement within 2 hours, 90% of the time
- Network availability at or exceeding 98% up-time

## FY2017-2018 Accomplishments

- Hired a new IT Director, and filled all vacant positions including BioTech Supervisor, Systems Admin Supervisor, Systems Admin, Network Administrator, and IT Technician.
- Completed the Kronos System Installation and Moved Telestaff and Kronos to the cloud
- Completed the replacement of Cloudgate Modems with Cradlepoint Modems in all front-line and most of the reserve apparatus.
- Replaced half of the apparatus tablets with new tablets and keyboards
- Upgraded station wiring at stations 103, 112, 120, 125, 127, 252, and the Training Tower
- Update the MITS truck satellite system

## FY2018-2019 Action Items

1. Facilitate the migration to the new Hexagon Computer Aided Dispatch (CAD) by December 2018. (Outcome 1-S)
2. Complete Intterra connections to Hexagon, Spillman, and Zoll RMS for situational awareness and analysis by January 2019. (Outcome 1-P)
3. Train BioTech personnel, and part-time Zoll Technicians, to perform preventative maintenance on our Zoll monitors and equipment by August 2018. (Outcome 2-A)
4. Create performance baselines and benchmarks using a satisfaction survey and ticket-tracking software by Aug2018. Show improvement by tracking helpdesk ticket completion-times by June 2019. (Outcome 1-I and PM)
5. Encourage and provide opportunities for division members to gain new skills through training classes or industry conferences by June 2019. (Outcome 6-F)
6. Create a 3-5 year IT strategic plan for equipment replacement and software upgrades by December 2018. (Outcome 1-G)
7. Acquire and maintain the Mobile Interoperable Tactical Solution (MITS) truck from Salt Lake City to enhance emergency communications and deployment capabilities by January 2019. (PM)
8. Provide support to Information Outreach for the department website by May 2019. (Outcome 5-K)
9. Update a UASI-funded microwave network by December 2018.

# INFORMATION TECHNOLOGY

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## Budget Detail

### Revenue

None

### Personnel

The IT division is expected to be fully staffed and no new positions are being requested for FY 2019. The division has been reduced by one Full-time Employee (FTE) with the funds going to Administration for the Strategic Data Manager position.

We are returning to the use of three full-time paramedics, as part-time Zoll Technicians, to effect repairs and perform preventative maintenance on the Zoll monitors. The cost will be between \$14,000-19,000 and will be covered in the division overtime budget.

### Capital Outlay

#### **Simplified Field Data Entry via Dashboard \$20,000**

Staff will explore the opportunity to establish a dashboard data entry tool that populates the data in the appropriate databases with reduced time and frustration for operational field units. Tualatin Valley Fire and Rescue in Portland Oregon has led the way on an app that would initially assist the EMS reporting requirements and eventually on fire reporting. This fund provides UFA the opportunity to move forward on this initiative.

# INFORMATION TECHNOLOGY

## Non-Personnel Detail by Account

Account	Description		Account Total
10-94-215	<b>BOOKS &amp; PUBLICATIONS</b>		\$200
	Industry or job related educational material		
10-94-219	<b>CLOTHING PROVISIONS</b>		\$2,000
	Shirts and pants for non-sworn personnel, providing identification and/or to reduce wear and tear on personal clothing due to working conditions		
10-94-220	<b>COMMUNICATIONS EQUIP. NONCAP</b>		\$85,000
	Mobile and handheld radios, antennas, scanners, and related equipment		
10-94-225	<b>COMPUTER COMPONENTS &lt;5000</b>		\$140,000
	Replacement of computers, monitors, printers and other misc. components		
10-94-230	<b>COMPUTER LINES</b>		\$195,000
	Internet connection for each fire station, facility and the data center.		
10-94-235	<b>COMPUTER SOFTWARE &lt;5000</b>		\$15,000
	Software applications for employee productivity		
10-94-250	<b>EDUCATION, TRAINING &amp; CERT</b>		\$24,000
	Zoll preventative maintenance training	6,000	
	Conferences & technical training – BioTech staff	4,400	
	Conferences & technical training – IT staff	8,800	
	Conferences & technical training – Comms staff	4,800	
10-94-251	<b>ELECTRONICS DISPOSAL</b>		\$1,000
	Proper disposal of data storage devices		
10-94-260	<b>FOOD PROVISIONS</b>		\$1,500
	Food and beverages for personnel, when system upgrades or outages require extended on-site work, or for team-building meetings or trainings.		
10-94-274	<b>HOSTING SERVICES</b>		\$45,000
	Kronos and Telestaff Hosting Services	41,000	
	UFA website hosting services	4,000	
10-94-305	<b>MAINT. OF MACHINERY &amp; EQUIP.</b>		\$51,000
	Maintenance and repairs on Zoll heart monitors, AEDs, tablets, computers, and other technology equipment	35,000	
	Maintenance of Autopulse (formerly in Logistics)	6,000	
	Maintenance of stretchers (formerly in Logistics)	10,500	

# INFORMATION TECHNOLOGY

Account	Description		Account Total
10-94-315	<b>MAINTENANCE OF BLDG &amp; GROUNDS</b>		<b>\$10,000</b>
	Wire, connectors, boxes for IT infrastructure at UFA facilities, repair of grounds after IT work		
10-94-325	<b>MAINTENANCE OF OFFICE EQUIPMENT</b>		<b>\$1,000</b>
	Repairs for copiers, printers, fax machines, and other IT related office equipment		
10-94-330	<b>MAINTENANCE OF SOFTWARE</b>		<b>\$422,850</b>
	Kronos Software and Hosting	54,000	
	Telestaff software and Hosting	21,000	
	Target Solutions – LMS Training System	43,000	
	Zoll ePCR and RMS	95,000	
	Caselle	28,000	
	Spillman software	31,000	
	Adobe Docufile	25,000	
	Other required software maintenance	125,850	
10-94-340	<b>MISCELLANEOUS RENTAL</b>		<b>\$20,000</b>
	Copier leases, other equipment rental (i.e. boom-lifts)		
10-94-345	<b>OFFICE SUPPLIES</b>		<b>\$24,000</b>
	Printer toner, paper, and other office supplies		
10-94-350	<b>PROFESSIONAL FEES</b>		<b>\$10,000</b>
	Technical service consultants or other services		
10-94-365	<b>POSTAGE</b>		<b>\$2,500</b>
	Shipping charges to send radio equipment for installation in new apparatus		
10-94-410	<b>SMALL EQUIP. NONCAP</b>		<b>\$50,000</b>
	Vehicle mounts, power adapters, protective cases	25,000	
	PROJECT: Furniture for the IT Division office spaces(5)	25,000	
10-94-415	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$2,000</b>
	Annual memberships to professional organizations or subscriptions/access to reference materials renewal		
10-94-420	<b>TELEPHONE</b>		<b>\$95,500</b>
	Telecommunications service, lines and DIDs		
10-94-421	<b>TELEPHONE – CELLULAR</b>		<b>\$183,000</b>
	Cell phone service and phone hardware		
10-94-428	<b>UCANN (Utah Communications Authority)</b>		<b>\$45,000</b>
	Rent for the fire station alerting transmitters in UCA sites		
10-94-435	<b>VECC/DISPATCH</b>		<b>\$758,700</b>
	Dispatch fees for VECC (\$743,700) and Utah County (\$15,000)		

**INFORMATION TECHNOLOGY**

	ACTUAL FY14-15 InfoTech 94	ACTUAL FY15-16 InfoTech 94	ACTUAL FY16-17 InfoTech 94	ADOPTED FY17-18 InfoTech 94	FINAL FY17-18 InfoTech 94	PROPOSED FY18-19 InfoTech 94	TENTATIVE FY18-19 InfoTech 94	ADOPTED FY18-19 InfoTech 94	% INCREASE FY18 to FY19 BUDGET
<b>REVENUE</b>									
GRANTS	34,061	11,503	1,688	17,743	17,743	0	0	0	-100.0%
<b>PERSONNEL</b>									
SALARIES	628,853	761,878	800,170	821,413	821,413	847,409	853,213	853,213	3.9%
OVERTIME	67,116	97,237	89,642	90,000	90,000	90,000	90,000	90,000	0.0%
BENEFITS	260,780	311,762	337,156	367,933	367,933	369,452	374,326	374,326	1.7%
WORKERS COMP	6,061	8,965	10,634	7,797	7,797	6,130	6,180	6,180	-20.7%
UNIFORM ALLOWANCE	2,464	4,140	2,400	2,520	2,520	1,680	1,680	1,680	-33.3%
VAC/SICK PAYOUT	0	0	73,444	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL</b>	<b>965,274</b>	<b>1,183,982</b>	<b>1,313,446</b>	<b>1,289,663</b>	<b>1,289,663</b>	<b>1,314,671</b>	<b>1,325,399</b>	<b>1,325,399</b>	<b>2.8%</b>
<b>NON PERSONNEL</b>									
BOOKS & PUBLICATIONS	73	376	0	0	0	200	200	200	100.0%
CLOTHING PROVISIONS	0	2,621	828	2,000	2,000	2,000	2,000	2,000	0.0%
COMMUNICATION EQUIP. NONCAP	58,876	57,768	97,423	85,000	85,000	85,000	85,000	85,000	0.0%
COMPUTER COMPONENTS	124,468	74,297	224,618	150,000	158,970	140,000	140,000	140,000	-6.7%
COMPUTER LINES	152,297	172,465	218,058	195,000	195,000	195,000	195,000	195,000	0.0%
COMPUTER SOFTWARE<5000	17,787	23,857	21,869	15,000	15,000	15,000	15,000	15,000	0.0%
EDUCATION & TRAINING & CERT	5,448	6,600	9,644	24,000	22,000	24,000	24,000	24,000	0.0%
ELECTRONICS DISPOSAL	0	0	0	0	0	1,000	1,000	1,000	100.0%
FOOD PROVISIONS	2,897	3,257	313	1,500	1,500	1,500	1,500	1,500	0.0%
GRANT EXPENDITURES	34,061	11,503	1,688	17,743	17,743	0	0	0	-100.0%
HOSTING SERVICES	0	0	0	0	0	45,000	45,000	45,000	100.0%
MAINT. OF MACHINERY & EQUIP	58,215	29,954	43,244	35,000	35,000	51,000	51,000	51,000	45.7%
MAINT.OF BLDGS & GROUNDS	0	2,175	4,940	10,000	10,000	10,000	10,000	10,000	0.0%
MAINT. OF OFFICE EQUIPMENT	0	0	0	0	0	1,000	1,000	1,000	100.0%
MAINTENANCE OF SOFTWARE	275,544	236,327	341,576	325,097	325,097	422,850	422,850	422,850	30.1%
COPIER RENT/LEASE	0	0	0	12,500	12,500	20,000	20,000	20,000	60.0%
OFFICE SUPPLIES	0	1,513	25,908	24,000	24,000	24,000	24,000	24,000	0.0%
PROFESSIONAL FEES	1,430	13,410	7,621	10,000	10,000	10,000	10,000	10,000	0.0%
POSTAGE	342	839	3,167	2,500	2,500	2,500	2,500	2,500	0.0%
SMALL EQUIP. NONCAP	98,210	56,637	56,078	35,000	35,000	50,000	50,000	50,000	42.9%
MEMBERSHIPS	17,237	10,380	8,528	1,500	1,500	2,000	2,000	2,000	33.3%
TELEPHONE	152,280	158,468	169,869	95,500	95,500	95,500	95,500	95,500	0.0%
TELEPHONE-CELLULAR	202,802	176,777	159,965	160,000	160,000	183,000	183,000	183,000	14.4%
TRAVEL & TRANSPORTATION	38,346	19,672	0	0	0	0	0	0	0.0%
UTAH COMMUNICATIONS AUTHORITY	0	0	0	200,000	139,000	45,000	45,000	45,000	-77.5%
VECC/VALLEY DISPATCH	0	0	0	777,000	777,000	758,700	758,700	758,700	-2.4%
VISUAL & AUDIO AIDS	0	0	0	0	0	0	0	0	0.0%
<b>TOTAL NON PERSONNEL</b>	<b>1,240,313</b>	<b>1,058,896</b>	<b>1,395,337</b>	<b>2,178,340</b>	<b>2,124,310</b>	<b>2,184,250</b>	<b>2,184,250</b>	<b>2,184,250</b>	<b>0.3%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	114,187	273,530	43,953	40,000	56,000	0	0	0	-100.0%
COMPUTER SOFTWARE>5000	11,346	589,076	187,943	10,000	55,000	20,000	20,000	20,000	100.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>125,533</b>	<b>862,606</b>	<b>231,896</b>	<b>50,000</b>	<b>111,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>-60.0%</b>
<b>DEBT SERVICE</b>									
CAPITAL LEASE PAYMENTS	203,985	184,590	186,459	195,025	195,025	0	0	0	-100.0%
INTEREST EXPENSE	0	19,394	17,525	8,985	8,985	0	0	0	-100.0%
<b>TOTAL DEBT SERVICE</b>	<b>203,985</b>	<b>203,984</b>	<b>203,984</b>	<b>204,010</b>	<b>204,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>2,535,105</b>	<b>3,309,468</b>	<b>3,144,663</b>	<b>3,722,013</b>	<b>3,728,983</b>	<b>3,518,921</b>	<b>3,529,649</b>	<b>3,529,649</b>	<b>-5.2%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-2,501,044</b>	<b>-3,297,965</b>	<b>-3,142,975</b>	<b>-3,704,270</b>	<b>-3,711,240</b>	<b>-3,518,921</b>	<b>-3,529,649</b>	<b>-3,529,649</b>	<b>-4.7%</b>

# PREVENTION

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## Statement of Purpose and Services Provided

The Fire Prevention Division supports the District's mission of protecting life and property through:

**Education:** Educate business and industry professionals and owners we interact with on basic principles of fire prevention, fire behavior, and fire protection systems to promote a team effort in fire prevention.

**Engineering:**

- Plan Reviews of:
  - Fire Suppression Systems
  - Fire Alarm Systems
  - Site plan reviews for access, water supply, etc.
  - Plan Reviews for Special Events
- Consultation Activities:
  - Development Review Meetings
  - Pre-Development meetings with city staff, architects, engineers, and developers.

**Code/Fire Safety Compliance:**

- Fire Inspections
- Business License Inspections
- Hazardous Materials Permit Occupancy Inspections
- Site Inspections for Special Events (Fireworks, Salt Air Concerts, etc.)
- Responding to fire safety complaints
- Acceptance testing of Fire suppression and alarm systems as well as Fire pumps

## Division Manager Budget Message

**Major initiatives.** This year's budget proposal includes the first step of a 1-2 year program to improve fire prevention efforts to protect life and property if approved. I have served as Fire Marshal for your Fire District for several years now. The greatest concern I have had is the lack of consistency and focus on our regular fire inspections and the lack of tools to do so.

Regular fire inspections serve a valuable purpose. First, it can prevent a fire from occurring. Second, it gets our firefighters familiar with your business so that if an incident occurs, familiarity is a powerful tool to effectively and safely respond and gives us the advantage in stopping damage and saving lives. I read of catastrophic fire losses of businesses and loss of life in other parts of our country and worry when that will happen here.

We need to start being proactive and work to prevent such losses. Right now, fire prevention effort in our fire district is reactive. Our prevention staff spends most of their time and efforts in new construction and associated activities, which is critically important. But existing businesses are an area where prevention efforts are very limited. We have had a need to gather data on the businesses in our district to see how many and exactly what level of fire hazards we may have overall. That way, we can come up with a plan to prioritize fire hazards associated with businesses to be able to allocate resources in an efficient and effective manner.

# PREVENTION

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We have been working diligently for some time to utilize a software program we currently have. ZOLL is a software program that was written specifically for medical response reporting and we have worked with their engineers to create a prioritization process for fire hazards and create a customized inspection reporting system. This has been an arduous process but we are ready to implement this program and I see this as a stepping stone to a more user friendly software system that will be presented for approval for the 2019/2020 fiscal year.

To initiate this program, \$20,000 in additional overtime is requested. Finding out exactly how many business we have and rating them according to fire hazard is paramount to the success of our fire prevention program to help protect the lives and property of our citizens and businesses. This funding will cover the cost of 8 of our inspectors coming in one day a month of their normal day off for six months to learn, test, and work out the bugs of the software program utilizing the prioritization portion, then train fire crews. The test area for our inspectors will start in Taylorsville.

After three months when the program is tested and working smoothly, Fire Inspectors will begin to roll out the prioritization program to a Battalion at a time until all four battalions have been trained to use the program. Those crews will visit every business, gathering information such as contact information fire access, number of stories, fuel/fire load, fire sprinklers if provided, etc. The goal is to have a majority of businesses in our service area categorized by the end of the fiscal year. We have to know what we have and the data that comes with this portion of the prioritization process will provide a clear overall picture of what needs to be done. Then we can start working on how to best accomplish prevention inspections in the most effective way. Prioritization has to occur first.

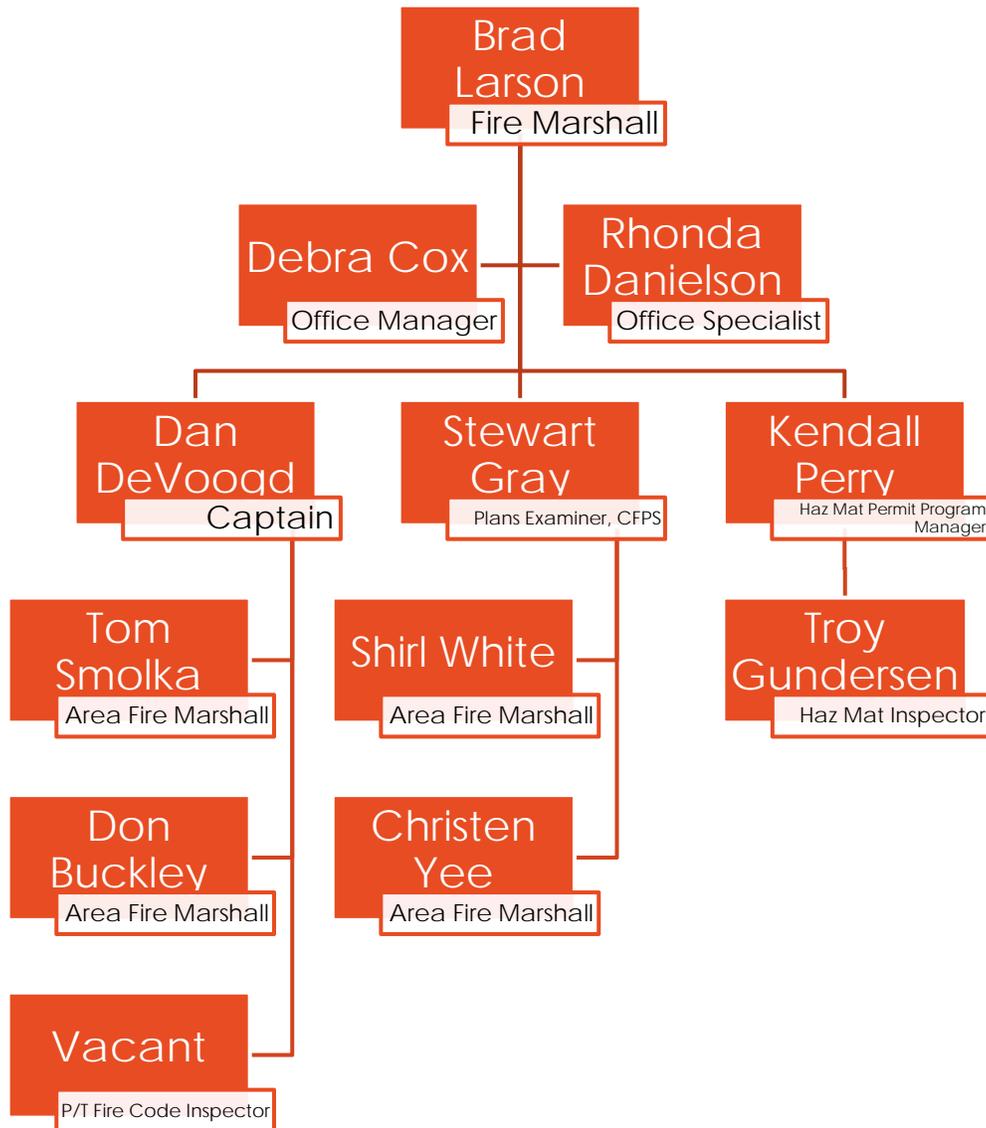
This plan promotes "Best Practices" to accomplish part of the strategic plan as adopted by the District Board. Specifically, ISO enhancement and private sector risk reduction of which Fire Prevention has Primary and Primary Secondary responsibility. The benefit of having our inspectors utilize one day of their normal day off a month is that the service we currently provide to our cities remains the unaffected. And the best qualified and experienced individuals test the program and train others. We will be well on the road to being proactive and no longer reactive. The challenge will be getting the bugs worked out of the program, and training the crews in a short six month window.

An increase in overtime is also requested for 3-4 fire personnel to patrol with the police on the 4<sup>th</sup> and 24<sup>th</sup> of July. This effort is to help educate and keep the public safe during these celebrations. Overtime is requested to cover the cost of providing a Liaison to attend City Council Meetings twice a month.

Historically, under an agreement between Unified Fire Service Area and Salt Lake City, UFA has been responsible for maintenance and repair costs of fire hydrants served by Salt Lake City Public Utilities in our service areas of un-incorporated Salt Lake County. With the incorporation of Millcreek as a city, we anticipate a large reduction in the number of fire hydrants that we will be responsible for maintenance and repair costs. At most, the number of fire hydrants will be less than 200. We anticipate a cost savings to UFA of at least \$71,000 and have decreased the budget accordingly.

# PREVENTION

## Organizational Structure



## Staffing (FTEs)

Sworn  
8

Civilian  
3

Part-Time  
1

# PREVENTION

## Performance Measures

2018 Inspections are expected to be:	
Occupancy Inspections	2,300
Inspector Plan Review	2,300
Fire Protection Systems Review	400
Fire Protection Systems Inspection	1,100
Complaints Checked	500
Meetings with Cities, Architects, Developers, etc.	500
Hazardous Materials Permits	450

Inspection Activities	2015 Actual	2016 Actual	2017 Actual
Occupancy Inspections	3,031	2,840	2,206
Inspector Plan Review	1,730	2,840	2,206
Fire Protection System Review	439	443	348
Fire Protection System Inspection	892	1174	1060
Complaints Checked	187	126	433
Meetings Attended: Development Review, consultations - Developers, Architects, Code Consultations	597	578	484
Hazardous Materials Permits	446	394	428

Note: We did see a drop in numbers for 2016 due to the Draper effect; we lost 80 Haz Mat permit sites for example. However, we expect to capture 80 new sites and add another 22 for a total of 102 new permits. And with the large mall project in Herriman and the 240 acre development in Midvale approaching, we, and expect some increase in other inspection numbers.

### Code and Leadership Training:

752 Hours (75.2 hours per individual)

## FY2017-2018 Accomplishments

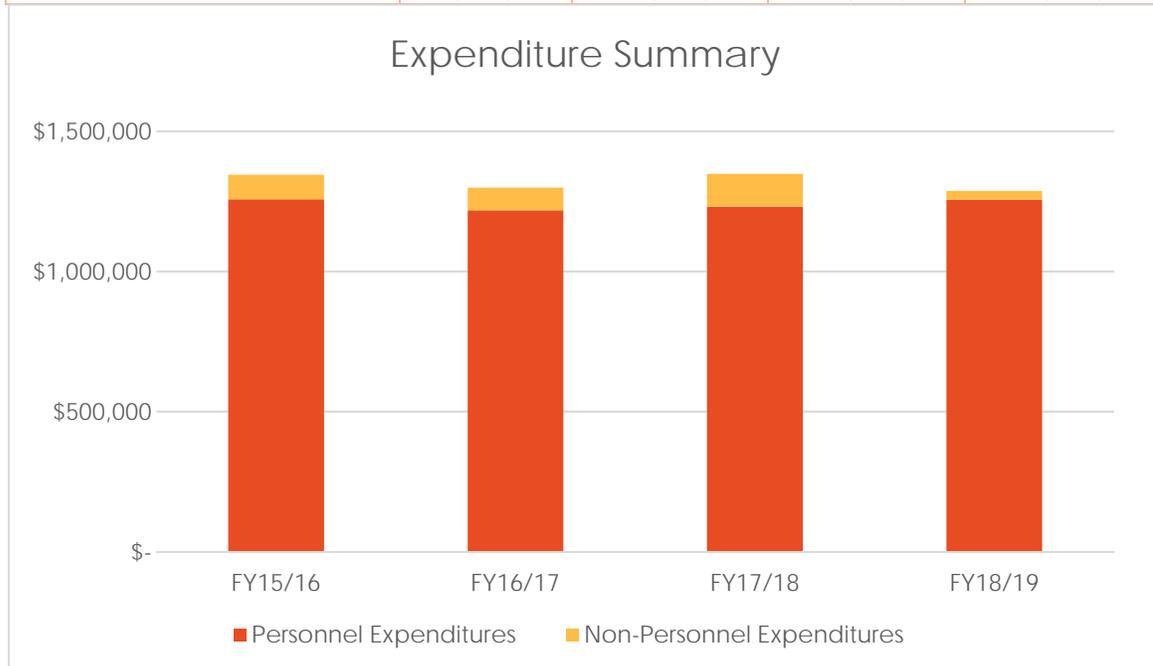
- Implemented the Compliance Engine Cloud based program
  - Tracks functionality and compliance of life safety systems
  - Starting with a baseline of 639 fire protection systems – January 2017
- Plans Examiner Stewart Gray received UFA's prestigious Award of Merit
- 3,719 Inspections for 2017
- Additional Haz Mat inspector – position replaced
- With the leadership of Chief Petersen, worked effectively to promote a better fireworks bill
- Worked with the Fire Marshal's Association and State Fire Marshal's Office on other fire code legislation
- 752 hours of code training
- \$104,500 Revenue for Hazardous Materials Permits for 2017

# PREVENTION

## FY2018-2019 Action Items

1. Initiate a fire inspection pilot program by a hazard assessment of businesses in our district: (Outcomes 1-Q, 5-H)
  - a. Prevention Area Fire Marshals test prioritization program to categorize occupancies in Taylorsville to determine priority 1, 2, and 3 as a pilot program by October 30<sup>th</sup>, 2018.
  - b. Prepare a plan to implement the pilot program in the remaining cities by November 30<sup>th</sup>, 2018.
  - c. Battalions complete prioritization of the majority of Service Area businesses by June 30<sup>th</sup>, 2018.
2. Succession Planning: Provide training for fire plans examiner and certification for staff member. Complete by fiscal year end, June 2019. (Outcome 3-B)
3. Increase ICC and professional certifications for 3 Prevention personnel through continued training programs through ICC and NFPA by fiscal year end 2019. (Outcome 3-B)
  - a. Two inspectors certify to ICC Fire Inspector 2
  - b. One inspector to ICC Fire Inspector 1
4. Monitor Brycer Compliance Engine program for fire protection systems – capture fire protection systems not in data base. Current baseline is 650. Increase to 1,000 by end of fiscal year 2019. (Outcomes 1-Q, 5-H)

Expenditure Summary	2015/16 Actual	2016/17 Actual	2017/18 Amended	2018/19 Proposed
Personnel Expenditures	1,257,226	1,218,261	1,230,466	1,256,292
Non Personnel Expenditures	87,658	80,125	117,300	30,900
Total	1,344,884	1,298,386	1,347,766	1,295,487



# PREVENTION

## Budget Detail

### Revenue

Account	Description		Account Total
			<b>\$130,000</b>
10-35-121	Fire watch Re-imburements (Salt Air)	10,000	
10-35-120	Hazardous Materials and Tank Permits	115,000	
10-35-122	Fireworks Permits	5,000	

### Personnel

Account	Description		Account Total
<b>10-91-120</b>	<b>OVERTIME</b>		<b>\$62,650</b>
	Salt Air, Fireworks shoots, 4 <sup>th</sup> , 24 <sup>th</sup> , Homecomings etc.	31,000	
	Overtime for travel on Sunday and Saturday to Edu Code	6,050	
	Inspection Prioritization and pre-plan pilot program - Prevention staff overtime for 96 days to initiate and test program	20,000	
	Project: 4 <sup>th</sup> and 24 <sup>th</sup> July Patrol (5hrs, 4 staff)	2,400	
	Project: Cost for Liaison to attend City Council Mtg	3,200	

### Capital Outlay

None

### Non-Personnel Detail by Account

Account	Description		Account Total
<b>10-91-215</b>	<b>BOOKS AND PUBLICATIONS</b>		<b>\$7,300</b>
	Purchase of 2018 edition code books, ICC and NFPA	5,300	
	Print and Electronic copies	2,000	
<b>10-91-219</b>	<b>CLOTHING</b>		<b>\$200</b>
	Clothing for civilian personnel		
<b>10-91-235</b>	<b>COMPUTER SOFTWARE</b>		<b>\$2,400</b>
	Design and implementation of Fire Prevention Division Application for smart phone		

# PREVENTION

Account	Description		Account Total
<b>10-91-250</b>	<b>EDUCATION, TRAINING AND CERTIFICATIONS</b>		<b>\$11,000</b>
	EduCode ICC Fire and Building Code training	6,600	
	NFPA Conference/Training	1,000	
	IAAI Training (Maintain Certification)	250	
	ICC & NFPA Certification renewal for 9 staff	850	
	Other Training	1,500	
	Fire Inspector I training	800	
<b>10-91-260</b>	<b>FOOD PURCHASES</b>		<b>\$500</b>
	Open House, State Fire Code Council Hosting, Etc.		
<b>10-91-300</b>	<b>MAINTENANCE AND REPAIR OF FIRE HYDRANTS</b>		<b>\$20,000</b>
	Contract with SLC Public Utilities for maintenance and repair of fire hydrants in unincorporated SL County		
<b>10-91-345</b>	<b>OFFICE SUPPLIES</b>		<b>\$750</b>
	Storage Boxes, Desk Calendars, File Folders, misc.		
<b>10-91-365</b>	<b>POSTAGE</b>		<b>\$250</b>
	Certified mail for permits		
<b>10-91-370</b>	<b>PRINTING CHARGES</b>		<b>\$1,200</b>
	Business cards, inspection reports		
<b>10-91-410</b>	<b>SMALL EQUIPMENT NON CAP</b>		<b>\$4,300</b>
	Office and conference room chairs	2,000	
	Miscellaneous supplies and equipment	1,000	
	Project: Blinds for west windows	1,300	
<b>10-91-415</b>	<b>MEMBERSHIPS / SUBSCRIPTIONS</b>		<b>\$3,000</b>
	Annual memberships to professional organizations or renewals of subscriptions/access to reference materials		
	NFPA Annual Standards Access Subscription	1,400	
	NFPA Annual Membership	350	
	ICC Annual Governmental Membership	400	
	Fire Marshals Association of Utah Group Membership	600	
	Utah International Association of Arson Investigators	250	

**FIRE PREVENTION**

	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>FINAL</b>	<b>PROPOSED</b>	<b>TENTATIVE</b>	<b>ADOPTED</b>	<b>% INCREASE</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>% INCREASE</b>
	<b>Prev 91</b>	<b>FY18 to FY19</b>							
									<b>BUDGET</b>
<b>REVENUE</b>									
PREVENTION FEES									
HAZARDOUS MATERIALS & TANK PERMITS	101,500	108,495	108,918	115,024	115,024	115,000	115,000	115,000	0.0%
FIRE WATCH REIMBURSEMENTS	11,850	10,688	5,288	8,000	8,000	10,000	10,000	10,000	25.0%
FIREWORKS PERMITS	1,165	2,165	5,830	4,000	4,000	5,000	5,000	5,000	25.0%
<b>TOTAL REVENUE</b>	<b>114,515</b>	<b>121,348</b>	<b>120,036</b>	<b>127,024</b>	<b>127,024</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>2.3%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	828,229	848,641	816,501	801,236	801,236	795,012	800,796	800,796	-0.1%
OVERTIME	24,529	24,689	30,560	31,000	31,000	62,650	62,650	62,650	102.1%
BENEFITS	337,697	351,493	342,006	360,824	360,824	360,407	366,165	366,165	1.5%
WORKERS COMP	22,573	24,908	21,494	27,686	27,686	19,798	19,961	19,961	-27.9%
UNIFORM ALLOWANCE	7,664	7,495	7,700	9,720	9,720	6,720	6,720	6,720	-30.9%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>1,220,692</b>	<b>1,257,226</b>	<b>1,218,261</b>	<b>1,230,466</b>	<b>1,230,466</b>	<b>1,244,587</b>	<b>1,256,292</b>	<b>1,256,292</b>	<b>2.1%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
BOOKS & PUBLICATIONS	3,438	4,002	785	5,000	5,000	7,300	7,300	7,300	46.0%
CLOTHING PROVISIONS	0	0	0	0	0	200	200	200	100.0%
COMPUTER COMPONENTS	10,505	10,761	0	0	0	0	0	0	0.0%
COMPUTER SOFTWARE<5000	4,010	11	66	500	500	2,400	2,400	2,400	380.0%
EDUCATION & TRAINING & CERT	2,614	1,175	7,315	11,300	11,300	11,000	11,000	11,000	-2.7%
FOOD PROVISIONS	94	19	0	0	0	500	500	500	100.0%
MAINT. & REPAIRS OF FIRE HYD	293,202	34,273	62,096	90,000	90,000	20,000	0	0	-100.0%
MAINT. OF MACHINERY & EQUIP	859	281	81	0	0	0	0	0	0.0%
OFFICE SUPPLIES	0	1,790	434	1,200	1,200	750	750	750	-37.5%
POSTAGE	0	0	12	100	100	250	250	250	150.0%
PRINTING CHARGES	627	237	1,121	1,200	1,200	1,200	1,200	1,200	0.0%
SMALL EQUIP. NONCAP	4,953	6,851	5,366	5,000	5,000	4,300	4,300	4,300	-14.0%
MEMBERSHIPS & SUBSCRIPTIONS	1,853	1,395	2,849	3,000	3,000	3,000	3,000	3,000	0.0%
TRAVEL & TRANSPORTATION	23,871	26,863	0	0	0	0	0	0	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>346,026</b>	<b>87,658</b>	<b>80,125</b>	<b>117,300</b>	<b>117,300</b>	<b>50,900</b>	<b>30,900</b>	<b>30,900</b>	<b>-73.7%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,566,718</b>	<b>1,344,885</b>	<b>1,298,386</b>	<b>1,347,766</b>	<b>1,347,766</b>	<b>1,295,487</b>	<b>1,287,192</b>	<b>1,287,192</b>	<b>-4.5%</b>
<b>NET EFFECT ON UFA GENERAL FUND</b>									
<b>BUDGET</b>	<b>-1,452,203</b>	<b>-1,223,537</b>	<b>-1,178,350</b>	<b>-1,220,742</b>	<b>-1,220,742</b>	<b>-1,165,487</b>	<b>-1,157,192</b>	<b>-1,157,192</b>	<b>-5.2%</b>

# URBAN SEARCH & RESCUE

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## Statement of Purpose and Services Provided

A FEMA Urban Search and Rescue Task Force is teams of individuals comprised mainly of firefighters but includes structural engineers, medical professionals, canine/handler teams and emergency managers with highly specialized training in urban search and rescue environments, and which serve as a resource for disaster response at local, state, federal, and international levels.

Utah Task Force 1 (UT-TF1) is one of 28 Type I, Federal Urban Search & Rescue (US&R) Task Forces in the United States. This program brings a highly trained multi-hazard Task Force that is especially designed to respond to a variety of emergencies/disasters; including earthquakes, hurricanes, tornadoes, floods, terrorist acts and hazardous material releases. Fire department personnel that are task force members receive specialized training and skills that directly benefit Unified Fire Authority (UFA).

The task force has been directly responsible for providing the required structural collapse technician training that *all* of UFA's heavy rescue specialists must have to be considered Heavy Rescue Technicians. Most recently UT-TF1 has been partnering with the Swift Water team to increase the water rescue capability of UFA. This will greatly increase the number and expertise of swift water technicians on the department.

## Division Manager Budget Message

Unified Fire Authority is the primary entity or "Sponsoring Agency" (SA) that has executed a Memorandum of Agreement (MOA) with DHS/FEMA to organize and administer a Task Force. The State of Utah and FEMA Region VIII are also part of this agreement.

Salt Lake City Fire Department and Park City Fire District are support agencies or "Participating Agencies", which means they have executed an agreement with UFA to participate in the National US&R Response program. These agencies receive no direct funding.

The UT-TF1 primary budget is an appropriation from Congress for direct task force support (task force support staff, equipment, maintenance, and training). Utah Task Force 1/Unified Fire Authority receives its funding in the form of a Cooperative Agreement Grant. This agreement is a legal instrument between the Department of Homeland Security (DHS)/FEMA and the UFA/UT-TF1 that provides funds to accomplish the public purpose and participates in substantial Federal involvement during the performance of the National US&R System.

Utah Task Force 1 is a 501(c)3 Non-Profit organization within the Sponsoring Agency and is managed overall by senior leadership from the Sponsoring and Participating Agencies. These members make up an Executive Board of four senior leaders from the UFA and two from Salt Lake City Fire Department. The reason for the non-profit is to enable decreased labor costs and additional funding support where allowed.

UT-TF1 performs the day-to-day management of Task Force using a Statement of Work; this annual federal document outlines and defines UT-TF1 activities, task force management, deliverables and timelines for the team within the National US&R System.

# URBAN SEARCH & RESCUE

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When Alerted or deployed, UT-TF1 receives its funding via a "Response Agreement". This agreement between DHS/FEMA and the Task Force/UFA are specific to reimbursement of allowable expenditures incurred by the Sponsoring Agency because of an Alert or Activation. Use of the Task Force at the Federal or State level shall not cost the Sponsoring or Participating Agencies any money.

The Task Force reimburses UFA annually approximately \$105,000 (\$7,908 for monthly rent & \$12,000 for shared utilities) from the Federal Cooperative Agreement Grant for hard costs for the warehouse/office leased space and utilities.

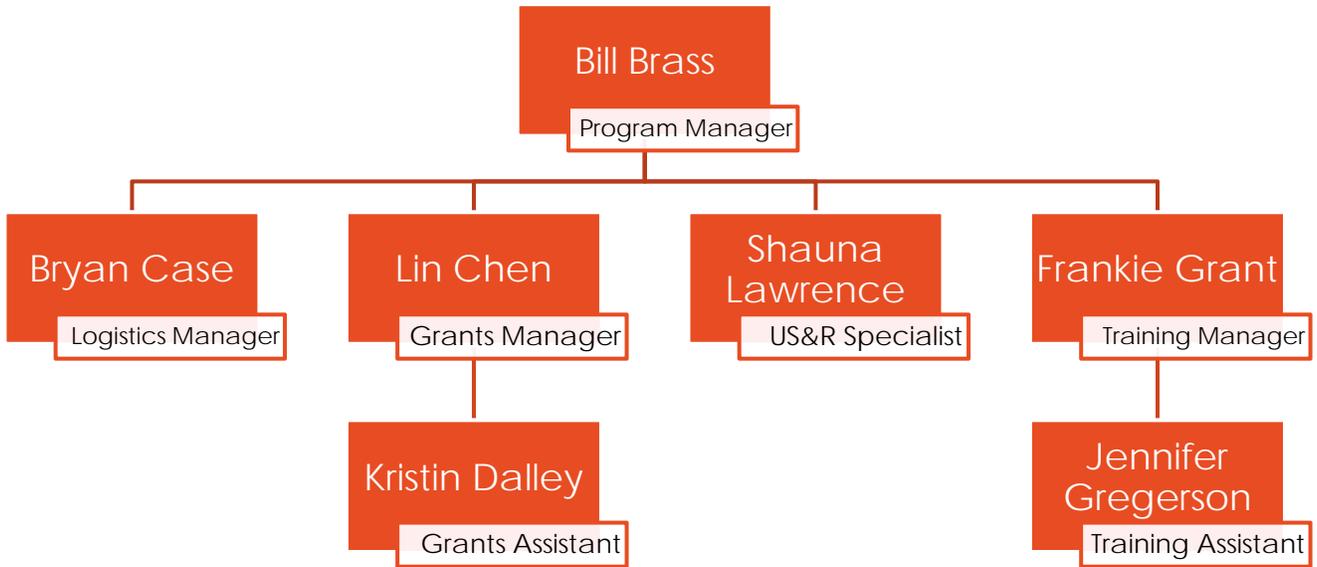
Unified Fire Authority (SA) absorbs many day-to-day soft costs associated with the Task Force. This is not a unique situation exclusive to UFA; all 28 task forces in the system contribute in some manner to the program through these so-called soft costs. The Fire Chief and Assistant Chief are members of the executive board and support annual task force budgeting activities. The Senior Accountant performs finance oversight as the Sponsoring Agency, specifically for monthly reconciliation of the task force billing, annual tax filing assistance, and quarterly report submissions. Logistics provides warehouse facility maintenance and fleet provides fuel and maintenance of two vehicles for use by task force leadership. In return for these "soft costs" the task force provides valuable training and experience. The Emergency Management Division and the Heavy Rescue program have greatly benefited over the years from the training and major disaster response and recovery operations provided by the US&R program. Members receive leadership experience, budgeting experience, logistics management, medical training Haz-Mat training, water rescue training, communications training, all critical elements of UFA and all provided at little expense to UFA.

One significant change for the fiscal year 2018/19 is the proposal to replace the current US&R Program Manager position with a Special Operations Division Chief. The Special Operations Chief would have program responsibilities over US&R, Heavy Rescue, Hazardous Materials and Water Rescue. The newly created Special Operations Division would ultimately be responsible for all aspects of management related to those disciplines. Funding for the position would come primarily from the FEMA grant as the majority of responsibility would still be directed towards the US&R program. UT-TF1 would continue to pay the equivalent salary and benefits of a Captain for the position. Additional salary and benefits associated with the position of Division Chief would be funded by Unified Fire Authority (\$22,090).

UT-TF1 is also requesting partial restoration of additional funds to support expenses outside of those budgeted for within UT-TF1's Cooperative Agreement. UT-TF1 is requesting \$10,000 in FY 2018/19. These funds provide a means by which UT-TF1 can expand its ability to train personnel or purchase equipment and supplies to support the task force. Historically, UFA provided \$50,000 annually as the sponsoring agency to support the task force. In FY2017-2018, this was cut from UFA's budget.

# URBAN SEARCH & RESCUE

## Organizational Structure



## Staffing (FTEs)



# URBAN SEARCH & RESCUE

## Performance Measures

- Establish effective leadership and broaden the responsibilities of the UT-TF1 Program Manager, to include oversight of the special operations functions of UFA, by upgrading the current Captain level leadership to that of Division Chief.
- Upon request by FEMA US&R Branch or State of Utah request for disaster assistance UFA, on behalf of UT-TF1, accept or reject an activation order within one hour of notification.
- Upon acceptance of an activation order, UT-TF1 will ready itself for deployment in no more than four hours for a Type III deployment and six hours for a Type I deployment.
- UT-TF1 will be self-sustaining for a minimum of 72 hours upon arrival at the mobilization location with the capability to extend that time frame when needed.
- Simultaneously deploy a Type I and Type III team supported by a Type I cache.
- Submit all deployment personnel costs (salary, benefits, overtime and backfill) reimbursement requests to FEMA US&R Branch within forty five (45) days of return to home base from a deployment.
- Submit complete reimbursement request for all associated deployment expenses within ninety (90) days of return to home base from a deployment.
- Complete and submit the FY2018/2019 Cooperative Agreement Grant request on time, to ensure continued funding for the program.
- Ensure reporting and regulatory requirements are met for any/all awards received from the State or FEMA US&R Branch.
- Complete annual Readiness Assessment Program (RAP)\* documentation as required by FEMA US&R Branch. (Note: The annual RAP process is a program management tool developed to assist the System's 28 task forces and the US&R Branch with analyzing capability and improving the System.)

	2014	2015	2016	2017	2018*
Compliment of Rostered Members	195	207	225	186	195
Compliment of Trained Members	194	196	212	178	195
Compliment of Deployable Members	173	187	185	159	188

\*Note: We are currently recruiting for new members; our 2018/19 goal is to have 195 members. We are allowed a maximum of 210 rostered members which is our ultimate goal.

	2014	2015	2016	2017	2018*
Number of deployable Live Find Canine Teams	9	7	8	10	11
Number of deployable Human Remains Canine Teams	2	1	1	1	2

\*Note: We would like to have 1 additional of type of canine team certified in 2018/2019. These teams are called upon to assist local law enforcement agencies in locating lost victims.

	2014	2016	2019*
Rescue Specialists Trained	84	85	85

\*Note: We will be holding a Rescue Specialist Structural Collapse Specialist course sometime in 2019. UFA Heavy Rescue technicians receive their required Structural Collapse Specialist certification through US&R at no expense to UFA. UT-TF1 has trained nearly all of the Heavy Rescue Specialists on Salt Lake City Fire Department as well as Unified Fire Authority in the last decade. These trainings are offered every 18-24 months, as funding allows.

# URBAN SEARCH & RESCUE

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## FY2017-2018 Accomplishments

### Administrative

- Staffing changes
  - Addition of a full time US&R Program Specialist
  - Reinstatement of a fulltime Logistics Manager/Captain
- Successful submission of FY2017 FEMA Cooperative Agreement Grant
- Successful submit for two additional rounds of funding to upgrade communications capabilities
- Completion of annual Member Readiness Event involving all members

### Training

- *Hosted* AFMAN/IATA for Logistics Specialists & Logistics Team Managers (February 2017)
- *Hosted* Hazmat Specialist Course to fulfill new requirements for Hazmat Specialists/Managers (February 2017)
- Sent eight members to the Inland Search and Rescue Course taught by the coast guard (March 2017)
- Two new Canine Teams were certified (March 2017)
- Sent five canine handlers and one search team manager to canine search specialist course (March 2017)
- Three task force members were sent to the 80 hour Structural Collapse Specialist Course (March 2017)
- Four canine teams were recertified (March 2017 & November 2017)
- *Hosted* FEMA Plans Team Training (April 2017)
- *Hosted* FEMA Task Force Representatives Meeting (April 2017)
- Sent canine handler to K9 tactical first aid course (May 2017)
- Sent three Medical Specialists to Medical Special Operations Conference (MSOC) in New York (May 2017)
- Attended Mass Casualty Drill at the State EOC (August 2017)
- Sent two task force members to Heavy Equipment Rigging Specialist Course (October 2017)
- *Hosted* Task Force Leader Course (November 2017)
- Developed a new water rescue training program, implemented January 2018
- Trained 30 Boat Operators on the new Inflatable Rescue Boats (December 2017)

### Deployments

Hurricane Harvey – Houston, TX

UT-TF1 was activated 2030 hours on August 24, 2017. The task force mobilized a fleet of 15 vehicles and traveled for 27 hours and 1,316 miles. We deployed 47 personnel with a Type I cache (approx. 50,000lbs of equipment), two ATVs and six boats with operational emphasis on water rescue. We spent seven days in theater with 344 persons evacuated/rescued by UT-TF1 (over 5,600 rescued by all FEMA US&R Task Forces) heavily contaminated environments with dynamic water conditions over a large area of responsibility.

Hurricanes Harvey/Irma/Maria/Nate – Texas, Florida and Costa Rica

Deployed team members as part of the FEMA Incident Support Teams (IST) to provide overall management of Task Force assets that were positioned and working within and around the State of Florida and Costa Rica during the 2017 hurricane season. UT-TF1 IST members functioned as PIO, Hazmat Technical Specialist, Medical Unit Leader, Plans Deputy Chief, Logistics Deputy Chief, Operations Deputy Chief, and Communications Specialist.

# URBAN SEARCH & RESCUE

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## FY2018-2019 Action Items

1. Upgrade Program Manager from current Captain level leadership to Division Chief by July 2018. (Performance Measure)
2. Increase number of deployable and trained task force members by December 2018. (Outcome 1-O)
3. Open discussions with other agencies for potential task force membership by June 2018. (Outcome 1-O)
4. Increase the number of Live Find and Human Remains capable canine teams by December 2018. (Outcome 1-O)
5. Conduct Full-scale Exercise for at least 100 members of the task force in 2018. Exercise all phases of the five mobilization modules for measurement of task force abilities and to identify areas of improvement by September 2018. (Outcome 1-T)
6. Provide task force leaders with specific areas of responsibility within the task force to develop and manage in order to increase program awareness of critical task force needs by March 2018. (Outcome 4-A)
7. Update the task force 3 year strategic plan and plan purchases for the FY 17 grant funds accordingly by March 2018. (Outcome 1-G)
8. Identify additional funding sources (i.e. grants) for which UT-TF1 will qualify by December 2018. (Outcome 1-J)
9. Seek out other training and exercise partnerships within Department of Defense (DoD) communities by October 2018. (Outcome 1-T)
10. Review all current Agreements and MOU's and update as necessary by July 2018. (Outcome 1-T)
11. Assess current capability of UT-TF1 training facilities against future needs by January of each year and incorporate into annual budget process for UFA. (Outcome 1-T)
12. Conduct Rescue Specialists Structural Collapse Specialists course by October 2019. (Outcome 1-T)

## Budget Detail

### Revenue

#### **Reimbursement for warehouse costs \$12,000**

UT-TF1 leases approximately 19,000 square feet of warehouse and office space in UFA's warehouse facility and entered into a reimbursement agreement with UFA for its share of various costs, such as warehouse storage, office space, office equipment, and utilities.

#### **Reimbursement for Personnel costs \$545,900**

UT-TF1 reimburses UFA for salaries and benefits for staff performing task force daily operations, including 100% of four full-time allocations and two part-time allocations, as well as the majority of the cost for its Program Manager/Special Ops District Chief.

# URBAN SEARCH & RESCUE

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## **Reimbursement for Deployment-Related costs**

Utah Task Force 1, through Unified Fire Authority as the Sponsoring Agency, receives its funding from a Preparedness Cooperative Agreement. Each year Congress appropriates approximately \$38 million dollars towards the FEMA US&R program of which approximately \$1.2 million dollars is directed to each of the 28 Urban Search and Rescue teams which includes UT-TF1.

The Cooperative Agreements are an appropriation from Congress to assist the US&R Response System resources to be prepared for mission response and provide qualified personnel in support of Emergency Support Function-9 (ESF-9) activities under the National Incident Management System (NIMS) and the National Response Framework (NRF). UT-TF1 reimburses UFA from the Cooperative Agreement funds for UFA incurred expenses on behalf of the task force that include: employee salaries and benefits, backfill for UT-TF1 training activities, warehouse and office leased space, warehouse and office maintenance and utility expenses.

When UT-TF1 is deployed, as part of an emergency declaration under the Stafford Act, all deployment related expenses are reimbursed by means of a Response Cooperative Agreement. These expenses include all deployed member salaries, overtime, mobilization and demobilization support personnel, and all related backfill. FEMA also reimburses all deployment related expenses such as food, fuel, equipment and supplies, etc. It is the policy of FEMA that all verified deployment costs incurred by the Sponsoring Agency (UFA) are reimbursable. Seventy five percent (75%) of all personnel costs are reimbursed within ninety (90) days of the return of the task force to the home base. Final reimbursement for the remainder of personnel costs and all other expenses related to the deployment are usually completed in 4 to 6 months from the date of return.

## **Personnel**

### **Full-time Logistics Manager and Program Specialist \$165,922**

At the November UFA Board meeting, the Board approved two new positions for the US&R program that were budgeted for and fully funded in the US&R FY17/18 Preparedness Cooperative Agreement. These positions include a full-time Captain P-23, annual salary and benefits of \$119,265, to be the Logistics Manager for the task force and a full-time USAR Program Specialist G-17, annual salary and benefits of \$46,657, to act as the support person to all of the management positions of the task force and provide assistance to the Task Force Leaders when requested. The USAR Program Specialist position was previously funded as a part-time staff position at \$25,046 for salary and benefits.

### **Upgrade Program Manager to District Chief pay \$22,090**

UFA is proposing an expansion of the duties of the US&R Program Manager to include oversight of the Special Operations functions of the fire department. This would include the Hazardous Materials program, the Heavy Rescue Program and the Water Rescue Program. This is a common consolidation of programs throughout many of the larger fire departments across the nation.

US&R currently funds a Program Manager at the salary and benefits equivalent to the rank of captain on the fire department. We are proposing the position be funded one pay grade above

# URBAN SEARCH & RESCUE

Battalion Chief, to allow for the authority that the position would require when dealing with the Battalion Chiefs who currently act as program managers for the previously named disciplines.

	<b>Captain</b>	<b>Special Ops Chief</b>	<b>Difference</b>
Salary	\$82,238	*\$99,441	\$17,203
Benefits	40,338	45,225	4,887
Total	\$122,576	\$144,665	\$22,090

\* Includes 50 hours Overtime

General duties statement:

The Special Operations Division Chief is responsible for managing the Special Operations disciplines of UFA that include: Urban Search and Rescue (US&R), Hazardous Materials (Haz Mat), Technical Rescue (Heavy Rescue), Swift Water and Dive Team response (Water Rescue). The Special Operations Division Chief participates in planning, developing policy, and resolving departmental problems and issues within the department as a whole and their area of assignment; is responsible for fiscal management; and represent the Fire Chief and UFA in various situations. The Special Operations Division Chief assists in planning, directing and reviewing the activities of personnel trained for urban search and rescue, hazardous material response, and water rescue activities. The Special Operations Division Chief will assist in coordinating assigned activities with other UFA divisions and outside agencies, and provide support of these disciplines in the form of overall management within UFA. This position exercises direct supervision over sworn, technical and clerical staff. This position performs related duties as required.

## Capital Outlay

None

## Non-Personnel Detail by Account

<b>Account</b>	<b>Description</b>	<b>Account Total</b>
<b>10-87-350</b>	<b>PROFESSIONAL FEES</b>	<b>\$10,000</b>
	UFA has contributed funds in the past to the task force to assist with expenses that are not normally covered by the grant. This year we are asking that a smaller portion be considered that will be used towards similar expenses as well as to assist the expense of conducting a full scale exercise in September 2018. UT-TF1 has been amassing funds for three years from cooperative agreement funds to conduct this exercise and we estimate a shortfall in what we have gathered thus far to conduct the exercise.	
<b>10-87-800</b>	<b>REIMBURSEMENTS DUE TO UFA</b>	<b>\$12,000</b>
	Utilities for USAR portion of warehouse (24%)	

**USAR**

	ACTUAL FY14-15 USAR 87	ACTUAL FY15-16 USAR 87	ACTUAL FY16-17 USAR 87	ADOPTED FY17-18 USAR 87	FINAL FY17-18 USAR 87	PROPOSED FY18-19 USAR 87	TENTATIVE FY18-19 USAR 87	ADOPTED FY18-19 USAR 87	% INCREASE FY18 to FY19 BUDGET
<b>REVENUE</b>									
USAR REIMBURSEMENTS	381,109	513,425	468,073	400,172	1,070,785	557,900	563,617	563,617	40.8%
USAR REIMBURSEMENTS - DEPLOYMENT	0	0	0	0	0	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>381,109</b>	<b>513,425</b>	<b>468,073</b>	<b>400,172</b>	<b>1,070,785</b>	<b>557,900</b>	<b>563,617</b>	<b>563,617</b>	<b>40.8%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	249,857	290,122	289,095	262,956	327,956	400,080	403,842	403,842	53.6%
OVERTIME	16,512	13,668	29,227	15,000	15,000	9,800	9,800	9,800	-34.7%
BENEFITS	87,641	100,283	98,987	114,206	136,306	147,682	149,573	149,573	31.0%
WORKERS COMP	4,980	5,505	6,005	6,330	7,580	7,908	7,972	7,972	25.9%
UNIFORM ALLOWANCE	1,521	1,935	1,890	1,680	2,170	2,520	2,520	2,520	50.0%
SALARIES - DEPLOYMENT	0	0	0	0	91,875	0	0	0	0.0%
OVERTIME - DEPLOYMENT	0	0	0	0	437,898	0	0	0	0.0%
BENEFITS - DEPLOYMENT	0	0	0	0	52,000	0	0	0	0.0%
VAC/SICK PAYOUTS	15,851	0	0	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>376,362</b>	<b>411,512</b>	<b>425,203</b>	<b>400,172</b>	<b>1,070,785</b>	<b>567,990</b>	<b>573,707</b>	<b>573,707</b>	<b>43.4%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
PROFESSIONAL FEES	50,000	50,000	50,000	0	0	10,000	10,000	10,000	100.0%
REIMBURSEMENT DUE TO UFA	0	0	0	0	0	12,000	12,000	12,000	100.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>100.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>426,362</b>	<b>461,512</b>	<b>475,203</b>	<b>400,172</b>	<b>1,070,785</b>	<b>589,990</b>	<b>595,707</b>	<b>595,707</b>	<b>48.9%</b>
<b>NET EFFECT ON UFA GENERAL FUND BUDGET</b>	<b>-45,253</b>	<b>51,913</b>	<b>-7,130</b>	<b>0</b>	<b>0</b>	<b>-32,090</b>	<b>-32,090</b>	<b>-32,090</b>	<b>100.0%</b>

# EMERGENCY MANAGEMENT

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## Statement of Purpose and Services Provided

Salt Lake County Bureau of Emergency Management serves our citizens by directing and coordinating resources for disaster and emergencies through mitigation, prevention, preparation, response and recovery.

Emergency management is one of the functions that is required by state statute for counties to provide to their citizens. When Unified Fire Authority came into being in July 2004 part of the inter-local that formed UFA specified that the emergency management function within Salt Lake County (SL Co) would be the responsibility of UFA. As a result, UFA functions as an agent of Salt Lake County providing the emergency management function for the approximately 1.2 million citizens and visitors within the 18 cities and towns, 5 metro townships and unincorporated areas that comprise Salt Lake County. This service is provided within the framework of five "pillars" that constitute the core functions of emergency management. These five pillars are mitigation, prevention, preparation, response and recovery.

Below is a sample of the services provided by Emergency Management (EM):

- Preparation, execution, maintenance and oversight of Emergency Operations Plan
- Preparation, execution, maintenance and oversight of Multi-Hazard Mitigation Plan
- Preparation, execution, maintenance and oversight of Emergency Communications Plan
- Oversight of Salt Lake County Local Emergency Planning Committee
- Maintenance of SLCo NIMS training records
- Basic and advanced Emergency Support Function (ESF) training to designated SLCo employees
- Operations and maintenance of the SLCo Emergency Coordination Center (ECC)
- Operations and maintenance of the SLCo Joint Information Center (JIC)
- Grant administration and support for relevant state and federal grant programs
- Backup and support of State of Utah Division of Emergency Management
- SLCo Policy Group guidance during incidents/disasters
- County wide direction for Schools Aid Families in Emergencies (S.A.F.E.) Neighborhoods program
- Planning and execution of federally required exercises
- Coordination and distribution of information from the State Intelligence Analysis Center

## Division Manager Budget Message

The Salt Lake County Division of Emergency Management (SLCo EM) is a division that is unique to Unified Fire Authority and falls under a 50-year agreement that was created between Salt Lake County Government and Unified Fire Authority's charter document in 2004. As a result all the funding for this Division comes directly from Salt Lake County.

In order to more easily manage the budget due to the difference between Unified Fire Authority's fiscal year and Salt Lake County's calendar year budget cycles, Unified Fire Authority invoices Salt Lake County twice a year. These invoices are sent to Salt Lake County in July and January, each being for half of the annual budget amount for the division.

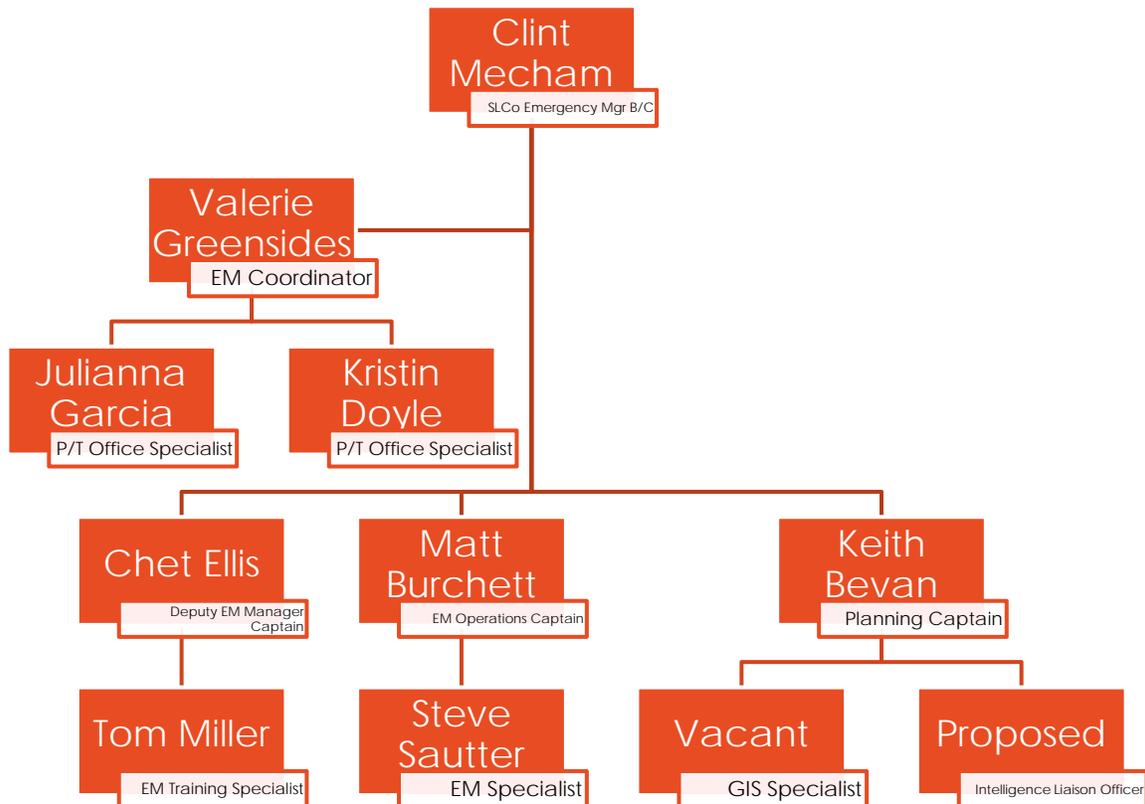
For fiscal year 2018-2019 Emergency Management is proposing increasing current staffing, to include an Intelligence Liaison Officer. This position would perform a full range of pre- and post-incident emergency management, homeland security and liaison functions. These functions would serve to

# EMERGENCY MANAGEMENT

bridge organizations such as the Salt Lake Intelligence Center (SLIC), Unified Police Intelligence Center (UPIC), the Statewide Intelligence Analysis Center (SIAC), and the Joint Terrorism Task Force (JTTF). The emphasis would be on bringing together the efforts of all of these intelligence organizations at a local level and providing a multi-discipline, multi-jurisdiction interface for receiving and distributing intelligence pertinent to public safety. This position would also serve as an interface for collecting and passing along information from multi-discipline sources to the organizations above for further evaluation and analysis.

This new position combined with the traditional maintaining of mission readiness of the Salt Lake County Emergency Coordination Center, overseeing the Salt Lake County Community Emergency Response Team Program Committee and a myriad of other programs, plans and committees ensures a fast paced operations and planning tempo for the Emergency Management Division for 2018-2019.

## Organizational Structure



## Staffing (FTEs)

Sworn  
6

Civilian  
3

Part-Time  
2

# EMERGENCY MANAGEMENT

## Performance Measures

- Respond to 100% of Salt Lake County Emergency Coordination Center within 60 minutes.
- Fill 90% of resource requests within 3 hours.
- Deploy 90% of out of state resource requests within 12 hours, i.e. Emergency Management Assistance Compact (EMAC).
- Coordinate completion of 100% of out of state reimbursement packages within 60 days of completion of deployment.
- Provide a minimum of four tabletop or functional exercises for Salt Lake County Government personnel.
- Continue coordination with the State of Utah with development of plans and procedures (i.e. EMAC, Incident Management Team (IMT), concept of operations, pre-designated staging locations).

Performance Measures	2015 Actual	2016 Actual	2017 Actual	2018 Projected
Number of Activations	10	21	13	12
Training Hours Delivered	3,042	4,078	4,872	5,000
Training Hours Received (Staff)	820	1,740	1,920	2,000
Exercises Delivered	5	5	6	8
Exercises Participated In	2	2	3	3
Liaison Hours	180	200	220	250
Accreditations Received	0	4	2	1
Average Recall Time of Staff	1 hr. 20 min	1 hr. 5 min	50 min	60 min

## FY2017-2018 Accomplishments

- May 18, 2017 – Gas leak in Holladay City with over 100 apartments evacuated
- June 7, 2017 – Multiple fires along the Bacchus Highway
- June 8, 2017 – Copperton Command Fire on Hexcel property (West Valley City)
- July 19, 2017 – City Creek Fire, in Salt Lake City
- July 26, 2017 – Salt Lake City flooding, aspects of which were activated until August 4, 2017
- July 28, 2017 – Draper Fire in Corner Canyon
- August 3, 2017 – Tour of Utah and Salt Lake County Fair
- August 24, 2017 – Plane crash and subsequent commercial fire in West Jordan City
- August 25-September 4, 2017 – Utah Task Force 1 Home Based Support
- October 13-20, 2017 – EMAC Deployment Home Based Support for California Wildfires
- December 4, 2017 – Presidential visit to Utah
- December 6-22, 2017 – EMAC Deployment Home Based Support for California Wildfires
- Great Utah Shakeout 2017 – Level 1 activation in conjunction with IMT full-scale exercise
- Hell on Wheels – Multiple day, multiple county reunification full scale exercise
- American Red Cross National Mass Care Exercise – multiple day exercise at a national level
- Utah Water Exercise – multiple discipline functional exercise dealing with water emergencies
- Delivered 4,872 training hours to SLCo government and local government employees
- Completed deployment of SAFE Neighborhoods JIT kits to all 164 public elementary schools

# EMERGENCY MANAGEMENT

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## FY2018-2019 Action Items

1. Provide successful oversight of Combine Coordinated Terrorist Attack (CCTA) grant for thru performance period ending in 2020. (Performance Measure - Addition of Intelligence Specialist (full-time position) – Approved July 2018, in place September 2018)
2. Prove for memorialization and maintenance of emergency management processes, procedures and plans. (Performance Measure - Addition of Planning Specialist (full-time position) – Approved January 2019, in place March 2019)
3. Reclassification/increase of Special Projects Coordinator – July 2018 (Outcome 6-A)
4. Increase in part-time salaries for retention purposes – December 2018 (Outcome 6-A)
5. Continue countywide C.E.R.T. committee and train-the-trainer program – Two train-the-trainer courses and one Program Manager course annually. (Outcome 5-G)
6. Establish basic expectations & job descriptions for SLCo government employees by January 2019 (Outcome 5-D, 5-F)
7. Continue & expand training and exercise on SLCo valley divisions (branches) – Ongoing (Outcome 1-V)
8. Continue to expand S.A.F.E. in public awareness and education and exercises – First advertising campaign implemented by August 2018 - Ongoing (Outcome 5-J, 5-L)
9. Process identification and memorialization (i.e. declaration, notification, communication) by June 2019 (Outcome 3-E)
10. Facilities development and optimization (i.e. perimeter fence, Ops Room redo, big screen, communications equipment) by June 2019 (Performance Measure – Works in conjunction with Outcome 2-C but deals with shorter lifespan systems with the ECC that are still capital systems)
11. Completion of initial onboarding of Intterra program by December 2018 (Outcome 1-P)
12. E.M.A.P. accreditation attained by June 2019 (Outcome 4-A, 1-L)
13. IMT development and expansion (i.e. participating agencies, budget line item GL, T&E) – Two exercises and participating agency agreements by December 2018 (Outcome 1-V)
14. Continuation of CCTA program – Ongoing, end of grant performance period in 2020
15. Plan development, review, testing and training (i.e. mitigation, CCTA) – Ongoing, update of Mitigation Plan by December 2018 Outcome 5-D)

# EMERGENCY MANAGEMENT

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## Budget Detail

### Revenue

#### **Salt Lake County Fees \$2,186,457**

The Emergency Management Division and program are wholly funded through Salt Lake County government. This includes funding for staff, equipment and programs. In the role of emergency management UFA assumes the role as an agent of Salt Lake County in order to perform this specific function. Each fiscal year Salt Lake County pays a specified amount to UFA to fulfil the county-wide emergency management function. UFA operates on a fiscal year and Salt Lake County operates on a calendar year. Therefore, in order to keep the budget cycles aligned, twice a year (in January and July) an invoice is submitted to Salt Lake County from UFA for half of the specified funds. UFA submits its annual budget request for emergency management through the standard Salt Lake County budget process including mid-year adjustments if necessary. Capital improvements for the Salt Lake County Emergency Coordination Center are also made through the standard Salt Lake County capital improvement request process.

#### **Emergency Management Performance (EMPG) Grant \$100,000**

Every year Salt Lake County Emergency Management qualifies for and applies for the federal Emergency Management Performance Grant (EMPG). There are two sub-programs of this grant program. One is competitive projects and the second is for salary reimbursement. Emergency Management qualifies for the highest level allowed by the State of Utah for salary reimbursement. These funds are collected at the rate of \$25,000 per quarter and can be used to reimburse up to 50% of salary for full-time emergency management salaries. Currently these funds partially reimburse the salaries for the Division Chief (Battalion Chief Clint Mecham) and the Deputy Emergency Manager (Captain Chet Ellis).

#### **Complex Coordinated Terrorist Attack (CCTA) Grant \$472,901**

Late in 2017 UFA was one of 29 entities across the country selected for an award during the inaugural year of this grant program. This program has a three year performance period. The main purpose of this grant program is to develop a threat specific annex to the Salt Lake County Emergency Operations Plan (EOP). Included in the development of the planning is training and exercising of the new plan and various programs to contribute prevention and response. These measures include development and delivery of training of a suspicious activity reporting (SAR) program for first responders, a community awareness program (CAP) for citizens, rescue task force (RTF) training for first responders and tactical emergency critical care (TECC) for first responders and citizens. FY18-19 funding includes:

- \$17,000 Management and Administration - 5% of the total award to be put towards management and administration of the grant. This is reflective of one-third of the total allowed for management and administration.
- \$415,901 Salary, Overtime and Benefits – the proposed Intelligence Specialist will oversee the CCTA grant and its various program throughout the remainder of the performance period of the grant. Salary, overtime and benefits for this position are reflected here. In addition, overtime for those personnel involved in the delivery and of training and participation in exercises for the above mentioned programs is included.
- \$40,000 Supplies and Services – this includes materials and conference support of the CCTA grant program.

# EMERGENCY MANAGEMENT

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## **Utilities Payment from Unified Police Department Dispatch \$55,000**

Under the current scheme for utilities payment for the Salt Lake County Emergency Coordination Center (ECC) the three entities (UFA, UPD and Emergency Management) occupying space pay a percentage of the utilities based on the percentage of the building they occupy. UPD Dispatch occupies approximately 18% of the ECC. This revenue is reflective of 18% of the annual utilities.

## Personnel

### **Intelligence Specialist – \$102,901** (\$69,186 salary/\$33,715 benefits)

The Intelligence Specialist would perform a full range of professional Emergency Management, Planning and Homeland Security functions. Including managing the Complex Coordinated Terrorist Attack (CCTA) grant. This grant program will establish a threat specific plan annex to the Salt Lake County Emergency Operations Plan. Establishment of a Suspicious Activity Reporting (SAR) program and associated training programs. Other duties include the pre- and post-incident intelligence and liaison functions bridging the Salt Lake Intelligence Center (SLIC), Unified Police Intelligence Center (UPIC), the Statewide Intelligence Analysis Center across (SIAC), and the Joint Terrorism Task Force (JTTF). The Intelligence Specialist will assist in pre- and post-incident planning, development and maintenance of Salt Lake County Threat and Hazard Identification and Risk Analysis (THIRA), Hazard Identification and Risk Analysis (HIRA), Critical Infrastructure and Key Resources (CIKR), and Regional Resiliency Assessment Program (RRAP). Also included are municipal liaison, policy development and implementation, and special projects duties. This position would be funded for the first two years through the CCTA grant. After this period funding would be provided by transfer of operations funds to personnel.

## Capital Outlay

### **Crestron Switch Upgrade – \$100,000**

The current information distribution system, which is eight years old, has thirty-two inputs and thirty-two outputs. We have reached used all of the current outputs. With the addition of new monitors in the new Plans Room and other monitors throughout the building and upgrade to the next level of switch is required. This will provide for sixty-four inputs and sixty four outputs giving ample room for projected growth.

# EMERGENCY MANAGEMENT

## Non-Personnel Detail by Account

Account	Description		Account Total
40-40-215	<b>BOOKS &amp; PUBLICATIONS</b>		\$1,000
	Published hardcopy support and regulatory materials		
40-40-219	<b>CLOTHING PROVISIONS</b>		\$15,000
	Attire for uniformed positions in Emergency Management division including EM specific uniforms and clothing items		
40-40-220	<b>COMMUNICATIONS EQUIPMENT, NONCAP</b>		\$36,300
	General upkeep and replacement of cell phones, radios and other communications devices	\$2,000	
	PROJECT: New radio equipment and radio dispatch consoles in Operations Room	\$5,000	
	PROJECT: Completion of call down system in new JIC	\$29,300	
40-40-222	<b>COMMUNITY OUTREACH</b>		\$15,000
	Acquisition of educational and advertising materials for community events and fairs	\$5,000	
	PROJECT: CERT support materials for course delivery (i.e. new burn pans)	\$10,000	
40-40-225	<b>COMPUTER COMPONENTS</b>		\$40,000
	Standard periodic replacement of staff and ECC computer equipment		
40-40-230	<b>COMPUTER LINES</b>		\$24,500
	Upkeep and subscription costs for 10% of data lines for ECC		
40-40-235	<b>COMPUTER SOFTWARE &lt;\$5000</b>		\$5,000
	Upgrade to Visix software		
40-40-237	<b>CONTRIBUTION TO FIRE OPS</b>		\$125,000
	Fee for UFA services/overhead on behalf of EM. Includes 25% Section Chief, Finance, Human Resources, and Legal support		
40-40-250	<b>EDUCATION, TRAINING &amp; CERTIFICATIONS</b>		\$32,000
	Annual maintenance of professional organization memberships, training opportunities and certifications, and annual SLCo emergency management and recovery conference		
40-40-251	<b>ECC ACTIVATION RELATED</b>		\$25,000
	Funds reserved for initial attack phase of an incident requiring SLCo ECC support		

# EMERGENCY MANAGEMENT

Account	Description		Account Total
40-40-255	<b>FACILITIES MANAGEMENT</b>		<b>\$10,000</b>
	Funds for general maintenance of ECC not covered in basic lease agreement		
40-40-260	<b>FOOD PROVISIONS</b>		<b>\$25,000</b>
	Funds for providing food to staff, ESF's and others during ECC activations, training and exercises, and other division activities	15,000	
	CERT Train-the-Trainer class	5,000	
	SAFE training	5,000	
40-40-265	<b>GASOLINE, DIESEL, OIL &amp; GREASE</b>		<b>\$25,000</b>
	Funds for staff vehicle full and periodic maintenance for daily and emergency activities		
40-40-266	<b>GRANT EXPENDITURES</b>		<b>\$1,500</b>
	PROJECT: FY16 SHSP grant to help pay ICS course instructor fees		
40-40-268	<b>GRANT EXPENDITURES - CCTA</b>		<b>\$40,000</b>
	PROJECT: Materials and conference support of FY17 CCTA grant program		
40-40-270	<b>HEAT &amp; FUEL</b>		<b>\$25,000</b>
	Annual utility costs for EM portion (40%) of ECC facility, 18% offset by UPD reimbursement		
40-40-275	<b>IDENTIFICATION SUPPLIES</b>		<b>\$1,000</b>
	PROJECT: CERT credentialing materials		
40-40-280	<b>JANITORIAL SUPPLIES &amp; SERVICE</b>		<b>\$35,000</b>
	40% of janitorial services contract for ECC facility, cleaning supplies		
40-40-295	<b>LIGHT &amp; POWER</b>		<b>\$70,000</b>
	Annual utility costs for EM portion (40%) of ECC facility, 18% offset by UPD reimbursement		
40-40-305	<b>MAINTENANCE OF MACHINERY &amp; EQUIPMENT</b>		<b>\$1,000</b>
	Funds for general maintenance of machinery in ECC not covered in basic lease agreement		
40-40-315	<b>MAINTENANCE OF BUILDINGS &amp; GROUNDS</b>		<b>\$75,000</b>
	Maintenance of landscaping services contract for ECC facility	\$30,000	
	PROJECT: Landscape improvements around trees and ground cover	\$25,000	
	PROJECT: Improved security system & landscaping	\$20,000	

# EMERGENCY MANAGEMENT

Account	Description		Account Total
<b>40-40-325</b>	<b>MAINTENANCE OF OFFICE EQUIPMENT</b>		<b>\$10,000</b>
	Annual costs for maintaining office equipment and systems in ECC facility	3,000	
	Anticipated maintenance for new Plans room equipment	7,000	
<b>40-40-330</b>	<b>MAINTENANCE OF SOFTWARE</b>		<b>\$96,000</b>
	Annual costs for maintaining various software subscriptions i.e. ERSi, Weather Bug, Adobe, Dropbox, etc.	34,000	
	Intterra software maintenance	62,000	
<b>40-40-340</b>	<b>MISCELLANEOUS RENTAL</b>		<b>\$5,000</b>
	Space rental to support County-wide CERT train-the-trainer and program management courses		
<b>40-40-345</b>	<b>OFFICE SUPPLIES</b>		<b>\$15,000</b>
	Purchase of essential office supplies i.e. copy paper, pens, pencils, staples, etc.		
<b>40-40-350</b>	<b>PROFESSIONAL FEES</b>		<b>\$55,000</b>
	Use of professional services such as designers, graphic artists, web development and advertising to support established EM programs.	20,000	
	Professional instructor fees for CERT train-the-trainer and program management courses	15,000	
	PROJECT: Professional instructor fees for ICS course to support regional IMT	20,000	
<b>40-40-365</b>	<b>POSTAGE</b>		<b>\$100</b>
	Mailings of materials for LEPC and other established EM programs		
<b>40-40-370</b>	<b>PRINTING CHARGES</b>		<b>\$12,000</b>
	Printing of materials for annual reports and public interface events		
<b>40-40-400</b>	<b>SANITATION</b>		<b>\$1,000</b>
	Annual utility cost for (40%) ECC facility, 18% offset by UPD reimbursement		
<b>40-40-410</b>	<b>SMALL EQUIPMENT</b>		<b>\$155,189</b>
	Purchasing and maintenance of small items in support of EM staff and EM facility i.e. 96 hour kits, position specific go kits, etc.	55,189	
	PROJECT: Remodel of Operations Room	100,000	

# EMERGENCY MANAGEMENT

Account	Description		Account Total
<b>40-40-415</b>	<b>MEMBERSHIPS &amp; SUBSCRIPTIONS</b>		<b>\$6,800</b>
	Annual memberships to professional organizations or renewals of subscriptions/access to reference materials, including Cloud data storage and other applications	5,000	
	Media and Social Media monitoring - 50% Media monitoring (split with Information Outreach)	1,800	
<b>40-40-420</b>	<b>TELEPHONE</b>		<b>\$70,000</b>
	Service paid to SLCo for landline phones in ECC facility		
<b>40-40-421</b>	<b>TELEPHONE – CELLULAR</b>		<b>\$25,000</b>
	Cellular phone and data card access for EM staff		
<b>40-40-425</b>	<b>TRAVEL &amp; TRANSPORTATION</b>		<b>\$50,000</b>
	Site visits, including observing exercises (up to 6)	13,000	
	IAEM annual conference (2 attendees)	5,000	
	NIOA annual conference (2 attendees)	6,500	
	ESRi annual conference (1 attendee)	1,500	
	Grant Management certificate courses (9 courses)	18,000	
	EMAP preparation courses (3 attendees)	6,000	
<b>40-40-440</b>	<b>VEHICLE MAINTENANCE</b>		<b>\$10,000</b>
	Support and upkeep of staff and division vehicles and trailers		
<b>40-40-455</b>	<b>WATER &amp; SEWER</b>		<b>\$10,000</b>
	Annual utility cost for (40%) ECC facility, 18% offset by UPD reimbursement		
<b>40-45-100</b>	<b>TRANSFER TO EM CAPITAL REPLACEMENT FUND</b>		<b>\$40,000</b>
	Transfer to EM Capital Replacement Fund for vehicle replacement needs		

EMERGENCY MANAGEMENT									
	ACTUAL FY14-15 ES 40	ACTUAL FY15-16 ES 40	ACTUAL FY16-17 ES 40	ADOPTED FY17-18 ES 40	FINAL FY17-18 ES 40	PROPOSED FY18-19 ES 40	TENTATIVE FY18-19 ES 40	ADOPTED FY18-19 ES 40	% INCREASE FY18 to FY19 BUDGET
<b>PROJECTED BEGINNING FUND BALANCE</b>						987,000	987,000	987,000	
<b>REVENUE</b>									
FEDERAL GRANTS	74,012	137,501	175,665	85,000	96,306	100,000	100,000	100,000	17.6%
FEDERAL GRANTS - CCTA	0	0	0	0	70,000	473,284	474,011	474,011	100.0%
MISC INTERGOVERNMENTAL	0	5,861	55,056	55,000	155,274	55,000	55,000	55,000	0.0%
SALT LAKE COUNTY FEES	1,836,824	1,911,824	2,038,989	2,377,517	2,151,305	2,186,457	2,186,457	2,186,457	-8.0%
SLRIMT REIMBURSEMENTS	0	0	14,420	0	0	0	0	0	0.0%
INTEREST	1,167	197	309	200	200	0	0	0	-100.0%
SALE OF CAPITAL ASSETS	11,295	3,076	0	0	17,500	0	0	0	0.0%
SALE OF MATERIALS	0	0	0	0	0	0	0	0	0.0%
USAR REIMBURSEMENTS	0	0	20,320	0	0	0	0	0	0.0%
MISC REVENUE	0	0	1,581	0	686	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>1,923,298</b>	<b>2,058,459</b>	<b>2,306,339</b>	<b>2,517,717</b>	<b>2,491,271</b>	<b>2,814,741</b>	<b>2,815,468</b>	<b>2,815,468</b>	<b>11.8%</b>
<b>PERSONNEL EXPENDITURES</b>									
SALARIES	654,149	681,790	673,776	813,140	729,640	653,362	658,850	658,850	-19.0%
SALARIES - CCTA	0	0	0	0	0	86,569	87,296	87,296	100.0%
OVERTIME	83,910	63,544	107,437	100,000	129,500	125,000	125,000	125,000	25.0%
OVERTIME - CCTA	0	0	0	0	0	300,000	300,000	300,000	100.0%
BENEFITS	252,148	267,389	268,660	350,920	288,744	258,282	262,463	262,463	-25.2%
BENEFITS - CCTA	0	0	0	0	0	46,715	46,715	46,715	100.0%
WORKERS COMP	13,842	17,764	11,258	25,000	25,000	27,703	27,786	27,786	11.1%
UNIFORM ALLOWANCE	7,003	5,829	5,660	6,582	6,582	6,360	6,360	6,360	-3.4%
VAC/SICK PAYOUTS	1,000	0	36,551	0	0	0	0	0	0.0%
<b>TOTAL PERSONNEL EXPENDITURES</b>	<b>1,012,052</b>	<b>1,036,316</b>	<b>1,103,342</b>	<b>1,295,642</b>	<b>1,179,466</b>	<b>1,503,991</b>	<b>1,514,470</b>	<b>1,514,470</b>	<b>16.9%</b>
<b>NON PERSONNEL EXPENDITURES</b>									
BOOKS & PUBLICATIONS	8,501	420	0	1,000	1,000	1,000	1,000	1,000	0.0%
CLOTHING PROVISIONS	8,156	4,405	6,485	12,000	12,000	15,000	15,000	15,000	25.0%
COMMUNICATION EQUIP NONCAP	11,374	400	24,121	104,000	71,982	36,300	36,300	36,300	-65.1%
COMMUNITY OUTREACH	0	0	6,764	5,000	5,000	15,000	15,000	15,000	200.0%
COMPUTER COMPONENTS	53,432	1,297	44,060	50,000	50,000	40,000	40,000	40,000	-20.0%
COMPUTER LINES	534	5,926	14,135	24,500	24,500	24,500	24,500	24,500	0.0%
COMPUTER SOFTWARE<5000	12,639	3,263	7,966	5,000	5,000	5,000	5,000	5,000	0.0%
EDUCATION & TRAINING & CERT	5,490	1,407	3,139	2,000	2,000	32,000	32,000	32,000	1500.0%
EOC ACTIVATION RELATED	0	0	0	50,000	50,000	25,000	25,000	25,000	-50.0%
FACILITIES MANAGEMENT	213,863	23,735	5,315	10,000	10,000	10,000	10,000	10,000	0.0%
FOOD PROVISIONS	19,390	15,265	13,990	15,000	15,000	25,000	25,000	25,000	66.7%
GASOLINE, DIESEL, OIL & GREASE	20,880	24,163	20,602	25,000	25,000	25,000	25,000	25,000	0.0%
GRANT EXPENDITURES	0	20,000	87,491	3,000	14,306	1,500	1,500	1,500	-50.0%
GRANT EXPENDITURES - CCTA	0	0	0	0	24,000	40,000	40,000	40,000	100.0%
SAFE PROGRAM SUPPLIES (SLCO)	0	0	0	0	100,274	0	0	0	0.0%
HEAT & FUEL	21,462	22,304	9,675	22,000	22,000	25,000	25,000	25,000	13.6%
IDENTIFICATION SUPPLIES	4,371	0	0	10,000	10,000	1,000	1,000	1,000	-90.0%
JANITORIAL SUPP & SERV	33,156	36,029	23,152	27,000	27,000	35,000	35,000	35,000	29.6%
LIABILITY INSURANCE	55,000	20,000	0	0	0	0	0	0	0.0%
LIGHT & POWER	66,195	64,227	60,487	67,000	67,000	70,000	70,000	70,000	4.5%
MAINT. OF MACHINERY & EQUIP	1,948	0	238	1,000	1,000	1,000	1,000	1,000	0.0%
MAINT. OF BUILDING & GROUNDS	56,033	32,862	21,716	25,000	25,000	75,000	75,000	75,000	200.0%
MAINT. OF OFFICE EQUIPMENT	1,303	3,697	2,108	3,000	3,000	10,000	10,000	10,000	233.3%
MAINTENANCE OF SOFTWARE	86,410	5,309	14,365	62,000	62,000	96,000	96,000	96,000	54.8%
MISCELLANEOUS RENTAL	0	80	60	0	0	5,000	5,000	5,000	100.0%
OFFICE SUPPLIES	12,721	8,328	4,744	15,000	15,000	15,000	15,000	15,000	0.0%
PROFESSIONAL FEES	14,058	695	8,663	10,000	10,000	55,000	55,000	55,000	450.0%
POSTAGE	182	94	0	100	100	100	100	100	0.0%
PRINTING CHARGES	7,001	2,732	5,080	6,000	6,686	12,000	12,000	12,000	100.0%
SANITATION	1,760	1,440	804	1,000	1,000	1,000	1,000	1,000	0.0%
SMALL EQUIP. NONCAP	162,088	76,374	118,470	168,975	136,957	152,550	142,798	142,798	-15.5%
MEMBERSHIPS & SUBSCRIPTIONS	2,839	2,106	5,154	4,000	4,000	6,800	6,800	6,800	70.0%
TELEPHONE	101,511	70,645	70,172	68,500	68,500	70,000	70,000	70,000	2.2%
TELEPHONE-CELLULAR	27,094	17,653	20,628	25,000	25,000	25,000	25,000	25,000	0.0%
TRAVEL & TRANSPORTATION	56,676	20,503	11,654	35,000	35,000	50,000	50,000	50,000	42.9%
VEHICLE MAINTENANCE	5,195	6,141	2,252	10,000	10,000	10,000	10,000	10,000	0.0%
WATER & SEWER	5,635	8,729	7,063	10,000	10,000	10,000	10,000	10,000	0.0%
<b>TOTAL NON PERSONNEL EXPENDITURES</b>	<b>1,076,897</b>	<b>500,228</b>	<b>620,553</b>	<b>877,075</b>	<b>949,305</b>	<b>1,020,750</b>	<b>1,010,998</b>	<b>1,010,998</b>	<b>15.3%</b>
<b>CAPITAL OUTLAY EXPENDITURES</b>									
CAPITAL OUTLAY-MACH. & EQUIP.	96,592	37,300	97,203	100,000	100,000	100,000	100,000	100,000	0.0%
COMPUTER SOFTWARE>5000	0	0	0	5,000	5,000	25,000	25,000	25,000	400.0%
<b>TOTAL CAPITAL OUTLAY EXPENDITURES</b>	<b>96,592</b>	<b>37,300</b>	<b>97,203</b>	<b>105,000</b>	<b>105,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>19.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>2,185,541</b>	<b>1,573,845</b>	<b>1,821,098</b>	<b>2,277,717</b>	<b>2,233,771</b>	<b>2,649,741</b>	<b>2,650,468</b>	<b>2,650,468</b>	<b>16.4%</b>
<b>OTHER FINANCING SOURCES/(USES)</b>									
CONTRIB TO FIRE OPS	-100,000	-100,000	-100,000	-100,000	-100,000	-125,000	-125,000	-125,000	25.0%
TRANSFER TO CAPITAL PROJECTS FUND	-79,119	-3,076	-40,000	-40,000	-57,500	-40,000	-40,000	-40,000	0.0%
CONTRIB TO FUND BALANCE	0	0	0	-100,000	-100,000	0	0	0	-100.0%
<b>NET TRANSFERS IN/(OUT)</b>	<b>-179,119</b>	<b>-103,076</b>	<b>-140,000</b>	<b>-240,000</b>	<b>-257,500</b>	<b>-165,000</b>	<b>-165,000</b>	<b>-165,000</b>	<b>-31.3%</b>
<b>CONTRIBUTION/(APPROPRIATION) OF NET ASSE</b>	<b>-441,362</b>	<b>381,539</b>	<b>345,241</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>PROJECTED ENDING FUND BALANCE</b>						<b>987,000</b>	<b>987,000</b>	<b>987,000</b>	

## CAPITAL REPLACEMENT FUNDS



*Fire Capital Replacement*

*Fire Capital Replacement Plan*

*Emergency Management Capital Replacement*

# FIRE CAPITAL REPLACEMENT

## Revenue & Other Financing Sources

### Proceeds from Issuance of Long-term Debt \$5,228,670

UFA plans to enter into a capital lease to fulfill Capital Replacement needs for the fiscal year.

### Interest \$12,000

Interest is earned on funds held in savings for this fund. Any interest earned by its portion of the savings during the year is allocated to the Capital Replacement fund.

## Capital Outlay Detail by Account

Account	Description		Account Total
55-40-200	<b>CAPITAL OUTLAY – LIGHT FLEET</b>		<b>\$1,000,000</b>
	<b>Battalion Chief/District Chief (4 * \$106,000)</b>		
	<ul style="list-style-type: none"> <li>Replaces CM1301, to be assigned to BC11</li> <li>Replaces CM1302, to be assigned to BC12</li> <li>Replaces CM1303, to be assigned to BC13</li> <li>Replaces CM1304, to be assigned to DC14</li> </ul>	424,000	
	<b>Mechanic service truck</b>		
	Replaces FL0906, to be assigned to MECH4	100,000	
	<b>Staff vehicles (14 * \$34,000)</b>		
	Assignments to be made at a later date	476,000	
NEW	<b>CAPITAL OUTLAY – HEAVY FLEET</b>		<b>\$2,648,770</b>
	<b>Type I engine (2 * \$650,000)</b>		
	<ul style="list-style-type: none"> <li>Replaces PP9501, tentatively assigned to E116</li> <li>Replaces PP9502, tentatively assigned to E126</li> </ul>	1,300,000	
	<b>Type 6 engine (3 * \$165,000)</b>		
	<ul style="list-style-type: none"> <li>Replaces FW0101, tentatively assigned to E6108</li> <li>Replaces FW0201, tentatively assigned to E6111</li> <li>Replaces FW0203, tentatively assigned to E6125</li> </ul>	495,000	
	<b>Ambulance (3 * \$284,590)</b>		
	<ul style="list-style-type: none"> <li>Replaces FA9601, tentatively assigned to A101</li> <li>Replaces FA9901, tentatively assigned to A109</li> <li>Replaces CA0803, tentatively assigned to A111</li> </ul>	853,770	

# FIRE CAPITAL REPLACEMENT

Account	Description		Account Total
<b>NEW</b>	<b>CAPITAL OUTLAY – COMPUTER EQUIPMENT</b>		<b>\$63,900</b>
	<p><b>Computer servers (5 * \$7,700)</b>            Agency software systems and services run on computer servers. Servers are actively running 24/7, processing data and providing software service to operations, administration and all divisions. It is recommended that server hardware be replaced every 5-7 years to avoid hardware failure. Hardware failure can result in loss of time, productivity, communication and revenue.</p>	38,500	
	<p><b>Network devices (2 * \$12,700)</b>            Network switches and routers provide connectivity between servers, workstations, printers and other network devices. To prevent downtime, due to hardware failure, network devices are replaced, on average, every 7 years. Network failure can result in loss of time, productivity, communication and revenue.</p>	25,400	
<b>NEW</b>	<b>CAPITAL OUTLAY – MEDICAL EQUIPMENT</b>		<b>\$1,350,000</b>
	<p><b>ZOLL monitors (40 * \$26,000 + 5 * \$34,000)</b>            Heart monitors are standard equipment on Advanced Life Support (ALS) apparatus. The manufacturer recommends replacement of these devices every 5 years and the purpose of replacing all monitors at the same time is to keep consistency in the field. We will be purchasing 45 monitors at a cost of \$34,000 each. We will also receive an \$8,000 buy-back credit for each of our 40 monitors.</p>	1,210,000	
	<p><b>Stretchers (8 * \$17,500)</b>            Paramedics and EMTs use stretchers to move victims and patients into an ambulance. They provide a safe and efficient means of transporting patients to a care facility. Powered stretchers minimize the likelihood of spinal load injuries to employees in the field. The industry expected lifespan of powered stretchers is 7 years. We are recommending replacing 8 stretchers this capital replacement cycle.</p>	140,000	

# FIRE CAPITAL REPLACEMENT

Account	Description		Account Total
<b>NEW</b>	<b>CAPITAL OUTLAY – STATION EQUIPMENT</b>		<b>\$711,000</b>
	<p><b>Extrication equipment (3 * \$27,000)</b>            Hydraulic Rescue Tool Sets (includes: power unit, hydraulic hoses, spreaders, cutters and small/med/long rams. Hydraulic rescue tools are used by firefighters during motor vehicle accidents to assist with extrication of pinned/trapped victims, as well as other rescues from small spaces. A challenge fire crews face is the high strength steel/composite materials utilized in vehicles (since 2006) require more than double the cutting force of prior materials. Our current, older generation tools are limited with these new materials. The new generation of hydraulic powered tools meet the challenge. The new units will replace units manufactured between 1991 and 2000. Per manufacturer, expected tool life is 10 years from the date of manufacture.</p>	81,000	
	<p><b>Thermal imaging cameras (TIC) (70 * \$8,500)</b>            TIC's are utilized by firefighters as a primary search and rescue tool at structure fires. Thermal Imaging Camera technology allows firefighters to see through thick smoke that would otherwise completely obscure their view. The cameras enable fire crews to quickly locate and remove victims. Currently, the UFA utilizes several different styles of TIC's and these cameras are not placed on every unit. This inconsistency creates challenges for fire crews that rely on availability of TIC's on scene and familiarity with equipment that is utilized in IDLH (Immediately Dangerous to Life and Health) environments. This purchase would place two TIC's on each heavy apparatus, one TIC on each Battalion Chief rig, provide two TIC's for fire training and two TIC's for logistics.</p>	595,000	
	<p><b>Bomb suit</b>            NIJ compliant Bomb Suit and Protective helmet (7 year service life unless damaged beyond repair)</p>	35,000	
<b>NEW</b>	<b>CAPITAL OUTLAY – BUILDING &amp; IMPROVEMENTS</b>		<b>\$130,000</b>
	<p><b>Logistics building maintenance bay separator</b>            Installation of a sand and grease separator in the vehicle/apparatus maintenance bay. Sand/oil separators are below ground tanks designed to capture dirt, sand, sweepings, minor petroleum spills, etc. from vehicle maintenance facilities to keep these substances out of the wastewater system. The separator treats these wastes by allowing substances lighter than water (such as oil) to float and substances heavier than water (such as sand) to sink. Installation of the separator is required by South Valley Reclamation, State Division of Environmental Quality and the EPA; due to vehicle storage and maintenance activities.</p>		

**FIRE CAPITAL REPLACEMENT**

	<b>ACTUAL FY14-15 Fire Cap 55</b>	<b>ACTUAL FY15-16 Fire Cap 55</b>	<b>ACTUAL FY16-17 Fire Cap 55</b>	<b>ADOPTED FY17-18 Fire Cap 55</b>	<b>FINAL FY17-18 Fire Cap 55</b>	<b>PROPOSED FY18-19 Fire Cap 55</b>	<b>TENTATIVE FY18-19 Fire Cap 55</b>	<b>ADOPTED FY18-19 Fire Cap 55</b>	<b>% INCREASE FY18 to FY19 BUDGET</b>
<b>PROJECTED BEGINNING FUND BALANCE</b>						1,469,000	1,469,000	1,469,000	
<b>REVENUE</b>									
SALE OF CAPITAL ASSETS	0	0	0	0	0	0	0	0	0.0%
INTEREST INCOME	6,323	6,997	12,127	6,000	6,000	12,000	12,000	12,000	100.0%
<b>TOTAL REVENUE</b>	<b>6,323</b>	<b>6,997</b>	<b>12,127</b>	<b>6,000</b>	<b>6,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>100.0%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY - LIGHT FLEET	330,894	0	0	10,000	10,000	1,000,000	1,000,000	1,000,000	9900.0%
CAPITAL OUTLAY - HEAVY FLEET	0	0	0	0	0	2,648,770	2,648,770	2,648,770	100.0%
CAPITAL OUTLAY - COMMUNICATIONS EQUIPMENT	0	0	0	0	0	0	0	0	0.0%
CAPITAL OUTLAY - COMPUTER EQUIPMENT	0	0	0	0	0	63,900	63,900	63,900	100.0%
CAPITAL OUTLAY - MEDICAL EQUIPMENT	0	0	0	0	0	1,350,000	1,350,000	1,350,000	100.0%
CAPITAL OUTLAY - STATION EQUIPMENT	0	0	0	0	0	711,000	711,000	711,000	100.0%
CAPITAL OUTLAY - BUILDINGS & IMPROVEMENTS	0	0	0	0	0	130,000	130,000	130,000	100.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>330,894</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>5,903,670</b>	<b>5,903,670</b>	<b>5,903,670</b>	<b>58936.7%</b>
<b>OTHER FINANCING SOURCES/(USES)</b>									
TRANSFER FROM GENERAL FUND	161,347	45,295	0	0	206,360	0	0	0	0.0%
PROCEEDS FROM ISSUANCE OF DEBT	0	0	0	0	0	5,228,670	5,228,670	5,228,670	100.0%
CONTRIBUTION TO FUND BALANCE	0	0	0	0	-206,360	0	0	0	0.0%
<b>NET TRANSFERS</b>	<b>161,347</b>	<b>45,295</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,228,670</b>	<b>5,228,670</b>	<b>5,228,670</b>	<b>100.0%</b>
<b>NET EFFECT ON FIRE CAPITAL FUND BUDGET</b>	<b>-163,224</b>	<b>52,292</b>	<b>12,127</b>	<b>-4,000</b>	<b>-4,000</b>	<b>-663,000</b>	<b>-663,000</b>	<b>-663,000</b>	<b>16475.0%</b>
<b>PROJECTED ENDING FUND BALANCE</b>						<b>806,000</b>	<b>806,000</b>	<b>806,000</b>	

# GENERAL FUND CAPITAL REPLACEMENT PLAN: MARCH 27, 2018

GENERAL FUND APPARATUS	Inventory				FY18/19		FY20/21		FY22/23		FY25/26		FY28/29	
	# Front Line	# Reserve	Current Cost	Life Span	#	2018 Cost	#	2018 Cost	#	2018 Cost	#	2018 Cost	#	2018 Cost
Type 1 Engine	12	7	\$650,000	10/12	2	\$1,300,000	2	\$1,300,000	7	\$4,550,000	2	\$1,300,000		\$0
Type 1/3 Engine	5	1	\$420,000	10/12		\$0		\$0		\$0	2	\$840,000	3	\$1,260,000
Type 3 Engine	2		\$420,000	10/12		\$0		\$0		\$0	2	\$840,000		\$0
Type 6 Engine	11	2	\$165,000	13/15	3	\$495,000	6	\$990,000		\$0	1	\$165,000	3	\$495,000
Truck	7	4	\$1,250,000	10/12		\$0	2	\$2,500,000		\$0		\$0	5	\$6,250,000
Ambulance	16	7	\$284,590	10/12	3	\$853,770	1	\$284,590		\$0	12	\$3,415,080		\$0
Heavy Rescue	2		\$850,000	19/21		\$0		\$0		\$0	1	\$850,000	1	\$850,000
Haz Mat	2		\$750,000	19/21		\$0		\$0		\$0	1	\$750,000		\$0
Air / Light	2		\$375,000	19/21		\$0	1	\$375,000		\$0		\$0		\$0
Tender	4		\$375,000	19/21		\$0	1	\$375,000		\$0		\$0		\$0
Crew Carriers	2		\$245,000	10		\$0	2	\$490,000		\$0		\$0		\$0
WLD Duty Truck	1		\$110,000	7/9		\$0		\$0	1	\$110,000		\$0		\$0
Battalion/District	4	1	\$106,000	4/6	4	\$424,000		\$0	4	\$424,000		\$0	4	\$424,000
Command Staff	4		\$50,000	7		\$0	2	\$100,000	2	\$100,000		\$0		\$0
Mechanic Trucks	4	1	\$100,000	7	1	\$100,000	1	\$100,000	3	\$300,000		\$0		\$0
Staff Vehicles	51		\$34,000	7	14	\$476,000	10	\$340,000	13	\$442,000	13	\$442,000	13	\$442,000
Vans	5		\$49,900	7/9		\$0	5	\$249,500		\$0		\$0		\$0
Bomb Truck	2		\$150,000	7-10		\$0	1	\$150,000	1	\$150,000		\$0		\$0
ATV's	13		\$8,100	13/15		\$0	9	\$72,900	3	\$24,300		\$0	2	\$16,200
UTV's	13		\$23,000	13/15		\$0	3	\$69,000	2	\$46,000	4	\$92,000	4	\$92,000
Fork lifts	3		\$30,000	25		\$0	1	\$30,000	1	\$30,000	1	\$30,000		\$0
Man Lifts	2		\$23,000	20		\$0		\$0	1	\$23,000		\$0		\$0
Wood Chippers	3		\$60,000	10		\$0	2	\$120,000		\$0	1	\$60,000		\$0
CTC Trailer	1		\$30,000	NA		\$0		\$0		\$0		\$0		\$0
Enclosed Trailers	19		\$15,000	20		\$0	16	\$240,000.00	1	\$15,000	2	\$30,000		\$0
Heavy Haul trailer	1		\$59,000	NA		\$0		\$0		\$0		\$0		\$0
Haz Mat Trailer - Decon	1		\$140,000	20		\$0		\$0		\$0	1	\$140,000		\$0
Flatbed Trailers	8		\$6,000	15		\$0	2	\$12,000	3	\$18,000	3	\$18,000		\$0
Dump Trailer	1		\$12,000	15		\$0	1	\$12,000		\$0		\$0		\$0
Fire Safety Trailer	1		\$45,000	NA		\$0		\$0		\$0		\$0		\$0
First Aid Events Trailer	1		\$30,000	10		\$0		\$0	1	\$30,000		\$0		\$0
Driver Training Simulator	1		\$80,000	NA		\$0		\$0		\$0		\$0		\$0
Bomb Disposal Trailer	1		\$14,000	NA		\$0		\$0		\$0		\$0		\$0
Haz Mat Box Truck	1		\$120,000	19/21		\$0		\$0	1	\$120,000		\$0		\$0
Kenworth Tractor	3		\$165,000	19/21		\$0	0	\$0	1	\$165,000	1	\$165,000	1	\$165,000
John D Wheel Loader	1		\$20,000	NA		\$0		\$0		\$0		\$0		\$0
CAT SKID STEER	1		\$79,000	20		\$0		\$0		\$0		\$0		\$0
Communications MITS Truck	1		\$1,000,000	15		\$0		\$0		\$0	1	\$1,000,000		\$0
Total Apparatus Cost						\$3,648,770		\$7,809,990		\$6,547,300		\$10,137,080		\$9,994,200

# GENERAL FUND CAPITAL REPLACEMENT PLAN: MARCH 27, 2018

GENERAL FUND		Inventory			FY18/19		FY20/21		FY22/23		FY25/26		FY28/29	
EQUIPMENT	# Front Line	# Reserve	Current Cost	Life Span	#	2018 Cost	#	2018 Cost	#	2018 Cost	#	2018 Cost	#	2018 Cost
Breathing Apparatus	175	75	\$6,300	10/12		\$0		\$0		\$0		\$0	250	\$1,575,000
ZOLL Monitors (w/ trade-in)	42	3	\$26,000	4/6	40	\$1,040,000		\$0	45	\$1,170,000	0	\$0	45	\$1,170,000
ZOLL Monitors (no trade-in)			\$34,000	4/6	5	\$170,000		\$0		\$0	0	\$0		\$0
Extrication	18	3	\$27,000	13/15	3	\$81,000	5	\$135,000	7	\$189,000	3	\$81,000	3	\$81,000
Thermal Imagers	66	4	\$8,500	7/9	70	\$595,000		\$0		\$0	70	\$595,000		\$0
Portable Radios DB	99	6	\$6,500	7/9		\$0		\$0	105	\$682,500		\$0		\$0
Portable Radio SB	294	25	\$3,100	7/9		\$0		\$0	319	\$988,900		\$0		\$0
Mobile Radios DB	36	10	\$6,100	10/12		\$0	6	\$36,600	16	\$97,600	24	\$146,400	22	\$134,200
Mobile Radios SB	145	40	\$4,800	10/12		\$0	51	\$244,800	121	\$580,800	13	\$62,400	172	\$825,600
GPH & X Portable BK	109	20	\$1,680	7		\$0		\$0	44	\$73,920	85	\$142,800	0	\$0
GMH Mobile DMH	36	20	\$2,660	8		\$0		\$0	26	\$69,160	30	\$79,800	0	\$0
Stretchers	15	16	\$17,500	7/9	8	\$140,000		\$0	18	\$315,000	8	\$140,000		\$0
Bomb Suits	2		\$35,000	7	1	\$35,000		\$0	1	\$35,000	1	\$35,000		\$0
Servers	21		\$7,700	5	5	\$38,500	5	\$38,500	5	\$38,500	5	\$38,500	5	\$38,500
Network Devices	6		\$12,700	5	2	\$25,400	2	\$25,400	2	\$25,400	2	\$25,400	2	\$25,400
Storage Devices	5		\$42,900	5		\$0	4	\$171,600		\$0	4	\$171,600		\$0
MDC's	80	10	\$2,200	3		\$0	30	\$66,000	30	\$66,000	30	\$66,000		\$0
<b>Total Equipment Cost</b>						<b>\$2,124,900</b>		<b>\$717,900</b>		<b>\$4,331,780</b>		<b>\$1,583,900</b>		<b>\$3,849,700</b>

GENERAL FUND		Inventory			FY18/19		FY20/21		FY22/23		FY25/26		FY28/29	
FACILITIES		Current Cost			#	2018 Cost	#	2018 Cost	#	2018 Cost	#	2018 Cost	#	2018 Cost
Logistics building maintenance bay separator		\$130,000			1	\$130,000		\$0		\$0		\$0		\$0
Training Simulation House (Each Battalion)		\$250,000				\$0	2	\$500,000	2	\$500,000		\$0		\$0
Training Classroom / Office Space		\$1,500,000				\$0	1	\$1,500,000		\$0		\$0		\$0
						\$0		\$0		\$0		\$0		\$0
						\$0		\$0		\$0		\$0		\$0
						\$0		\$0		\$0		\$0		\$0
						\$0		\$0		\$0		\$0		\$0
<b>Total Facilities Cost</b>						<b>\$130,000</b>		<b>\$2,000,000</b>		<b>\$500,000</b>		<b>\$0</b>		<b>\$0</b>

<b>Total General Fund Cost</b>	<b>\$5,903,670</b>	<b>\$10,527,890</b>	<b>\$11,379,080</b>	<b>\$11,720,980</b>	<b>\$13,843,900</b>
<b>Cash available</b>	<b>\$675,000</b>				
<b>Amount to be financed</b>	<b>\$5,228,670</b>	<b>\$10,527,890</b>	<b>\$11,379,080</b>	<b>\$11,720,980</b>	<b>\$13,843,900</b>
<b>Annual payment: 7 year lease with 2.5% rate</b>	<b>\$ 765,627</b>	<b>\$ 1,541,584</b>	<b>\$ 1,666,222</b>	<b>\$ 1,716,286</b>	<b>\$ 2,027,143</b>

Three lease payments would be included at any one time in the annual UFA budget. Current lease payment is \$2,801,372 and terminates in FY 21/22. Estimated payment is determined using simple interest.  
 The Capital Replacement Fund will receive funding from the sale of surplus and any additional appropriations during the budget process. This fund will provide some capital purchases with cash to reduce the dependence on loans and to allow some "off cycle" capital purchases.

# EMERGENCY MANAGEMENT CAPITAL REPLACEMENT

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## Revenue & Other Financing Sources

### Transfer in from Emergency Management Fund \$40,000

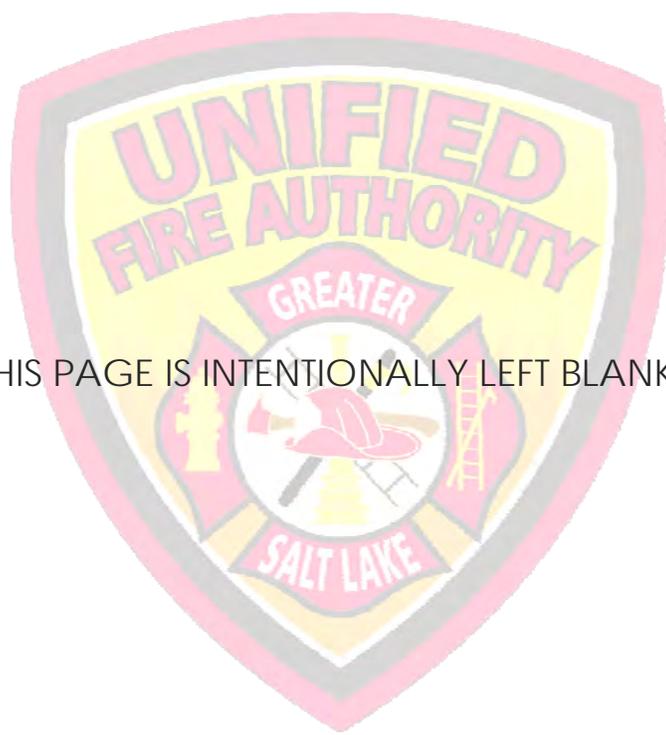
Emergency Management, funded by Salt Lake County, funds vehicle capital replacement needs through a funds transfer from its Special Revenue fund.

## Capital Outlay Detail by Account

Account	Description	Account Total
55-40-200	<b>CAPITAL OUTLAY - LIGHT FLEET</b>	<b>\$42,000</b>
	Staff vehicle for new full-time allocation - Intelligence Liaison Officer	

**EMERGENCY MANAGEMENT CAPITAL REPLACEMENT**

	<b>ACTUAL FY14-15 EM Cap 56</b>	<b>ACTUAL FY15-16 EM Cap 56</b>	<b>ACTUAL FY16-17 EM Cap 56</b>	<b>ADOPTED FY17-18 EM Cap 56</b>	<b>FINAL FY17-18 EM Cap 56</b>	<b>PROPOSED FY18-19 EM Cap 56</b>	<b>TENTATIVE FY18-19 EM Cap 56</b>	<b>ADOPTED FY18-19 EM Cap 56</b>	<b>% INCREASE FY18 to FY19 BUDGET</b>
<b>PROJECTED BEGINNING FUND BALANCE</b>						48,000	48,000	48,000	
<b>REVENUE</b>									
SALE OF CAPITAL ASSETS	0	0	0	0	0	0	0	0	0.0%
INTEREST INCOME	0	0	0	0	0	0	0	0	0.0%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>CAPITAL OUTLAY</b>									
CAPITAL OUTLAY - LIGHT FLEET	73,689	36,703	36,642	10,000	10,000	42,000	42,000	42,000	320.0%
<b>TOTAL CAPITAL OUTLAY</b>	<b>73,689</b>	<b>36,703</b>	<b>36,642</b>	<b>10,000</b>	<b>10,000</b>	<b>42,000</b>	<b>42,000</b>	<b>42,000</b>	<b>320.0%</b>
<b>TRANSFERS IN/(OUT)</b>									
TRANSFER FROM EMERGENCY MANAGEMENT FUND	79,119	3,076	40,000	40,000	40,000	40,000	40,000	40,000	0.0%
CONTRIBUTION TO FUND BALANCE	0	0	0	-30,000	-30,000	0	0	0	-100.0%
<b>NET TRANSFERS</b>	<b>79,119</b>	<b>3,076</b>	<b>40,000</b>	<b>10,000</b>	<b>10,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>300.0%</b>
<b>NET EFFECT ON EM CAPITAL FUND BUDGET</b>	<b>5,430</b>	<b>-33,627</b>	<b>3,358</b>	<b>0</b>	<b>0</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>	<b>100.0%</b>
<b>PROJECTED ENDING FUND BALANCE</b>						<b>46,000</b>	<b>46,000</b>	<b>46,000</b>	



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APPENDIX ONE: GLOSSARY



# APPENDIX ONE - GLOSSARY

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**ACLS - Advanced Cardiac Life Support:** A certification that all paramedics must have, nationwide, to practice as a paramedic. It involves a two-year recertification and refers to the urgent resuscitation efforts of adults.

**AED - Automatic External Defibrillator:** A piece of equipment that provides an electrical shock to somebody in cardiac arrest. It is easy to use and is usually seen in public places for anybody to help the patient.

**AEMT - Advanced Emergency Medical Technician:** A medical certification in between basic Emergency Medical Technician (EMT) and paramedic. Seen more in rural areas and other departments. This certification can be qualified as ALS (Advanced Life Support).

**Ambulance:** UFA labels ambulance delivery as either ALS (advanced life support) or BLS (basic life support). There can be specialized ambulance service, but UFA has the two listed above.

**Apparatus:** This refers to any fire truck, fire engine or any other vehicle used in firefighting efforts, hazardous materials response, heavy rescue, or other special operations response. There are many types of apparatus and "typing" the apparatus is a national system used to ensure ordering the right apparatus for the right assignment. The typical fire engine you see every day is a TYPE I. This means it meets all the requirements to rate it a TYPE I. These requirements typical are including a pump that operates at 1000 gpm, a 400 gal/tank and various minimum length hoses. A TYPE III is usually designed for wildland firefighting and we have several of these as well. A TYPE VI is a smaller firefighting apparatus and looks like a flatbed pickup truck with a fire pump in the back.

**ALS – Advanced Life Support:** A medical response term defining the level of care delivered. This means one more paramedics and their appropriate equipment. This response can deliver advanced life saving techniques such as shocking the heart in cardiac arrest, securing advanced airways (intubation), and administering many different drugs.

**BLS – Basic Life Support:** A medical response term defining the level of care delivered. This means any response without a paramedic or the paramedic level equipment. This response can deliver basic life saving techniques such as blood loss control, splinting, breathing for patients, and administering some drugs.

**Call Processing Time:** The time it takes VECC (Valley Emergency Communications Center) to gather information about an emergency and dispatch a crew.

**CAP – Community Awareness Program**

**CCTA – Complex Coordinated Terrorist Attack**

**CJIS – Criminal Justice Information System:** This is a computerized criminal justice information system that is a counterpart of the FBI's National Crime Information Center (NCIC), and is centralized in Washington D.C. It is maintained by the Department of Justice (DOJ) in each state and is available to authorized local, state, and federal law enforcement and criminal justice agencies.

**CIKR – Critical Infrastructure and Key Resources**

**Constant Staffing (or Constant Mans):** Overtime shifts to backfill for anyone in stations who is taking sick/vacation time off in order to maintain minimum staffing.

# APPENDIX ONE - GLOSSARY

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**Crediting members with excess fund balance:** The actual revenue and expenses during the fiscal year affect ending fund balance. Generally, most line item budget amounts have some funds remaining at fiscal year-end. This method divides the credit, by the percentage the member pays of the total member fee that is above the designated minimum fund balance.

**EMAC – Emergency Management Assistance Compact:** A state-to-state agreement that defines how assistance will be offered and paid for during an emergency. An EMAC request can only be from a State Governor to a State Governor. The 2017 wildfires in California saw two different EMAC requests from California.

**EMPG – Emergency Management Performance Grant**

**EMS – Emergency Medical Services:** A common term for the delivery of emergent medical care, usually related to ambulance service.

**EMT – Emergency Medical Technician:** The entry level medical certification required by UFA.

**EOC – Emergency Operations Center (Also referred to as the ECC or Emergency Coordination Center):** The physical location that coordinates resources for complex incidents. Ours is located at 3380 South 900 West.

**Engine Company:** A crew of three or four firefighters working on an apparatus with the capability of pumping water. The apparatus carries the tools necessary to assist the firefighters in solving most problems they face, including medical emergencies.

**Fire Soup:** A class that encompasses structure fire behavior, building construction and new fire tactics seen around the country.

**First Due Area:** The geographical area that the station serves where they are closer than any other station. These engine or truck companies assigned to that station are normally "*first due*" on incidents in this area.

**FTE – Full Time Equivalent**

**Fund Balance:** The governmental account that serves the functional equivalent to the owner's equity account in profit-seeking entities. An available balance in this account is the cumulative result of funding sources exceeding uses over time. Bond rating agencies use Fund Balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year. The state of Utah requires a minimum fund balance of 5%.

**HIPAA:** HIPAA (Health Insurance Portability and Accountability Act of 1996) is United States legislation that provides data privacy and security provisions for safeguarding medical information.

**IAAI – International Association of Arson Investigators**

**ICC – International Code Council**

**Individual Member Fee:** The cost of services for each UFA member.

**Incidents in the first due area:** The total number of incidents inside the station's first due geographical boundary, regardless of the type of incident or which unit is responding.

# APPENDIX ONE - GLOSSARY

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**IMT - Incident Management Team:** A set of individuals operating in specific roles that can be deployed to any type of incident. These teams usually do not take over incidents, but are there to support Operations through multiple operational periods (many days).

**ISO – Insurance Service Office:** This is a for profit organization that provides statistical information on property/casualty risk. For many years the "ISO Rating" had a large impact on most fire departments. The ISO (PPC) rating is from 10 - 1, with the lower score being better. At one time, almost all insurance companies calculated rates based upon the ISO rating.

**Kronos:** UFA's online timekeeping, payroll and HR system.

**Minimum Staffing:** Required minimum number of personnel on-shift in stations every day.

**Naloxone (Narcan):** The drug used to combat an opioid overdose.

**NFPA – National Fire Protection Association:** A global nonprofit organization, established in 1896, devoted to eliminating death, injury, property and economic loss due to fire, electrical and related hazards. This organization sets standards to which the firefighting profession measures their own organizations.

**NWCG – National Wildland Coordinating Group:** Provides national leadership to enable interoperable wildland fire operations among federal, state, local, tribal, and territorial partners.

**NWCG Task Book:** A book requiring check-offs verifying that the applicant has the knowledge, skills and abilities to perform the duties of the specific position. There are dozens of these books that provide a framework to qualify into more responsible positions in the wildland firefighting world.

**OSHA – Occupational Safety and Health Administration**

**PALS – Pediatric Advanced Life Support:** A certification that all paramedics must have, nationwide, to practice as a paramedic. It involves a two-year recertification and refers to the urgent resuscitation efforts for children.

**Peak Time (Load):** Time of day when most 9-1-1 calls come into the stations. Generally considered 7 a.m. to 7 p.m.

**PPE – Personal Protective Equipment:** Safety equipment for personnel. This is a very general term and can include ear protection, helmets, eye protection, proper footwear, gloves and fire turnouts.

**PulsePoint:** An app that allows users to register (for free) and be available for help when someone near them needs CPR. When your phone is activated, you will receive an alert when someone near you needs CPR. The app also shows where the nearest AED is located. This is available in Utah County (early 2018) and we are expecting this to be available for Salt Lake County soon.

**Quint:** A fire truck that is designed to provide five tools for firefighters: supply fire streams and water supply (pump, water tank and hoses), provide personnel with access to elevated areas (ground ladders), and provide elevated master fire stream (aerial device).

**Regionalized Costs:** Regional costs include; EMS transport, additional engine/truck companies, battalion chiefs, district chiefs, Training, Prevention, Investigation, Safety, Information Outreach, Information Technology, Logistics, Human Resources, Finance, Legal, Administration, and station operating costs. These costs are shared by all members of the UFA.

# APPENDIX ONE - GLOSSARY

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**Response Time:** The time it takes a crew from dispatch alerting them of a call, to the time they arrive at the address given.

**Retirement (Tier 1/Tier 2):** Prior to July 1, 2011 employees would earn 2.5% pension credit per year up to 20 years and 2% for each year worked after that with no limits on how much they can earn (Tier 1). Since the implementation of the Tier 2 Public Safety & Firefighter system July 1 2011, new employees have two options. In option one they can earn 1.5% pension credit for each year worked as well as 1.26% 401k contribution. In option two, an employee can take a 12% contribution into a URS 401k plan. Employees have one year after their hire date to choose an option.

**RRAP:** Regional Resiliency Assessment Program

**Rovers:** Any person, regardless of rank, that does not have a bid at a particular station. Bids refer to a seniority-based system that allow our operations people to secure a spot at a particular station.

**RTF – Rescue Task Force:** A group that involves fire departments and police departments. This is designed to get paramedics into hostile areas near active shooters with police escort. With cover from law enforcement, paramedics can treat and potentially save victims before they succumb to their wounds.

**SAR – Suspicious Activity Reporting**

**SCBA (masks and packs) - Self Contained Breathing Apparatus:** These are the packs firefighters wear into environments that are unsuitable for life. The masks are fitted for each individual and then secured to the airpicks with universal fittings. The bottles contain compressed air (same as you are breathing now), NOT pure oxygen.

**S.L.I.C.E.-R.S.:** A nationally recognized acronym within the fire industry and UFA's desired way to operate efficiently and effectively on the fireground. This is a science driven strategy that we have adopted to better save life, property and stabilize incidents.

**S – Size up:** Common practice, nationwide, to alert everyone listening to what is going on, what we are going to be doing and what else we might need right now.

**L – Locate the fire:** To the best of our abilities, "read" the building, "read" the smoke, "read" the conditions and determine where the fire is located inside the structure.

**I – Identify/Isolate and control the flow path:** Fire breathes. When we say flow path, we are speaking about the lanes or paths the fire is pulling air from to breathe. Sometimes these paths are pulling from the same place and sometimes these paths come from one place and go to another. To keep our people safer, it is imperative that we understand and act upon these flow paths.

**C – Cool the fire from the safest location:** Getting water on the fire (and subsequently all heated gases) to cool down the environment. This keeps our people safer inside, reduces temperatures by hundreds of degrees and make the structure more inhabitable in case of trapped victims. We do this from outside the structure or from a safer location outside the fire room.

**E – Extinguish the fire and protect exposures:** Exposures refer to anything near or around the main fire. A structure fire produces a lot of heat and a house nearby, or a fence, or a car could ignite due to the radiant heat spread.

# APPENDIX ONE - GLOSSARY

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**R – Rescue:** If there is a rescue to take place, we rescue. The reason that it is this low in the acronym is that cooling the fire (and subsequent gases and air) is the best possible scenario for anyone trapped inside a burning building.

**S – Salvage:** This term refers to us trying to save as much of the property as possible. This could include throwing tarps onto large areas of personal property, moving items away from fire or water, or just spending some time removing and then securing valuables from the house.

**SLIC – Salt Lake Intelligence Center**

**SOC – Standard of Coverage:** The Commission of Fire Accreditation International (CFAI) defines the Standard of Coverage as, “a rational and systematic way of looking at the basic service provided by an emergency services agency.” Many factors are included in this evaluation such as community profiles, community risks, fire-scene tasks, and both the type and quantity of emergency calls.

**Stacks:** This refers to the designated group of units (fire engines, fire trucks, ambulances) that will respond to any given address depending on the nature of the call. A fire in a single-family dwelling will get a different response than a broken leg. A fire in a high-rise building would get a different response than a five-car crash on Interstate 15.

**Staffing cost for Engine and Truck Companies:** The total cost to staff one engine or truck company in its first due area for 24/7 staffing. This includes the normal “rover firefighters” and the overtime for backfill. These costs are proportioned for each UFA member.

**Station Operating Costs:** The costs that are specific to operating each fire station are also included in the regional cost. Those include engine and truck maintenance, lease payments for engines and trucks, fee for dispatch services, operational small equipment, turnouts, station computers and connectivity, mobile data computers, defibrillators, EMS supplies, station maintenance, fuel and station utilities.

**Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader

**Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident or formed at an incident. At Unified Fire Authority this often refers to either Utah Task Force 1, a USAR (Urban Search and Rescue) team that is deployed or called out by FEMA for national disasters. A task force could also be a group of wildland firefighters from several agencies deployed to other states to fight fires per EMAC.

**Task Book:** A book requiring check-offs to ensure that the applicant has the knowledge, skills and abilities to perform the duties of the specific position. There are dozens of these books that provide a framework for personnel to qualify for more responsible positions.

**TECC – Tactical Emergency Critical Care**

**TIC – Thermal Imaging Camera:** A handheld piece of equipment that allows firefighters to see and read heat levels in very poor visibility. The TIC can see through light smoke when our eyes cannot. It is a very popular piece of equipment nationwide and has changed some aspects of our operations on the fireground.

**Total Member Fee:** The total cost of UFA services less any external revenue.

# APPENDIX ONE - GLOSSARY

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**Travel Time:** The time from the moment a crew leaves their station and arrives at an event scene.

**THIRA** – Threat and Hazard Identification and Risk Analysis.

**Time to Take Action on Scene:** The time it takes to assess a scene and make a decision on how the crew will respond.

**TRAN – Tax Revenue Anticipation Notes:** These are **notes** issued by states or municipalities to finance current operations before **tax revenues** are received. When the issuer collects the **taxes**, the proceeds are then used to retire that debt.

**Truck Company:** A crew of three or four firefighters working on an apparatus with a fixed aerial ladder. The apparatus carries the tools necessary to assist the firefighters in solving most problems they face, including medical emergencies.

**Turnouts:** The specialized boots, pants, coat and helmet that firefighters wear into hazardous incidents.

**Turnout Time:** The time it takes an individual (or crew) to put on their fire protective clothing. Also refers to the time it takes a crew to go in-route to an emergency call from the time of dispatch information has been received.

**UPIC** – Unified Police Intelligence Center

**USAR – Urban Search and Rescue:** At Unified Fire Authority this refers Utah Task Force 1, a USAR team that is deployed or called out by FEMA for national disasters.

**VEBA** – Voluntary Employees Beneficiary Association Plan

**VECC - Valley Emergency Communications Center:** This is the collection point for all 911 calls for UFA. Call takers assess the needs of the caller, re-route the call to fire or police (or animal control) and then we are dispatched by VECC. Once we are on an incident, any resources we need are routed through VECC over the radio.

**Wildland Urban Interface:** This is a term we use to define the situation where a wildland fire encroaches onto an urban area and threatens any man made structure.

**ZOLL Monitors:** These are pieces of equipment that are carried by all ALS units within the UFA. More specifically, they display the electrical activity of a patient's heart and are manual defibrillators that can deliver energy (shocks) to sick hearts.



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## APPENDIX TWO: BENEFITS & COMPENSATION



*FY2018-19 Benefits and Compensation Issues*

*Wage Comparable Tables*

*Historical Wage & Benefit Report*

## 2018/19 Benefits and Compensation Issues

Recommended by UFA Benefits and Compensation Committee on March 29, 2018

ITEM	COST	% OF FY 17/18 MEMBER FEE
<b>Items that are included in the proposed budget</b>		
<b>Health Insurance costs:</b> Rate is proposed to increase by 8.5%	\$440,982	<b>0.85%</b>
<b>Tier 1 Retirement costs:</b> Rate is increasing to 23.95 from 23.41 (2.31%)	\$139,913	<b>0.27%</b>
<b>Merit Adjustments and career ladder:</b> Cost to provide Merit adjustments and career ladder adjustments. Merit = \$298,922, Career ladder (24) = \$106,928	\$405,850	<b>0.79%</b>
<b>Longevity:</b> Cost to provide a 1% payout for all staff at step 12 (or top step in their pay range)	\$241,916	<b>0.47%</b>
<b>Partial Cost of Living Adjustment (COLA):</b> Cost to provide a 1.1% CPI increase for all employees. (Total CPI-U, U.S city average is 2.1%. Also used by URS )	\$461,648	<b>0.89%</b>
<b>Items that are prioritized for UFA Board to consider as additional cost for members</b>		
<b>1. Full Cost of Living Adjustment (COLA):</b> Cost to provide an additional 1% for employees. (Total increase of 2.1%)	419,680	<b>0.82%</b>
<b>2. Market Adjustments:</b> Provide an increase of .4% for all employees. (Total wage increase of 2.5% with COLA)	\$167,872	<b>0.33%</b>
<b>3. Tier 2 Increases:</b> New 6% Deferred comp for Tier 2 Sworn Firefighters / Law Enforcement and 3% for civilian employees: Propose to require 20 years or age 55 years to vest. (Needs more research to confirm ability) Current sworn employees (57) cost is \$179,794; Current civilian employees (14) cost is \$21,352.	\$201,146	<b>0.39%</b>

<b>Items not considered for FY 18/19</b>		
<b>Sworn staff assigned to days:</b> Provide additional compensation to sworn 56 hour personnel on days; primarily to provide incentive for shift personnel to work days. Cost to increase pay by one step (2.75%) for all sworn personnel on 40 hour schedule.	\$92,083	<b>0.18%</b>
<b>Tier 2 Retroactive Increases:</b> Retroactive deferred compensation contribution to date of hire (Matching Tier 2 increases above). Sworn personnel cost is \$781,745, civilian personnel cost is \$102,129	\$883,874	<b>1.72%</b>
<b>Overtime pay:</b> Consider increasing the times UFA pays 1.5x. May increase the number of personnel signing up for overtime, will simplify payroll by eliminating the calculations each FLSA period.	\$227,500	<b>.44%</b>
<b>VEBA Contribution:</b> Cost to increase from 60% to 80% for sick leave sell back over the cap. No change to exempt employees.	\$37,498	<b>.073%</b>
<b>Matching deferred compensation:</b> Cost to match deferred compensation up to 2%. Estimate the cost if all employees participated.	\$832,928	<b>1.62%</b>

March 29, 2018



# UNIFIED FIRE AUTHORITY

## Wage Comparable Tables

Updated 3/29/2018



**UFA Wage Comparable Summary Report  
March 2018**

<b>Agency (Population)</b>	<b>Entry Firefighter</b>	<b>Senior Firefighter</b>	<b>Firefighter Specialist</b>	<b>Engineer</b>	<b>Entry Paramedic</b>	<b>Senior Paramedic</b>	<b>Captain</b>	<b>BC-Operations</b>	<b>BC-Division Supervisor</b>
<b>Draper</b> (48,000)	\$ 39,655	\$ 57,980	n/a	\$ 68,464	\$ 46,350	\$ 70,318	\$ 81,301	n/a	\$ 94,780
<b>Layton</b> (75,000)	\$ 38,764	\$ 61,359	n/a	\$ 69,106	\$ 43,429	\$ 68,406	\$ 80,157	\$ 97,350	n/a
<b>Lehi</b> (61,000)	\$ 41,546	\$ 56,300	n/a	\$ 68,356	\$ 46,304	\$ 62,351	\$ 81,753	\$ 100,367	\$ 90,530
<b>Murray</b> (49,250)	\$ 39,163	\$ 65,008	n/a	\$ 71,499	\$ 47,325	\$ 71,499	\$ 82,725	\$ 100,314	\$ 100,314
<b>Ogden</b> (100,000)	\$ 38,694	\$ 52,874	\$ 54,989	\$ 60,805	\$ 44,498	\$ 60,805	\$ 76,578	\$ 95,635	\$ 95,635
<b>Orem</b> (97,500)	n/a	n/a	n/a	\$ 75,739	\$ 46,120	\$ 69,180	\$ 90,780	\$ 108,808	\$ 99,386
<b>Park City Fire</b> (30,000)	\$ 43,608	\$ 74,939	\$ 76,883	\$ 78,887	\$ 48,619	\$ 83,078	\$ 93,494	\$ 116,301	\$ 116,301
<b>Provo</b> (112,000)	\$ 39,694	\$ 54,719	n/a	\$ 69,836	\$ 45,951	\$ 69,836	\$ 80,844	\$ 98,267	\$ 98,267
<b>Salt Lake City</b> (187,000)	\$ 41,259	\$ 67,779	\$ 72,355	\$ 72,355	\$ 47,556	\$ 77,930	\$ 88,038	\$ 103,597	\$ 103,597
<b>Sandy</b> (97,000)	\$ 38,626	\$ 58,488	n/a	\$ 68,642	\$ 43,098	\$ 65,193	\$ 79,761	\$ 98,808	\$ 98,808
<b>South Davis</b> (100,000)	\$ 39,893	\$ 55,753	n/a	\$ 62,834	\$ 44,960	\$ 62,834	\$ 77,140	\$ 94,739	n/a
<b>South Jordan</b> (69,000)	\$ 38,362	\$ 57,390	n/a	\$ 66,230	\$ 51,088	\$ 69,409	\$ 80,206	n/a	\$ 109,445
<b>South Salt Lake</b> (25,000)	\$ 41,050	\$ 60,770	n/a	\$ 63,770	\$ 44,050	\$ 64,970	\$ 70,926	\$ 85,131	\$ 85,131
<b>West Jordan</b> (113,000)	\$ 42,282	\$ 62,524	n/a	\$ 68,973	\$ 51,534	\$ 76,165	\$ 86,201	\$ 99,927	\$ 99,927
<b>West Valley</b> (136,000)	\$ 38,420	\$ 59,951	\$ 63,196	\$ 64,851	\$ 44,290	\$ 65,821	\$ 74,358	\$ 91,153	\$ 91,153
<b>Related to Average</b>	-0.74%	-2.86%	3.39%	0.63%	-1.73%	2.66%	-0.35%	-3.70%	-3.12%
<b>Related to Top Three</b>	-4.44%	-10.68%	9.38%	-4.68%	-6.73%	-7.23%	-8.24%	-8.23%	-8.23%
<b>Unified Fire Authority</b> (403,000)	\$39,778	\$58,738	\$69,123	\$69,123	\$45,555	\$71,029	\$81,336	\$95,723	\$95,723

\* Negative figures indicate UFA wages are below comparable wage in the specific category  
 \*\*Positive figures indicate UFA wages are above the comparable wage in the specific category

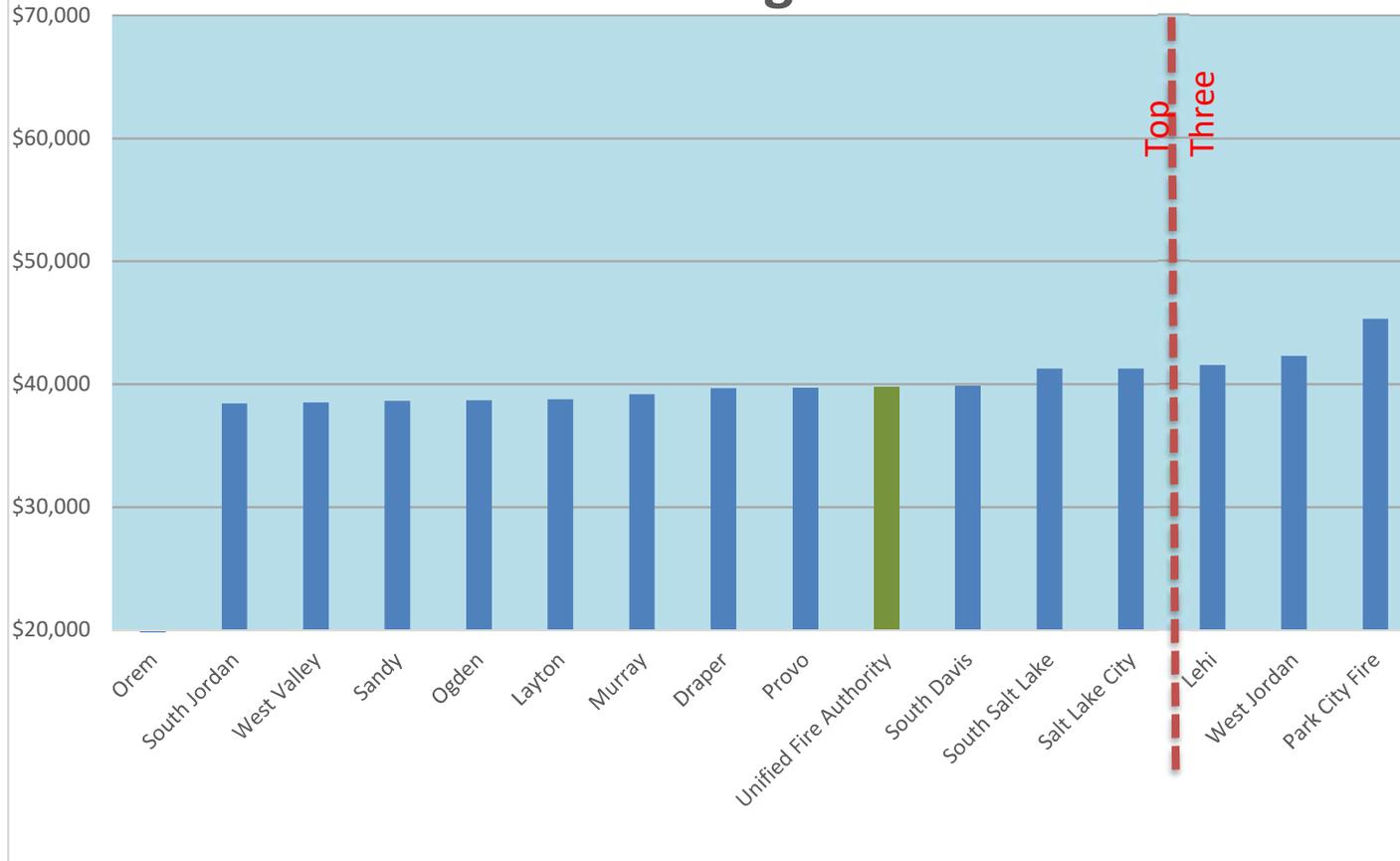
## ENTRY FIREFIGHTER (P9) - Annual Figures

Agency (Population)	ENTRY BASE SALARY	Bonus	VEBA	DEFERRED COMP		Total Base Wage	Specialty Pay	Comments
				Percentage	Amount			
Park City Fire (30,000)	\$41,931	\$0	\$0	4.00%	\$1,677	\$43,608	\$0	
West Jordan (113,000)	\$42,282	\$0	\$0	0.00%	\$0	\$42,282	\$0	
Lehi (61,000)	\$41,496	\$50	\$0	0.00%	\$0	\$41,546	\$0	\$50 Annual Bonus
Salt Lake City (187,000)	\$40,583	\$0	\$676	0.00%	\$0	\$41,259	\$0	
South Salt Lake (25,000)	\$41,050	\$0	\$0	0.00%	\$0	\$41,050	\$0	
South Davis (100,000)	\$39,893	\$0	\$0	0.00%	\$0	\$39,893	\$0	
Provo (112,000)	\$38,916	\$0	\$0	2.00%	\$778	\$39,694	\$0	
Draper (48,000)	\$38,500	\$0	\$0	3.00%	\$1,155	\$39,655	\$0	
Murray (49,250)	\$38,022	\$0	\$0	3.00%	\$1,141	\$39,163	\$0	
Layton (75,000)	\$38,764	\$0	\$0	0.00%	\$0	\$38,764	\$0	9.42% Deferred Comp Tier 2 Only
Ogden (100,000)	\$38,694	\$0	\$0	0.00%	\$0	\$38,694	\$0	9.42% Deferred Comp Tier 2 Only
Sandy (97,000)	\$38,626	\$0	\$0	0.00%	\$0	\$38,626	\$0	2% Deferred Comp Tier Only
West Valley (136,000)	\$38,420	\$0	\$0	0.00%	\$0	\$38,420	\$0	
South Jordan (69,000)	\$36,887	\$0	\$0	4.00%	\$1,475	\$38,362	\$0	
Orem (97,500)								No match at this rank
<b>AVERAGE</b>	<b>\$39,576</b>	<b>\$4</b>	<b>\$48</b>	<b>1.14%</b>	<b>\$445</b>	<b>\$40,073</b>	<b>\$0</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$39,778</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$39,778</b>	<b>\$0</b>	
<b>Related to Average</b>	<b>0.51%</b>					<b>-0.74%</b>		
<b>Related to Top Three</b>						<b>-4.44%</b>		

Notes:

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# ENTRY FIREFIGHTER - Annual Figures



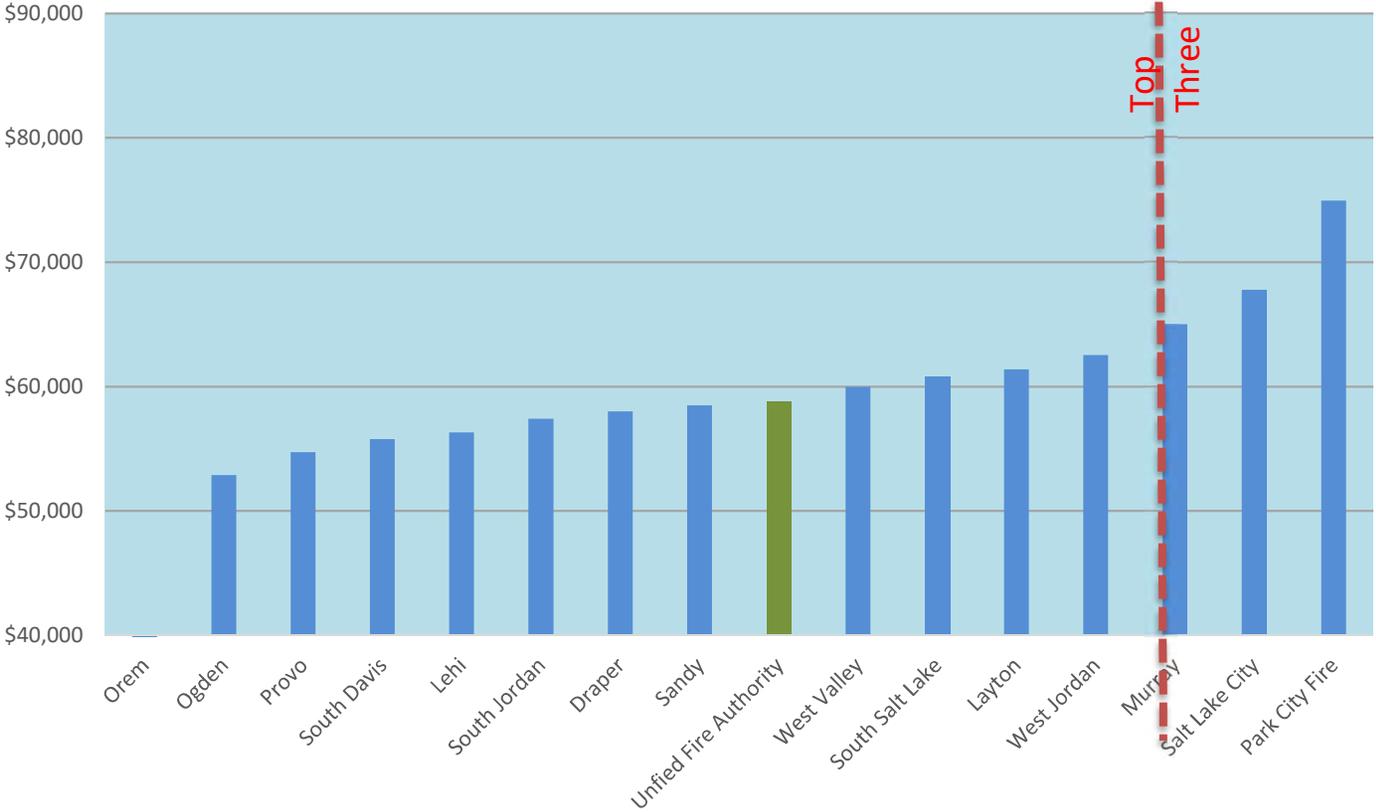
### SENIOR FIREFIGHTER TOP STEP (P11) - Annual Figures (currently 32 employees compensated at this rank)

Agency (Population)	BASE PAY SALARY	Top Step Bonus	VEBA	DEFERRED COMP		Total Base Wage	Specialty Pay	Comments
				Percentage	Amount			
Park City Fire (30,000)	\$68,211	\$0	\$4,000	4.00%	\$2,728	<b>\$74,939</b>	\$0	
Salt Lake City (187,000)	\$65,603	\$1,500	\$676	0.00%	\$0	<b>\$67,779</b>	\$0	Bonus Range from \$75-125 Per Month
Murray (49,250)	\$62,629	\$500	\$0	3.00%	\$1,879	<b>\$65,008</b>	\$0	Top Step Bonus
West Jordan (113,000)	\$62,524	\$0	\$0	0.00%	\$0	<b>\$62,524</b>	\$0	
Layton (75,000)	\$61,359	\$0	\$0	0.00%	\$0	<b>\$61,359</b>	\$0	9.42% Deferred Comp Tier 2 Only
South Salt Lake (25,000)	\$60,770	\$0	\$0	0.00%	\$0	<b>\$60,770</b>	\$0	
West Valley (136,000)	\$59,951	\$0	\$0	0.00%	\$0	<b>\$59,951</b>	\$0	Hazmat/Heavy Tech
Sandy (97,000)	\$56,784	\$1,704	\$0	0.00%	\$0	<b>\$58,488</b>	\$0	2% Deferred Comp Tier Only, 3% Longevity
Draper (48,000)	\$56,291	\$0	\$0	3.00%	\$1,689	<b>\$57,980</b>	\$0	
South Jordan (69,000)	\$55,183	\$0	\$0	4.00%	\$2,207	<b>\$57,390</b>	\$0	
Lehi (61,000)	\$56,250	\$50	\$0	0.00%	\$0	<b>\$56,300</b>	\$0	\$50 Annual Bonus
South Davis (93,000)	\$55,753	\$0	\$0	0.00%	\$0	<b>\$55,753</b>	\$0	
Provo (112,000)	\$53,646	\$0	\$0	2.00%	\$1,073	<b>\$54,719</b>	\$0	
Ogden (100,000)	\$52,874	\$0	\$0	0.00%	\$0	<b>\$52,874</b>	\$0	9.42% Deferred Comp Tier 2 Only
Orem (97,500)								No match at this rank
<b>AVERAGE</b>	<b>\$59,131</b>	<b>\$268</b>	<b>\$334</b>	<b>1.14%</b>	<b>\$684</b>	<b>\$60,417</b>	<b>\$0.00</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$58,156</b>	<b>\$582</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$58,738</b>	<b>\$0</b>	
<b>Related to Average</b>	<b>-1.68%</b>					<b>-2.86%</b>		
<b>Related to Top Three</b>						<b>-10.68%</b>		

Notes:

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# SENIOR FIREFIGHTER TOP STEP - Annual Figures

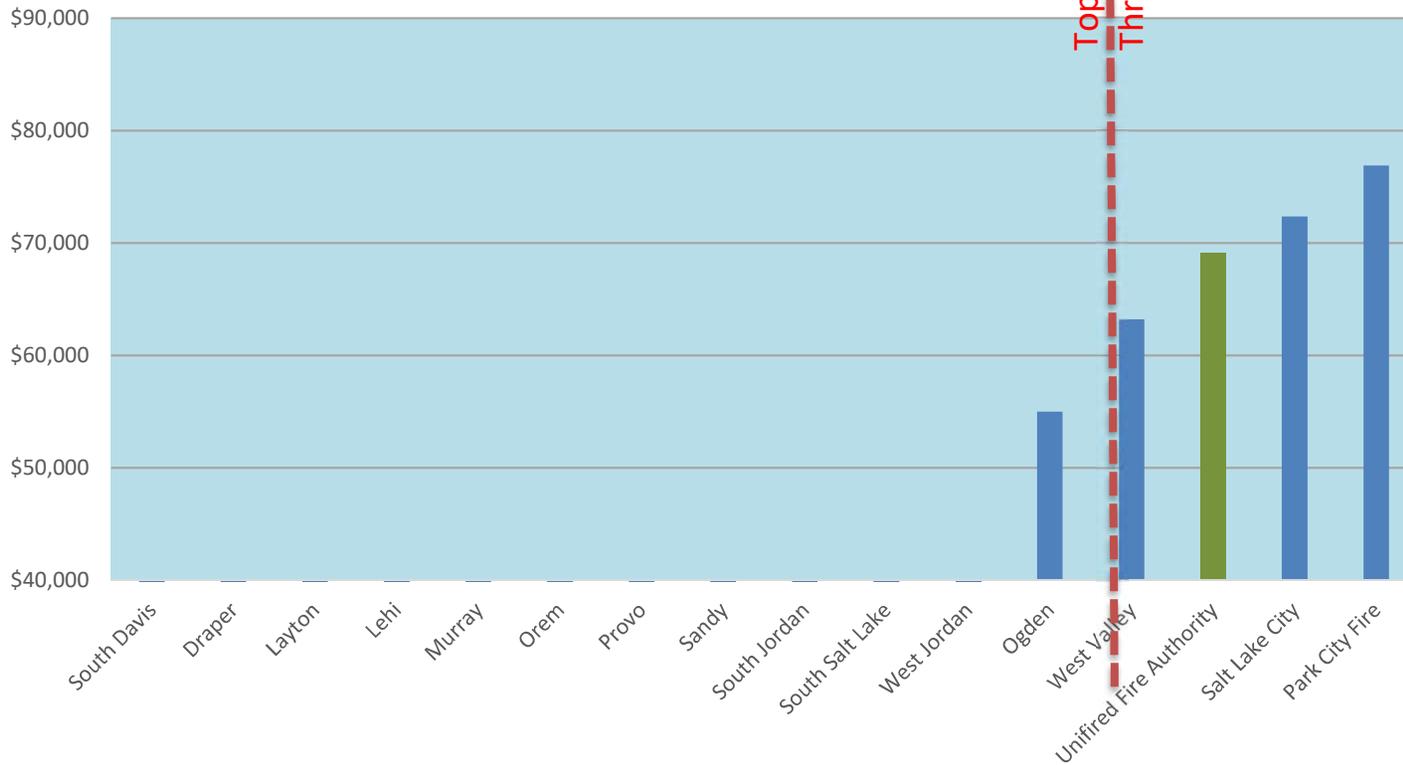


**SENIOR SPECIALIST (HazMat, Heavy Rescue) TOP STEP (P17) - Annual Figures**  
 (currently 12 employees compensated at this rank)

Agency (Population)	BASE PAY SALARY	Top Step Bonus	VEBA	DEFERRED COMP		Total Base Wage	Specialty Pay	Comments
				Percentage	Amount			
Park City Fire (30,000)	\$70,080	\$0	\$4,000	4%	\$2,803	\$76,883	\$0	
Salt Lake City (187,000)	\$70,179	\$1,500	\$676	0%	\$0	\$72,355	\$0	Bonus Range from \$75-125 Per Month
West Valley (136,000)	\$63,196	\$0	\$0	0%	\$0	\$63,196	\$0	
Ogden (100,000)	\$54,989	\$0	\$0	0%	\$0	\$54,989	\$0	9.42% Deferred Comp Tier 2 Only
South Davis (93,000)								No match at this rank
Draper (48,000)								No match at this rank
Layton (75,000)								No match at this rank
Lehi (61,000)								No match at this rank
Murray (49,250)								No match at this rank
Orem (97,500)								No match at this rank
Provo (112,000)								No match at this rank
Sandy (97,000)								No match at this rank
South Jordan (69,000)								No match at this rank
South Salt Lake (25,000)								No match at this rank
West Jordan (113,000)								No match at this rank
<b>AVERAGE</b>	<b>\$64,611</b>	<b>\$375</b>	<b>\$1,169</b>	<b>1.00%</b>	<b>\$701</b>	<b>\$66,856</b>	<b>\$0</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$68,439</b>	<b>\$684</b>	<b>\$0</b>	<b>0%</b>	<b>\$0</b>	<b>\$69,123</b>	<b>\$1,882</b>	Tech/Paramedic Specialty
<b>Related to Average</b>	<b>5.92%</b>					<b>3.39%</b>		
<b>Related to Top Three</b>						<b>9.38%</b>		

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# SENIOR SPECIALIST (HazMat Spec, Heavy Spec) TOP STEP - Annual Figures



**ENGINEER TOP STEP (P17) - Annual Figures (\*\*Currently 69 employees compensated at this rank)**

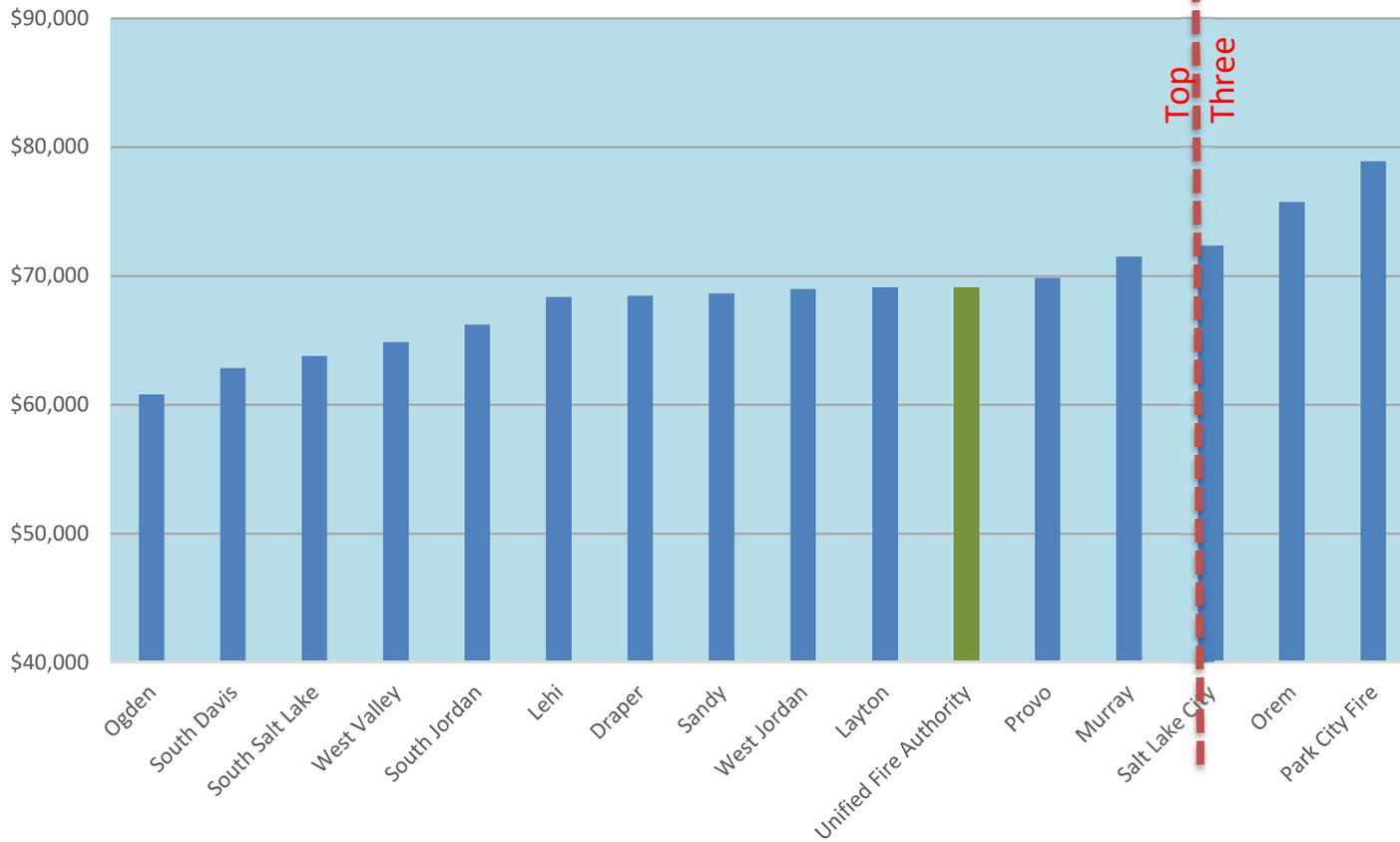
Agency (Population)	BASE PAY SALARY	Top Step Bonus	VEBA	DEFERRED COMP		Total Base Wage	Specialty Pay	Comments
				Percentage	Amount			
Park City Fire (30,000)	\$72,007	\$0	\$4,000	4.00%	\$2,880	<b>\$78,887</b>	\$0	
Orem (97,500)	\$72,826	\$0	\$0	4.00%	\$2,913	<b>\$75,739</b>	\$0	All employees are PM in this position
Salt Lake City (187,000)	\$70,179	\$1,500	\$676	0.00%	\$0	<b>\$72,355</b>	\$0	Bonus Range from \$75-125 Per Month
Murray (49,250)	\$68,931	\$500	\$0	3.00%	\$2,068	<b>\$71,499</b>	\$0	Top Step Bonus
Provo (112,000)	\$68,467	\$0	\$0	2.00%	\$1,369	<b>\$69,836</b>	\$0	
Layton (75,000)	\$69,106	\$0	\$0	0.00%	\$0	<b>\$69,106</b>	\$7,047	9.42 % Deferred Comp Tier 2 Only, Engineer/Paramedic Specialty
West Jordan (113,000)	\$68,973	\$0	\$0	0.00%	\$0	<b>\$68,973</b>	\$0	
Sandy (97,000)	\$66,643	\$1,999	\$0	0.00%	\$0	<b>\$68,642</b>	\$7,738	Engineer/Paramedic Specialty, 2% Deferred Comp Tier 2 only. 3% Longevity
Draper (48,000)	\$66,470	\$0	\$0	3.00%	\$1,994	<b>\$68,464</b>	\$0	
Lehi (61,000)	\$68,306	\$50	\$0	0.00%	\$0	<b>\$68,356</b>	\$0	\$50 Annual Bonus
South Jordan (69,000)	\$63,683	\$0	\$0	4.00%	\$2,547	<b>\$66,230</b>	\$0	
West Valley (136,000)	\$64,851	\$0	\$0	0.00%	\$0	<b>\$64,851</b>	\$9,115	Eng/Tech/Paramedic Specialty
South Salt Lake (25,000)	\$63,770	\$0	\$0	\$0	\$0	<b>\$63,770</b>	\$0	
South Davis (93,000)	\$62,834	\$0	\$0	0.00%	\$0	<b>\$62,834</b>	\$0	
Ogden (100,000)	\$60,805	\$0	\$0	\$0	\$0	<b>\$60,805</b>	\$0	9.42% Deferred Comp Tier 2 Only
<b>AVERAGE</b>	<b>\$67,190</b>	<b>\$270</b>	<b>\$312</b>	<b>1.33%</b>	<b>\$918</b>	<b>\$68,690</b>	<b>\$1,838</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$68,439</b>	<b>\$684</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$69,123</b>	<b>\$1,882</b>	Engineer/Paramedic Specialty
<b>Related to Average</b>	<b>1.86%</b>					<b>0.63%</b>		
<b>Related to Top Three</b>						<b>-4.68%</b>		

Notes:

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

\*\* Engineers that have a Paramedic certification are counted in the Paramedic comparable table

# ENGINEER TOP STEP - Annual Figures



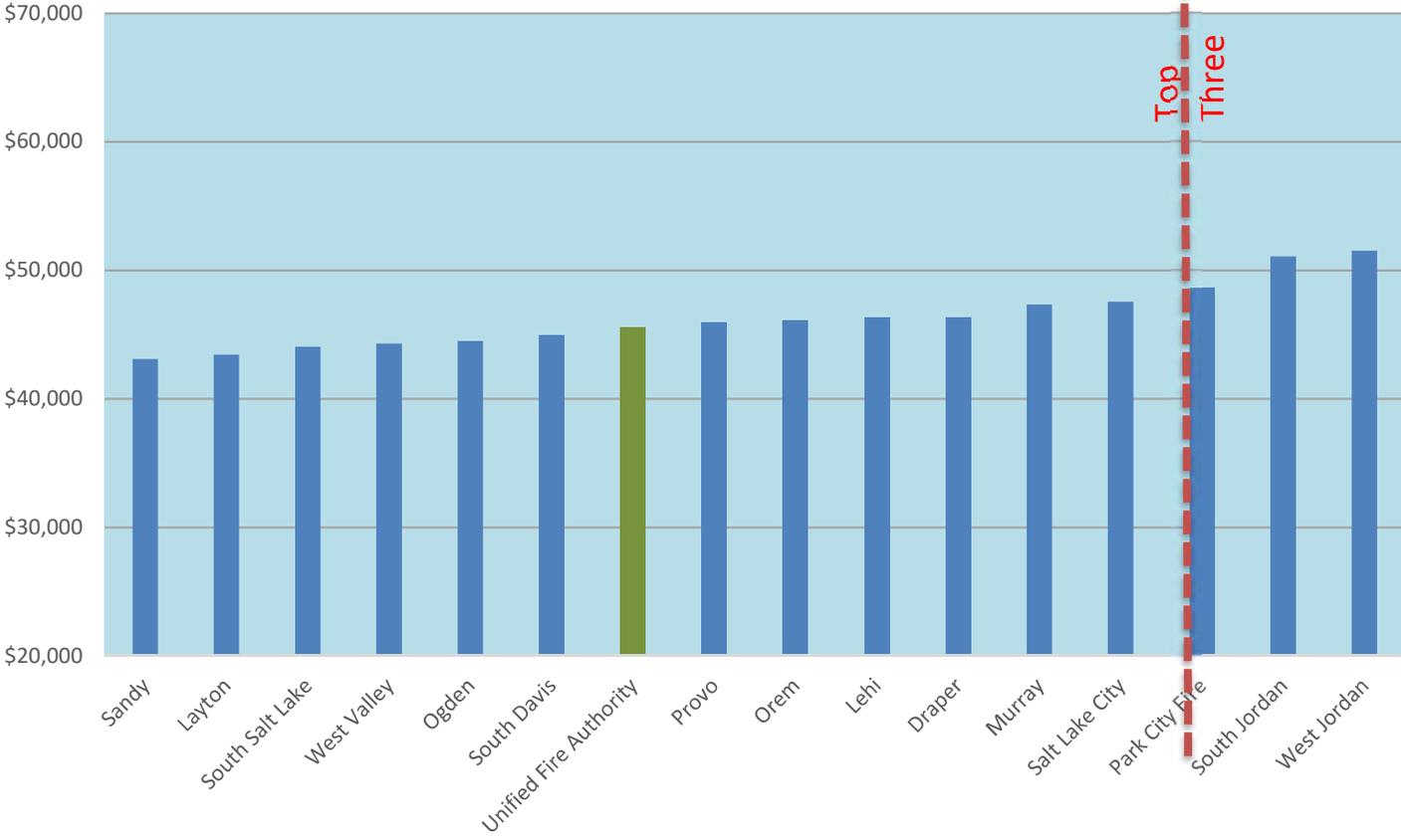
## ENTRY PARAMEDIC (P14) - Annual Figures

Agency (Population)	BASE PAY SALARY	Top Step Bonus	VEBA	DEFERRED COMP		Total Base Wage	Specialty Pay	Comments
				Percentage	Amount			
West Jordan (113,000)	\$51,534	\$0	\$0	0.00%	\$0	\$51,534	\$0	
South Jordan (69,000)	\$49,123	\$0	\$0	4.00%	\$1,965	\$51,088	\$0	
Park City Fire (30,000)	\$46,749	\$0	\$0	4.00%	\$1,870	\$48,619	\$0	TOP THREE
Salt Lake City (187,000)	\$46,880	\$0	\$676	0.00%	\$0	\$47,556	\$0	
Murray (49,250)	\$45,947	\$0	\$0	3.00%	\$1,378	\$47,325	\$0	
Draper (48,000)	\$45,000	\$0	\$0	3.00%	\$1,350	\$46,350	\$0	
Lehi (61,000)	\$46,254	\$50	\$0	0.00%	\$0	\$46,304	\$0	\$50 Annual Bonus
Orem (97,500)	\$44,346	\$0	\$0	4.00%	\$1,774	\$46,120	\$0	
Provo (112,000)	\$45,050	\$0	\$0	2.00%	\$901	\$45,951	\$0	UFA
South Davis (93,000)	\$44,960	\$0	\$0	0.00%	\$0	\$44,960	\$0	
Ogden (100,000)	\$44,498	\$0	\$0	0.00%	\$0	\$44,498	\$0	9.42% Deferred Comp Tier 2 Only
West Valley (136,000)	\$44,290	\$0	\$0	0.00%	\$0	\$44,290	\$3,245	Paramedic/Tech Specialty
South Salt Lake (25,000)	\$44,050	\$0	\$0	0.00%	\$0	\$44,050	\$0	
Layton (75,000)	\$43,429	\$0	\$0	0.00%	\$0	\$43,429	\$0	9.42 % Deferred Comp Tier 2 Only
Sandy (97,000)	\$43,098	\$0	\$0	0.00%	\$0	\$43,098	\$0	2% Deferred Comp Tier 2 Only
<b>AVERAGE</b>	<b>\$45,681</b>	<b>\$3</b>	<b>\$45</b>	<b>1.33%</b>	<b>\$616</b>	<b>\$46,345</b>	<b>\$250</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$45,555</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$45,555</b>	<b>\$0</b>	
<b>Related to Average</b>	<b>-0.28%</b>					<b>-1.73%</b>		
<b>Related to Top Three</b>						<b>-6.73%</b>		

Notes:

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# ENTRY PARAMEDIC - Annual Figures



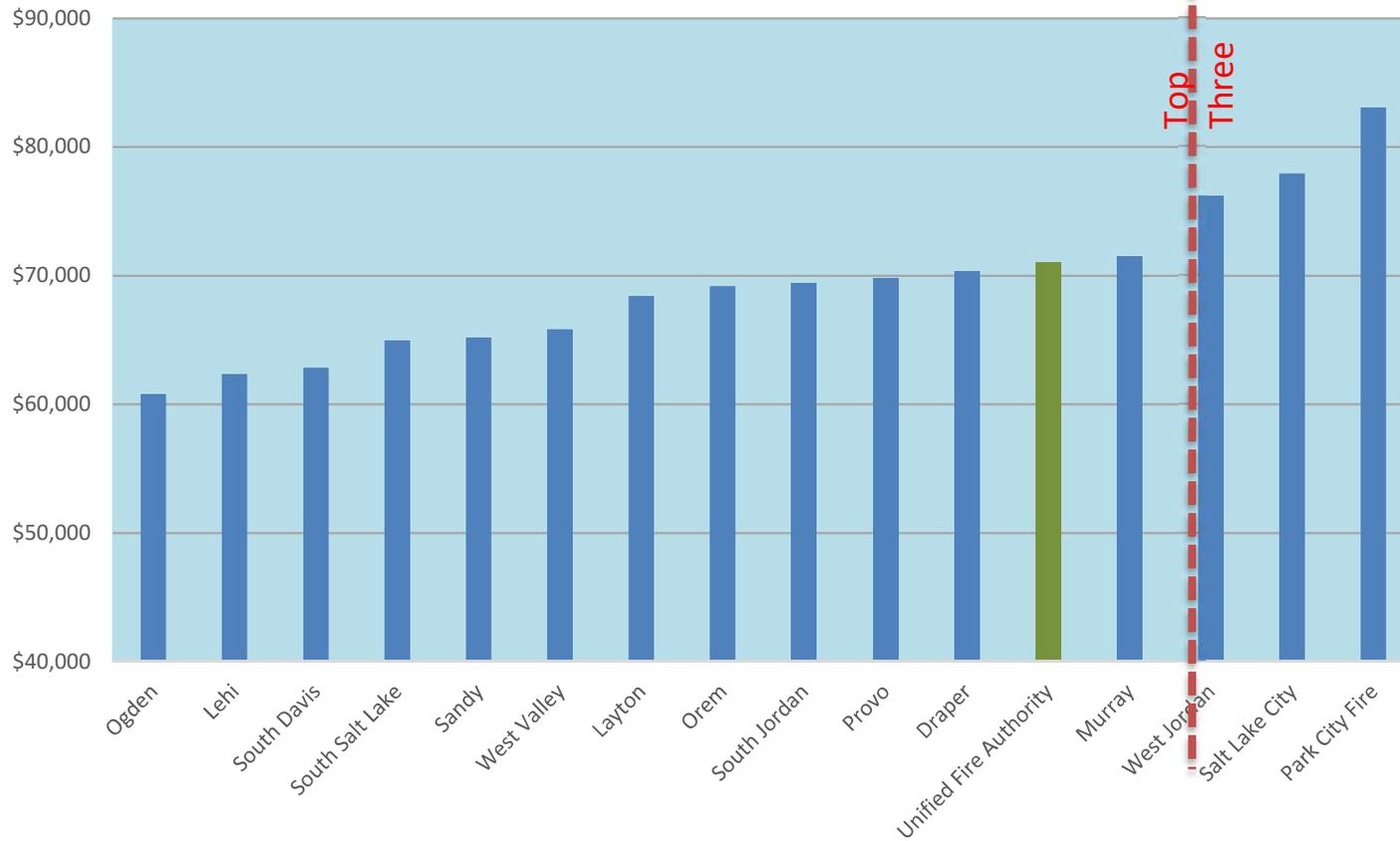
**PARAMEDIC TOP STEP (P18)- Annual Figures (Currently 211 employees compensated at this rank)**

Agency (Population)	BASE PAY SALARY	Top Step Bonus	VEBA	DEFERRED COMP		Total Base Wage	Specialty Pay	Comments
				Percentage	Amount			
Park City Fire (30,000)	\$76,037	\$0	\$4,000	4.00%	\$3,041	<b>\$83,078</b>	\$0	Bonus Range from \$75-125 Per Month
Salt Lake City (187,000)	\$75,754	\$1,500	\$676	0.00%	\$0	<b>\$77,930</b>	\$0	
West Jordan (113,000)	\$76,165	\$0	\$0	0.00%	\$0	<b>\$76,165</b>	\$0	
Murray (49,250)	\$68,931	\$500	\$0	3.00%	\$2,068	<b>\$71,499</b>	\$0	Top Step Bonus
Draper (48,000)	\$68,270	\$0	\$0	3.00%	\$2,048	<b>\$70,318</b>	\$0	9.42 %Deferred Comp Tier 2 Only Paramedic/Tech Specialty 2% Deferred Comp Tier 2 Only, 3% Longevity \$50 Annual Bonus 9.42% Deferred Comp Tier 2 Only
Provo (112,000)	\$68,467	\$0	\$0	2.00%	\$1,369	<b>\$69,836</b>	\$0	
South Jordan (69,000)	\$66,739	\$0	\$0	4.00%	\$2,670	<b>\$69,409</b>	\$0	
Orem (97,500)	\$66,519	\$0	\$0	4.00%	\$2,661	<b>\$69,180</b>	\$0	
Layton (75,000)	\$68,406	\$0	\$0	0.00%	\$0	<b>\$68,406</b>	\$0	
West Valley (136,000)	\$65,821	\$0	\$0	0.00%	\$0	<b>\$65,821</b>	\$3,245	
Sandy (97,000)	\$63,294	\$1,899	\$0	0.00%	\$0	<b>\$65,193</b>	\$0	
South Salt Lake (25,000)	\$64,970	\$0	\$0	0.00%	\$0	<b>\$64,970</b>	\$0	
South Davis (93,000)	\$62,834	\$0	\$0	0.00%	\$0	<b>\$62,834</b>	\$0	
Lehi (61,000)	\$62,301	\$50	\$0	0.00%	\$0	<b>\$62,351</b>	\$0	
Ogden (100,000)	\$60,805	\$0	\$0	0.00%	\$0	<b>\$60,805</b>	\$0	
<b>AVERAGE</b>	<b>\$67,688</b>	<b>\$263</b>	<b>\$312</b>	<b>1.33%</b>	<b>\$924</b>	<b>\$69,186</b>	<b>\$216.33</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$70,326</b>	<b>\$703</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$71,029</b>	<b>\$0</b>	
<b>Related to Average</b>	<b>3.90%</b>					<b>2.66%</b>		
<b>Related to Top Three</b>						<b>-7.23%</b>		

Notes:

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# PARAMEDIC TOP STEP - Annual Figures



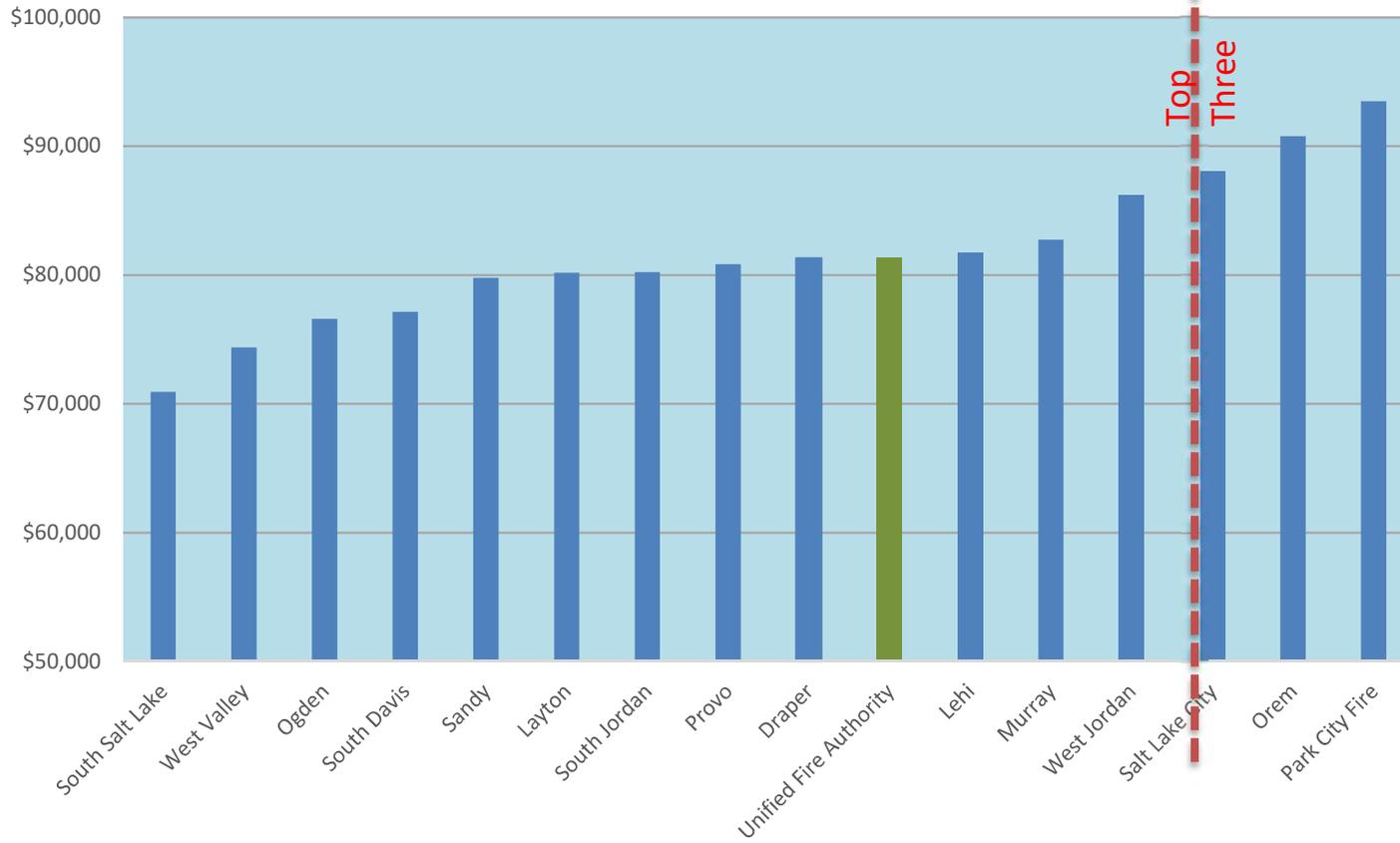
**CAPTAIN TOP STEP (P23) - Annual Figures (currently 101 employees compensated at this rank)**

Agency (Population)	BASE PAY SALARY	Top Step Bonus	VEBA	DEFERRED COMP		Total Base Wage	Specialty Pay	Comments
				Percentage	Amount			
Park City Fire (30,000)	\$86,052	\$0	\$4,000	4.00%	\$3,442	<b>\$93,494</b>	\$0	
Orem (97,500)	\$87,288	\$0	\$0	4.00%	\$3,492	<b>\$90,780</b>	\$0	All employees are PM in this position
Salt Lake City (187,000)	\$85,862	\$1,500	\$676	0.00%	\$0	<b>\$88,038</b>	\$0	Bonus Range from \$75-125 Per Month <b>TOP THREE</b>
West Jordan (113,000)	\$86,201	\$0	\$0	0.00%	\$0	<b>\$86,201</b>	\$0	
Murray (49,250)	\$79,830	\$500	\$0	3.00%	\$2,395	<b>\$82,725</b>	\$0	Top Step Bonus
Lehi (61,000)	\$81,703	\$50	\$0	0.00%	\$0	<b>\$81,753</b>	\$0	\$50 Annual Bonus <b>UFA</b>
Draper (48,000)	\$78,933	\$0	\$0	3.00%	\$2,368	<b>\$81,301</b>	\$0	
Provo (112,000)	\$79,259	\$0	\$0	2.00%	\$1,585	<b>\$80,844</b>	\$0	
South Jordan (69,000)	\$77,121	\$0	\$0	4.00%	\$3,085	<b>\$80,206</b>	\$0	
Layton (75,000)	\$80,157	\$0	\$0	0.00%	\$0	<b>\$80,157</b>	\$7,047	9.42 % Deferred Comp Tier 2 Only
Sandy (97,000)	\$77,438	\$2,323	\$0	0.00%	\$0	<b>\$79,761</b>	\$8,133	Captain/PM, 2% Deferred Comp Tier 2 Only, 3% Longevity
South Davis (93,000)	\$77,140	\$0	\$0	0.00%	\$0	<b>\$77,140</b>	\$0	
Ogden (100,000)	\$76,578	\$0	\$0	0.00%	\$0	<b>\$76,578</b>	\$0	9.42% Deferred Comp Tier 2 Only
West Valley (136,000)	\$74,358	\$0	\$0	0.00%	\$0	<b>\$74,358</b>	\$9,115	Captain/PM/Tech
South Salt Lake (25,000)	\$70,926	\$0	\$0	0.00%	\$0	<b>\$70,926</b>	\$0	
<b>AVERAGE</b>	<b>\$79,923</b>	<b>\$292</b>	<b>\$312</b>	<b>1.33%</b>	<b>\$1,091</b>	<b>\$81,617</b>	<b>\$1,619.67</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$80,531</b>	<b>\$805</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$81,336</b>	<b>\$0</b>	
<b>Related to Average</b>	<b>0.76%</b>					<b>-0.35%</b>		
<b>Related to Top Three</b>						<b>-8.24%</b>		

Notes:

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# CAPTAIN TOP STEP - Annual Figures



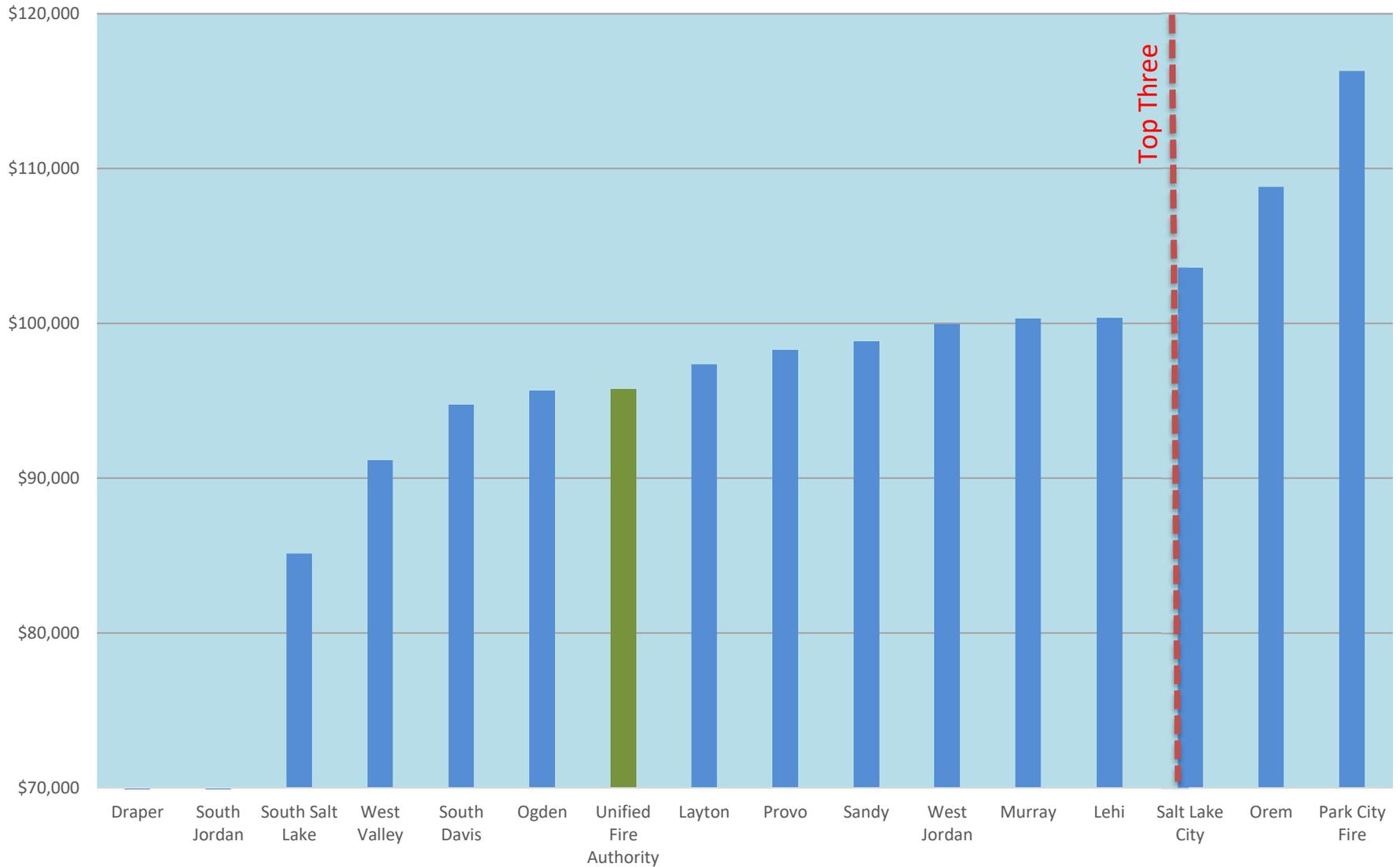
**BATTALION CHIEF TOP STEP (Platoon) (P29)- Annual Figures (currently 9 employees compensated at this rank)**

Agency (Population)	BASE PAY SALARY	Bonus	VEBA	DEFERRED COMP		OT Eligible	Total Base Wage	Specialty Pay	Comments
				Percentage	Amount				
Park City Fire (30,000)	\$107,982	\$0	\$4,000	4.00%	\$4,319	Yes	\$116,301	\$0	
Orem (97,500)	\$104,623	\$0	\$0	4.00%	\$4,185	No	\$108,808	\$0	
Salt Lake City (187,000)	\$101,421	\$1,500	\$676	0.00%	\$0	No	\$103,597	\$0	Bonus Range \$75-125 Per Month
Lehi (61,000)	\$100,317	\$50	\$0	\$0	\$0	No	\$100,367	\$0	\$50 Annual Bonus
Murray (49,250)	\$96,907	\$500	\$0	3.00%	\$2,907	Yes	\$100,314	\$0	Top Step Bonus
West Jordan (113,000)	\$99,927	\$0	\$0	\$0	\$0	No	\$99,927	\$0	
Sandy (97,000)	\$95,930	\$2,878	\$0	0.00%	\$0	Yes	\$98,808	\$0	2% Deferred Comp Tier 2 Only, 3% Longevity
Provo (112,000)	\$96,340	\$0	\$0	2.00%	\$1,927	No	\$98,267	\$0	
Layton (75,000)	\$97,350	\$0	\$0	0.00%	\$0	No	\$97,350	\$0	9.42% Deferred Comp Tier 2 Only
Ogden (100,000)	\$95,635	\$0	\$0	0.00%	\$0	No	\$95,635	\$0	9.42% Deferred Comp Tier 2 Only, Only available for OT on Call Backs
South Davis (93,000)	\$94,739	\$0	\$0	0.00%	\$0	Yes	\$94,739	\$0	
West Valley (136,000)	\$91,153	\$0	\$0	0.00%	\$0	Yes	\$91,153	\$0	Only available for OT on Call Backs
South Salt Lake (25,000)	\$85,131	\$0	\$0	0.00%	\$0	Yes	\$85,131	\$0	
South Jordan (69,000)									No match at this rank
Draper (48,000)									No match at this rank
<b>AVERAGE</b>	<b>\$97,497</b>	<b>\$379</b>	<b>\$360</b>	<b>1.00%</b>	<b>\$1,026</b>	<b>-</b>	<b>\$99,261</b>	<b>\$0</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$94,775</b>	<b>\$948</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>Yes</b>	<b>\$95,723</b>	<b>\$0</b>	
<b>Related to Average</b>	<b>-2.87%</b>						<b>-3.70%</b>		
<b>Related to Top Three</b>							<b>-8.23%</b>		

Notes:

\*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# BATTALION CHIEF TOP STEP (24-Hour Platoon) - Annual Figures

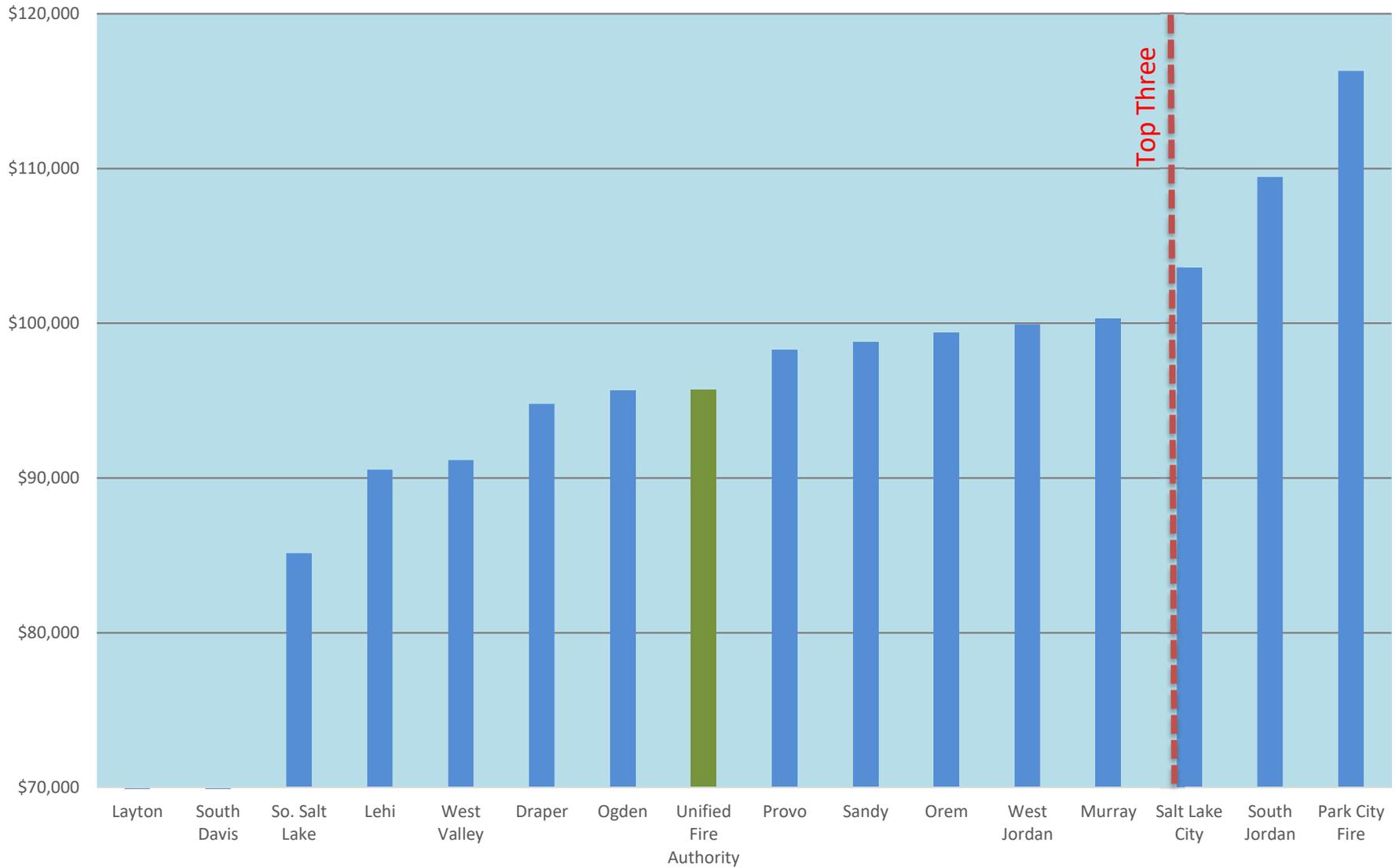


**DIVISION SUPERVISOR TOP STEP (40 Hour Work Week) - Annual Figures (currently 7 employees compensated at this rank)**

Agency (Population)	BASE PAY SALARY	Bonus	VEBA	DEFERRED COMP		OT Eligible	Total Base Wage	Specialty Pay	Comments
				Percentage	Amount				
Park City Fire (30,000)	\$107,982	\$0	\$4,000	4.00%	\$4,319	No	\$116,301	\$0	Fire Marshal & Training Division Officer
South Jordan (69,500)	\$105,236	\$0	\$0	4.00%	\$4,209	No	\$109,445	\$0	Fire Marshal
Salt Lake City (187,000)	\$101,421	\$1,500	\$676	\$0	\$0	No	\$103,597	\$0	(Fire Marshal, Training, Airport, Medical) Bonus Range from \$75-125 Per Month
Murray (49,250)	\$96,907	\$500	\$0	3.00%	\$2,907	Yes	\$100,314	\$0	Top Step Bonus
West Jordan (113,000)	\$99,927	\$0	\$0	\$0	\$0	No	\$99,927	\$0	
Orem (100,000)	\$95,563	\$0	\$0	4.00%	\$3,823	No	\$99,386	\$0	Fire Marshal
Sandy (97,000)	\$95,930	\$2,878	\$0	0.00%	\$0	Yes	\$98,808	\$0	Fire Marshal and Training Coordinator, 2% Deferred Comp Tier 2 Only, 3% Longevity
Provo (112,000)	\$96,340	\$0	\$0	2.00%	\$1,927	No	\$98,267	\$0	
Ogden (100,000)	\$95,635	\$0	\$0	0.00%	\$0	No	\$95,635	\$0	(Fire Marshal, EM BC), 9.42% Deferred Comp Tier 2 Only, OT on Call Backs only
Draper (48,000)	\$92,019	\$0	\$0	3.00%	\$2,761	Yes	\$94,780	\$0	
West Valley (136,000)	\$91,153	\$0	\$0	\$0	\$0	Yes	\$91,153	\$0	(Fire Marshal, Med/Fire Training) Only OT on Call Backs
Lehi (61,000)	\$90,480	\$50	\$0	0.00%	\$0	No	\$90,530	\$0	Fire Marshal, \$50 Annual Bonus
South Salt Lake (25,000)	\$85,131	\$0	\$0	0.00%	\$0	Yes	\$85,131	\$0	(Fire Marshal 74k)
Layton (75,000)									Fire Marshal is not a sworn position
South Davis (93,000)									No match at this rank
<b>AVERAGE</b>	<b>\$96,440</b>	<b>\$379</b>	<b>\$360</b>	<b>1.54%</b>	<b>\$1,534</b>	<b>-</b>	<b>\$98,713</b>	<b>\$0</b>	
<b>Unified Fire Authority (403,000)</b>	<b>\$94,775</b>	<b>\$948</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>Yes</b>	<b>\$95,723</b>	<b>\$0</b>	
<b>Related to Average</b>	<b>-1.76%</b>						<b>-3.12%</b>		
<b>Related to Top Three</b>							<b>-8.23%</b>		

Notes: \*Data compiled from Wasatch Compensation salary survey system and jurisdiction pay plans: verified with jurisdiction's HR departments.

# DIVISION SUPERVISOR TOP STEP (40 Hour Work Week) - Annual Figures





# UNIFIED FIRE AUTHORITY

## HISTORICAL WAGE AND BENEFIT REPORT UFA COMPENSATION AND BENEFITS COMMITTEE March 29, 2018

### *Introduction*

Since joining the UFA Board in January, 2014, I have had the privilege of serving as the chair of the Compensation and Benefits Subcommittee. In that role, I and the other Subcommittee members have had the opportunity to work directly with UFA staff, the leadership of Local 1696 and the contracted benefits brokers (Arthur J. Gallagher & Co.) to become very familiar with UFA's status in the comparable wage market. As a Subcommittee and as a Board over the past four years, we have made a conscious and concerted effort to move the wages of UFA employees in a positive direction, while keeping benefit changes to a minimum and ensuring sustainability for the UFA model. That effort was further solidified in the March 20, 2018 UFA Board meeting where the direction was approved to target a "Top Three" position among the other local agencies identified as comparable.

As the current chair of the UFA Board, I am pleased with the direction of the organization with regard to employee compensation. As part of this year's budget discussions, I requested UFA staff to prepare a comprehensive report of the wage and benefit history of UFA, including information related to retention and recruitment. That report was presented to the UFA Board on March 20, 2018 and is included here to establish an historical record.

*Mayor Rob Dahle, Chair of UFA and Benefits and Compensation Committee*

### *Report on UFA Wages and Benefits*

As a follow-up to the February 20, 2018 UFA Board Meeting, UFA H.R. staff prepared the following historical summary of the organization's wage and benefit history, including data regarding the recruitment and retention of sworn Firefighter personnel. The intent is to answer questions and provide Board members with some key facts, figures and timelines as they discuss the issues further.

### **GENERAL WAGE HISTORY:**

UFA has five primary types of wage increases available to employees:

- Merit increases are given on the employee's anniversary date and have been set at 2.75% since 1994 when the Firefighter Step Plan was adopted. They are the same as "step" increases within the UFA system. To be eligible, an employee must "meet expectations" on their most recent performance evaluation and be below the maximum of their pay range. In the step plan, it takes 12 years to reach top step, from then on the employee does not receive additional merit increases.
- Promotional increases occur when an employee moves from one rank to another, such as from Paramedic to Captain. They also occur when an employee moves from the primary level of a rank to the senior level, such as from Paramedic Specialist I to Paramedic Specialist II. The amount of the increase is defined within the pay plan and is consistently applied to all individuals who follow that same path.
- Longevity awards are given the last pay period in December and are awarded as a 1% lump-sum to those individual who have advanced through the merit system and are not at top step. These increases are non-cumulative. To be eligible, an employee must "meet expectations" on their most recent performance evaluation and have been at the maximum of their pay range (top step) for the entire preceding year.
- COLA increases are a cost-of-living adjustment and the reference index is the CPI-U (Consumer Price Index), U.S. City Average (Average/Average). COLA increases shift the entire pay plan, and the wages of all employees, by an amount that is in line with the overall market in that given year.
- Market Adjustments are given to bring the employees into a competitive wage with other comparable agencies. Market adjustments shift either the entire pay plan, or the specific pay range for a particular rank, depending on if they are targeted or global. They also apply to all employees within the affected ranks.

UFA was faced with difficult decisions following the 2007-2009 recession. Utah Retirement Systems suffered extensive losses during that time and as a result, restructured the pension system, adding the Tier II level. As part of that restructuring, the retirement rates paid to URS for existing employees increased for several years. Health care costs also continued to rise each year. Those costs, combined with the overall effects of the economy, have had an impact on employee wages.

Just prior to the recession, the UFA Benefits Committee adopted the CPI-U as the comparison index as it was the index also used by URS as a reference for their COLA rates. Prior to that, COLA increase amounts were decided upon as part of the budget process after reviewing wage comparisons with other jurisdictions. Following the recession, the CPI-U was referenced, but was often not attainable. In four of the years following the recession, UFA gave no COLA increase. For the past four years, the COLA awarded by UFA has exceeded the CPI-U in a conscious effort by the UFA Board to increase wages.

In all years except for one (FY 2010-11) UFA still provided merit increases. This allowed the Firefighter employees with less than thirteen years of service to move through the pay plan, but didn't shift the actual pay ranges. In 2010, the year where no merit increase was given, UFA reduced the entry-level firefighter and paramedic salaries by 2.75% by adding a Step 0 step to the Firefighter pay plan. This didn't affect the salaries of any existing employees, but did lower the starting salaries for those who were hired subsequently.

In three of the years following the recession, UFA provided no Longevity Award.

## UFA HISTORICAL WAGE AND BENEFIT REPORT

The chart below summarizes the COLA, merit and longevity increases for UFA since FY 2006-07. For comparison, it also references the CPI-U.

<b>UFA HISTORICAL WAGE INCREASES 2007 TO PRESENT</b>				
YEAR	MERIT INCREASE	LONGEVITY AWARD	WAGE INCREASE	CPI-U AVG/AVG*
2007-08	Yes	Yes	2.7%	2.8%
2008-09	Yes	Yes	2.8%	3.8%
2009-10	Yes	Yes	<b>None</b>	-0.4%
2010-11	<b>None</b>	<b>None</b>	<b>None</b>	1.6%
2011-12	Yes	<b>None</b>	1.6%	3.2%
2012-13	Yes	Yes	<b>None</b>	2.1%
2013-14	Yes	Yes	<b>None</b>	1.5%
2014-15	Yes	<b>None</b>	2.0%	1.6%
2015-16	Yes	Yes	3.0%	0.1%
2016-17	Yes	Yes	3.0%	1.3%
2017-18	Yes	Yes	3.0%	2.1%

\* The CPI-U shown is the year-end average-to-average comparison. Therefore, the number shown would have been used as the reference number for the **following** fiscal year.

Other jurisdictions also faced difficult years following the recession. Information from comparable jurisdictions regarding pay increases during those years, and the years since, was obtained and reviewed. Even though many of them also did not award increases in several of those years, many dealt with the budget shortfalls in other ways that didn't have a direct impact on base wages. Those included eliminating or reducing 401(k) or 457 contributions, modifying health plans, or requiring individuals to take furlough days. In an effort to gain ground since the recession, several of the jurisdictions have taken steps similar to UFA to compensate for the years where COLA's were low or non-existent. Those include redirecting previous 401(k) contribution dollars directly into employee's base wages, paying a larger share of the health care premium, applying targeted increases to specific ranks or offering "compression" increases that off-set lost wages.

### ***BENEFIT HISTORY:***

In an effort to deal with the rising URS rates and health care increases and the long-term liability created by existing post-retirement benefits, UFA has made modifications in several areas:

- The 457 deferred compensation match program (2% contribution with an additional 1% match) was eliminated in 2009, just one year after it was implemented
- Post-retirement health benefits were eliminated. Previous to 2012, UFA had covered the cost of 80% of the employee's premium from the time of retirement until the individual reached age 65 (Medicare-eligible) and then continued to cover 80% of the employee's Medicare supplement premium if they opted for a URS plan. In 2012, the supplement premium program was eliminated, and in December 2013, the general post-retirement insurance program was also eliminated. The value of that benefit at the time it was eliminated was \$3445.68 annually. In an effort to minimize the impact of the change for existing employees, the UFA Board authorized the implementation of a VEBA (Voluntary Employees Beneficiary Association Plan) plan and contributed \$1.75 million to that plan, primarily from fund balance, distributed among 352

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UFA employees with four or more years of service, based on a formula involving age and years of service. Those contribution amounts ranged from \$25 to \$28,000 per employee, with an average amount of \$4,971.

- Also in 2013, the UFA Board implemented a buy-back plan for sick leave that continues to serve as a means for employees to add funds to their VEBA account.
- SelectHealth was selected as UFA’s health care provider for FY 2014-15, which helped to reduce premium increases but provided a narrower network option to employees. Those employees seeking to still participate with a broader network (U of U in addition to IHC) picked up the full extra cost of that plan. As of January 1, 2018, due to contract changes with SelectHealth, the U of U Hospitals are no longer available with any SelectHealth plans.
- A health reimbursement arrangement (HRA) was introduced to take advantage of securing the cost benefits associated with a higher-deductible plan (\$1000 individual/\$2000 family), but not changing the net effect of that higher deductible for the employees which remains at \$500 individual/\$1000 family.

Since its inception, UFA has always maintained an 80% (employer)/20% (employee) split with regard to health care premiums, so as healthcare costs have risen, the employees have generally incurred the same percentage increase as the UFA overall. The chart below shows those historical increases as well as the effect on the monthly family premium amount for the most-utilized plan. The current cost of that premium is 59% more than it was eight years ago.

<b>UFA EMPLOYEE MONTHLY HEALTH CARE FAMILY PREMIUM CHANGES JULY 2010 TO PRESENT</b>		
<b>YEAR</b>	<b>EMPLOYEE PREMIUM AMOUNT</b>	<b>INCREASE FROM PREVIOUS YEAR</b>
2010-11	\$181.50	11.7%
2011-12	\$205.10	13%
2012-13	\$224.60	9.5%
2013-14	\$250.68	11.6%
2014-15	\$256.38	2.3%
2015-16	\$260.48	1.6%
2016-17	\$273.50	5.0%
2017-18	\$289.92	6.0%
2018-19		8.5% projected

In reviewing the health care premium data gathered from the fifteen jurisdictions identified as comparable, the UFA employee premium amount is almost double the amount paid on average for the other jurisdictions that still offer a traditional plan. Only two of those jurisdictions (West Valley City and South Jordan) have employee premium amounts similar to UFA (\$299.32 and \$296.03) and those two are the only ones who also have an 80%/20% split. The others have splits that range between 100%/0% to 90%/10%, which helps explain the significant difference in premium.

With regard to the employer portion of the premium, UFA’s employer cost is approximately 9% lower than the amount paid by the other jurisdictions that offer a traditional plan.

## UFA HISTORICAL WAGE AND BENEFIT REPORT

### **RETENTION HISTORY:**

UFA's overall turnover rate for firefighters has always been low (< 5%) and hasn't significantly fluctuated over the time-period in question. The chart below shows the number of firefighter employees who have either retired, resigned or left under other circumstances (death or involuntary termination) and the corresponding turnover rate. The second chart focuses on the employees who have resigned and provides that specific turnover rate and also indicates if they left to work for another Fire Department and if they were leaving for the same position or a promotion. When looking at resignations only, the turnover rate is <2% for the time-period in question. The year with highest turnover was 2017. In that year, several individuals took advantage of the retirement incentive that was offered to offset the impact of Draper leaving or resigned to take promotions with Draper.

<b>UFA ATTRITION AND TURNOVER - SWORN FIREFIGHTER RANKS</b>						
<b>2009 TO PRESENT</b>						
<b>YEAR</b>	<b>NUMBER OF EMPLOYEES</b>	<b>RETIREMENTS</b>	<b>RESIGNATIONS</b>	<b>OTHER TERMINATIONS</b>	<b>TOTAL ATTRITION</b>	<b>TOTAL TURNOVER</b>
2009	385*	8	2	1	11	2.86%
2010	390*	7	1	2	10	2.56%
2011	419	2	4	0	6	1.43%
2012	421	6	0	1	7	1.66%
2013	439	11	2	1	14	3.19%
2014	451	6	4	0	10	2.22%
2015	452	9	5	0	14	3.10%
2016	454	4	6	0	10	2.20%
2017	417	20	8	0	28	6.71%**
2018 YTD	418	12	2	0	14	3.35%
TOTAL		85	34	5	124	Average 2.92%

\* The specific employee numbers for these two years were not available. These are very close estimates.

\*\* 2017 was when the separation of Draper occurred. Retirees were offered an incentive (increased percentage cash-out for accrued sick leave balances) to offset the impact and six of the employees who resigned that year accepted promotions with Draper.

**UFA HISTORICAL WAGE AND BENEFIT REPORT**

<b>UFA RESIGNATIONS - SWORN FIREFIGHTER RANKS</b>					
<b>2009 TO PRESENT</b>					
<b>YEAR</b>	<b>RESIGNATIONS</b>	<b>TURNOVER RATE (RESIGNATIONS ONLY)</b>	<b># OF THOSE LEAVING FOR A PROMOTION WITH ANOTHER FIRE DEPARTMENT</b>	<b># OF THOSE LEAVING FOR THE SAME POSITION WITH ANOTHER FIRE DEPARTMENT</b>	<b># OF THOSE LEAVING FOR NON-FIRE DEPARTMENT EMPLOYMENT</b>
2009	2	0.52%	0	1	1
2010	1	0.26%	0	0	1
2011	4	0.95%	0	1	3
2012	0	0.00%	0	0	0
2013	2	0.46%	0	0	2
2014	4	0.89%	0	0	4
2015	5	1.11%	0	1	4
2016	6	1.32%	2	1	3
2017	8	1.92%	6	0	2
2018 YTD	2	0.48%	1	1	0
<b>TOTAL</b>	<b>34</b>	<b>Average 0.79%</b>	<b>9</b>	<b>5</b>	<b>20</b>

Of those who resigned to take positions with other Fire Departments:

- Eight went to Draper
- Two went to Salt Lake City
- One went to Park City
- One went to Riverdale
- One went to an unknown Utah Department
- One went to a non-Utah Department

With the exception of Battalion Chief Clint Smith (Draper’s current Fire Chief), all of those who resigned for positions with other Fire Departments were Firefighters, Firefighter Specialists or Paramedics.

Also, when Salt Lake City has been hiring at the same time, and candidates have had offers from both Departments, there have been candidates who opted to work for Salt Lake City instead of for UFA. That number is estimated at close to ten over the time period in question. Most recently, in 2017, UFA had four individuals who made that choice, once it had been announced that Draper was leaving.

***RECRUITMENT HISTORY:***

The only two entry-level ranks are Firefighter and Paramedic. UFA conducts testing processes every two or three years and establish two-year hiring lists. All individuals hired are selected from among the top-ranking individuals on either the Firefighter list or the Paramedic list.

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The testing process begins with a written Firefighter aptitude exam that measures abilities such as reading comprehension, situational judgment, logical reasoning, basic math, spatial sense, map reading, and mechanical aptitude. Individuals are ranked according to their written examination score plus any preference points. Preference points are awarded for part-time employment with UFA as a part-time EMT, part-time or Wildland Firefighter, or for service in the U.S. armed forces. Typically, 100-125 individuals advance to the Oral Board Examination phase. In that examination, individuals respond to scored questions intended to measure interpersonal skills, situational reasoning, oral comprehension, initiative, integrity, teamwork and the ability to learn new information. Scores from both examinations are combined to establish the individual's final rank on the overall hiring list.

There are additional components for the Paramedic testing process: skill-based testing; a written examination related to medical knowledge and a scored resume accounting for training and experience.

As vacancies occur, the top-ranked individuals are required to pass a Physical Performance Exam which is essentially an obstacle course where the individuals must perform (in full turn-out gear) such tasks as dragging a dummy, carrying hose up and down a stairwell, crawling through a maze with a blacked-out face-piece on, connecting hose to a hydrant, raising a ladder and simulating a roof ventilation by hitting a railroad tie with multiple targets with a sledge hammer.

Individuals who pass the Physical Performance Exam are eligible for hire and are invited to participate in a traditional interview. Those selected are then required to pass a medical examination, drug test and criminal records check. Over the course of the two-year list, typically hire 20-40 individuals are hired.

For each of the recent recruitment/testing processes, the chart below shows the number of applicants who applied during the entry-level recruitment process (Firefighter and Paramedic), the number of individuals who actually participated in the first-phase written aptitude test and the number of individuals. There was a definite decline in the number of applications received for the last process in 2016. The number of applicants in 2006, 2009 and 2014 were relatively similar and typical of the recent past. The number of applicants in 2011 is more typical of the numbers from the 90's where it was not atypical to have 1,000 applicants. The spike in 2011 could be partially explained by the fact that the process was conducted just as URS was implementing Tier II (July 1, 2011) and this was the last chance individuals had to be part of Tier I.

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<b>UFA RECRUITMENT INFORMATION ENTRY-LEVEL FIREFIGHTER AND PARAMEDIC PROCESSES 2006 TO PRESENT</b>			
<b>YEAR HIRING LIST WAS ESTABLISHED</b>	<b># OF EMPLOYEES HIRED FROM THE LIST</b>	<b>APPLICATIONS RECEIVED</b>	<b># OF APPLICANTS TESTING</b>
2006/2007**	71	578	545
2009	32	733	625
2011	23	988	890
2014	40	689	614
2016*	15	354	342

\* This hiring list is still in effect. UFA expects to hire 14-17 individuals from it before it expires in July, 2018.

\*\* These are combined numbers from a 2006 Firefighter process (501 testing) and a separate 2007 Paramedic process (44 testing); the lists were combined for the purposes of hiring. The numbers from all other years reflect combined Paramedic and Firefighter processes

The information contained in this report has been related to the best of staff recollection in the few instances where the records were not clear or the data had not been tracked.



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APPENDIX THREE: FINANCE POLICIES



# APPENDIX THREE – FINANCE POLICIES

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### PURPOSE:

The Management of Public Funds Policy establishes standards by which public monies are received, recorded and deposited. Through the Management of Public Funds program, functions and responsibilities will be defined to establish internal control. Internal control is a system designed to prevent a single employee from exclusively controlling a monetary transaction. The policy provides suggested internal controls for the segregation of duties in such a way that persons who are responsible for the custody of funds and performance of cashing duties have no part in keeping or, nor access to, those records which establish CFO or designee control over the funds and operations (and vice versa). The duties of individuals should be so divided as to maximize employee protection and minimize the potential for collusion, perpetration of inequities and falsification of accounts. The objective is to provide the maximum safeguards practicable, giving due consideration to the risks involved and the cost of maintaining controls. Established internal controls work to provide reasonable assurance that daily transactions are executed in accordance with prescribed managerial policies and errors and omissions are detected.

### Scope:

The operation of the fund management system, the duties of any employee designated as a cashier, and all other matters including physical security, designation of cashiers and accountability for the receipt, deposit, transmittal, or disbursement of funds not otherwise specified by statute shall be regulated by UFA policies and procedures adopted by the UFA Board.

### Definitions

1. **Audit Program** – A regular review of collecting, CFO or designee and reporting procedures to ensure compliance with established policies and procedures.
2. **Burglary** – A burglary is a crime committed in secrecy. Victims are not confronted.
3. **Cashier** – One who is designated to receive money from the public. The UFA may designate multiple cashiers depending upon workload, number of locations, work schedules, etc.
4. **Change Fund** – An amount of cash available to provide change for over-the-counter cash receipts from users.
5. **Director** – A person responsible for the management of a department, division, section, etc.
6. **Donations** – Monies voluntarily given to UFA for purposes that are individually stated. Acceptance of donations and gifts is subject to the requirements of UFA Policy. Donations and gifts, when accepted, will be properly receipted and recognized as revenue by the UFA.

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7. **Equipment** – Items necessary for proper cash handling, CFO or designee and recording of cash receipts and disbursements or the general care and securing of public funds. Included are cash registers, cash boxes, safes and computer equipment, as required.
8. **Financial/Fiscal Officer** – The department officer who is responsible for the CFO or designee, reconciling, budgeting, security, etc. of public funds or monies in the department.
9. **Imprest Fund** – A specified, separate amount of money (the “imprest amount”) established pursuant to UFA policy.
10. **Imprest Fund Custodian** – An employee of the UFA authorized to handle and manage imprest funds.
11. **Internal Control** – Internal control is the plan of organization and all methods and procedures that are concerned mainly with safeguarding of assets, authorization of transactions, and reliability of financial records.
12. **In transit Items** – Deposit and/or correction transactions which, due to timing differences, have been recognized (posted to the books) by one of (a) the agency, or (b) the financial institution. For example, a deposit may be recognized and recorded by the agency but not received by the bank, or visa versa.
13. **Merchant Agreement** – A written agreement between a bank and a merchant (i.e. the UFA) setting forth the terms, guidelines and standards whereby the merchant agrees to honor all valid bank cards, presented as payment for services, products or events and the bank agrees to accept valid sales drafts or transaction records presented for payment.
14. **Overages/Shortages** – Any amount in excess of, or less than, the amount collected and the amount that should have been collected.
15. **Petty Cash Fund** – An amount of cash available for small purchases relating to normal business operations, established pursuant to UFA policy.
16. **Public Funds and Public Monies** – Money and other funds and accounts, regardless of the source from which these funds and accounts are derived, which are owned, held or administered by the UFA, its employees, or any of its offices, boards, commissions, departments, divisions, agencies or other similar instrumentalities.

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17. **Receipts** – Written confirmation of monies received, usually provided by the recipient to the one making payment at the time the payment is made.
18. **Request for Designation of Cashier** – and other charges to cashier designation.
19. **Revenues** – Any money in the form of donations, fees or taxes collected by UFA.
20. **Suspense Accounts** – Accounts used to temporarily hold deposited revenues from an unidentified source. The payment is held in suspense until all data becomes available.

**1. Collections**

1.1. Receipt of Collections

- 1.1.1. All money collected will be received, where practicable, by the Cashier. When it is necessary that collections be received by officials other than the Cashier, the amounts received and accepted will be delivered to the Cashier on the business day during which the collections are received. When circumstances make such action impractical, the delivery will be made no later than the business day following receipt.
- 1.1.2. Collections received via mail should be delivered to the Cashier in the envelope in which received. The Cashier should retain the envelope until the remittance is processed.
- 1.1.3. Checks or credit cards can only be accepted in accordance with UFA Policy.
- 1.1.4. Except as otherwise provided in statute or by policy, all persons remitting monies to UFA will receive verification of their payment with a receipt.

1.2. Forms of Remittances.

- 1.2.1. Remittances in the form of cash (in an organized manner), checks, drafts, traveler's checks, and money orders will be accepted.

1.3. Processing Remittance.

- 1.3.1. Collection received by Cashiers from remitter in person or via mail.
  - 1.3.1.1. When a remitter presents sufficient information and identification to process the remittance, the transaction will be performed crediting the appropriate

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account. Where possible a validated register receipt will be returned to the remitter.

- 1.3.1.2. When a remitter does not present sufficient information to process the remittance, the transaction will be processed crediting a suspense account. When the proper accounting can be determined, a correcting entry will be made charging the suspense account and crediting the appropriate revenue account.

- 1.3.2. Bill for Collection, (Due Bills): Any monies due to UFA. Due Bills are prepared by CFO or designee.

#### 1.4. Examinations of Remittances

- 1.4.1. Remittances, such as checks, drafts, etc., will be examined for omissions and discrepancies before deposit.
- 1.4.2. In general, unsigned checks, drafts, two-party checks, etc., will be returned to the remitter. When the check is payable to the order of the remitter and has not been endorsed, it will be returned for endorsement. Two-party checks should not be accepted.
- 1.4.3. Checks received with the name of the payee omitted should be completed by inserting Unified Fire Authority on the "Pay to the Order of" line. If either the script or the numerical amount is omitted, the amount omitted will be inserted to complete the check for deposit purposes. Checks received with the date omitted will have the current date supplied. Serious errors or omissions or unusual circumstances should be referred to the CFO for resolution.
- 1.4.4. If a check is received bearing a conditional or restrictive endorsement, the check will not be accepted, except as provided under 59-1-301 Utah Code Annotated, "Paid under protest."
- 1.4.5. When a check is made payable to a Government agency or office and the name is misspelled, or it is made payable to a different agency, the receiving agency may endorse the check if, the amount is correct and the receiving agency is the intended recipient of the check.
- 1.4.6. Collections received that are for credit to the accounts of another agency will be forwarded to that agency for processing and deposit.

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1.5. Receipts

1.5.1. The Cashier will prepare a receipt for all remittances received. The original receipt will be given to the person tendering payment. The duplicate receipt will be kept by the agency for CFO or designee and auditing purposes.

1.5.1.1. The supply of un-issued counter receipts will be kept in a safe, locked drawer or secure area. The first and last numbers of receipts should be verified by the Cashier and entered into a receipt log maintained by the agency. As blank receipts are released to cashiers for use, the log should be updated, accordingly.

1.5.2. The receipt forms will be used in numerical order. Unless specifically provided, no remittance will be receipted in a manner other than by issuance of the prescribed form of pre-numbered receipt. Each receipt will be completed to show all information required on the form.

1.5.2.1. When errors are made on receipts, corrections, strikeouts, changes, erasures, and alterations or any kind, are prohibited. The erroneous receipt should be voided, and a correct receipt issued.

1.5.2.2. When it is necessary to void a receipt, all copies will be marked "void," including the original (customer) copy, if available. The cashier who initiated the void will document on the front of the voided receipt the cause of the voided transaction and its resolution. A supervisor not involved with the transaction will review and sign the voided receipt along with the cashier who initiated the void. The voided receipts will be filled in proper numerical sequence and kept for audit purposes.

1.5.3. Agency receipts must be completed in sufficient detail to identify the appropriation or funds to be credited.

1.5.4. Deposits should be tallied on calculators using duplicate (no carbon required or "NCR") adding machine tape. One copy will be attached to the deposit and the other retained for agency records.

1.6. Endorsements of Checks and Other Negotiable Instruments

1.6.1. All checks and other negotiable instruments received by the Cashier should be restrictively endorsed immediately upon receipt using the UFA endorsement stamp.

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1.7. Deposit of Collections

- 1.7.1. CFO or designee will establish all depository accounts for use by UFA departments, and arrange for such account maintenance services and cash management services as CFO or designee deems appropriate. The Fire Chief, Deputy Fire Chief, Chief Financial Officer and/or designee(s) shall be authorized signers on all depository accounts.
- 1.7.2. As required by Section 51-4-2, Utah Code Annotated, all public funds shall be deposited daily whenever practicable but not later than three days after receipt.
- 1.7.3. Daily Balancing Procedures:
  - 1.7.3.1. Each day, CFO or designee should balance collections to register (or receipt log) totals and prepare a deposit.
  - 1.7.3.2. Change funds should be counted, restored to the established imprest balance, and shorts and overs recognized and recorded.
  - 1.7.3.3. All over and short transactions must be accompanied by appropriate over or short documentation.
- 1.7.4. Each deposit should include an original and duplicate copy of the deposit slip. Supporting adding machine tapes of checks should be included with the checks.

1.8. Deposit Adjustments

The depository bank(s) will notify the UFA of deposit errors, returned items, bank charges, and other adjustments to deposits and balances.

1.9. Refer to UFA Policy, Collection of Bad Checks for procedures related to uncollectible items.

1.10. Funds Found on Premises

- 1.10.1. Funds found on premises under the control of the UFA with ownership unknown will be held for 30 days pending a claim from the rightful owner. If ownership is established within 30 days, the funds will be released to the rightful owner upon receipt of a signed acknowledgement from the owner.
- 1.10.2. If the rightful owner of the funds cannot be determined, all funds shall be delivered to CFO or designee with an explanation of the circumstances under

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which the funds were found. CFO or designee will deposit the funds in an account pending final disposition. If the rightful owner does not claim the funds within one year, the funds will be remitted to the State Treasurer's unclaimed property division as required by Title 67, Chapter 4a, Utah Code Annotated.

**1.11. Refunds**

1.11.1. No refunds are to be issued out of depository accounts. These accounts are strictly for depositing of revenue and are not Imprest Funds.

1.11.1.1. As a general rule, refunds should be issued through the established procedures as outlined in UFA Policies. Where special Refund Accounts exist, refunds must be in compliance with established procedures and subject to review by CFO or designee and authorized UFA personnel.

1.11.1.2. Requests to establish Special Refund Accounts must be referred to the Chief Financial Officer for his/her review and recommendations.

**1.12. Credit Card Transactions**

1.12.1. Any agency authorized to accept credit cards as payment for UFA services, products or events must contact the UFA CFO for account preparation.

1.12.1.1. Account preparation includes assigning a Merchant Identification Number to the agency

1.12.1.2. The CFO will refer the agency to the appropriate depository bank to obtain the Merchant Identification Number for the agency.

1.12.2. At the end of the day the cashier preparing the deposit will balance credit card receipts against the daily summary report of electronically transmitted activity and against the register tender total for credit card activity (if applicable).

1.12.2.1. Attach the daily report to the cashier's daily balance sheet.

**2. Cash Disbursements**

**2.1. General**

2.1.1. Cash disbursements such as refunds, payments, reimbursements, etc. will not be made from revenue receipts. Disbursements may be accomplished only in

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accordance with the authorized use of imprest funds, imprest checking accounts or the general disbursements process. Cashiers are authorized to advance cash to an authorized employee to make payments for a specific purpose where considered advantageous to the UFA. Payment will not exceed the authorized amount established by UFA policy for any one transaction.

2.1.2. Cash payments may not be made for money orders.

**3. Overages and Shortages**

- 3.1. For transaction shortages, payments with shortages up to an amount to be established by UFA may be considered paid in full when accompanied by a cash short form. Those transactions with shortages greater than the approved amount should be considered partial payments if installment payments have been approved. Otherwise, the payee must be billed for the shortage if the payment was to have been final. If overages occur appropriate steps should be taken to refund the overage consistent with UFA policies, or to credit the account of the remitter, if appropriate. Small overages and amounts for which ownership cannot be determined should be deposited.
- 3.2. Any overages will be deposited into the agency's depository account. Shortages will be withheld from the deposit to maintain the change fund at the authorized level.
- 3.3. Records/Archives
  - 3.3.1. Records of the UFA will be retained for such period of times as established in the Utah Code Annotated and in compliance with UFA policies.

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**PURPOSE:**

Prior to disbursing UFA funds it is CFO or designee's responsibility, as provided in state law, to "audit and approve all claims." CFO or designee insures that any given payment request is proper in amount properly accounted for, and is duly authorized. The authority for CFO or designee to process payments derives from this statute. The authority to acquire goods and services on behalf of the UFA (hence obligating payment of funds, to satisfy these obligations) derives from statutes, ordinances and from specific approval by the Fire Chief. The authority to obligate the UFA can also be formally delegated by the Fire Chief, as has been done with certain types of transactions in the case of the Purchasing Agent, as provided by state law.

**1.0 Payments Not Requiring Prior Approval by the Fire Chief**

The following are payments, which, the Fire Chief herein delegates to CFO or designee to process without **prior** approval. Ratification of these payments will be made by the Fire Chief's approval of the Disbursements Register.

This list represents payments, the nature of which generally relate to routine legal obligations, payments of public necessity and payments, which in concept have been pre-approved by the Fire Chief. These usually result from the procurement of products or services, which by their nature or dollar amounts are not required to be competitively bid. Where examples of certain bills are given it is for illustrative purposes – the examples do not necessarily represent an exhaustive list of all possible payments falling under a given category.

- 1.1 Public utility bills
- 1.2 U.S. Postmaster for postage
- 1.3 Payroll-related payments approved in concept with the semi-monthly payroll (i.e. 401 (K), tax withholding).
- 1.4 Disbursements from and reimbursements for all imprest-type accounts, the operation of which have already been approved by the Fire Chief in accordance with UFA Policy.
- 1.5 Payments made in the normal course of administering UFA Policies and Procedures.
- 1.6 Payments to duly-appointed members of special boards, commissions, etc. such as the following:
  - Career Service Council
  - Firefighters Civil Service Council
- 1.7 Payments for subscriptions, publication "annuals" and updates, books, dues and membership fees.
- 1.8 Payments for employee "local" education, training and seminars, i.e., those not involving travel.
- 1.9 Payments required in conjunction with continuing employment, such as re-certification, fitness for duty, and other similar evaluations
- 1.10 Other on-going obligations which have been considered on a case-by-case basis by the Purchasing Agent and CFO or designee and determined not to be subject to competitive bidding and therefore, do not involve the Purchasing Agent.

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1.11 Contracts not requiring competitive bids.

**2.0 Payments Requiring Prior Approval of the Fire Chief**

This category includes payments which, by their nature are not easily anticipated either in frequency or amount, and which the Fire Chief herein requires approval before submission to CFO or designee for processing.

In order to expedite processing of this type of payment, the initiating party should follow the appropriate steps currently in place to process a “payment” request directly through the Fire Chief (see Note 1). After approval by the Fire Chief the payment request and accompanying documentation will be forwarded to CFO or designee for processing and disbursing.

- 2.1 Payments relating to real estate transactions (unless an existing UFA contract already covers the payment request)
- 2.2 Contributions, unless an existing UFA contract already covers the payment request.
- 2.3 Refunds of previously approved UFA revenues (see Note 2) if greater than \$1,000 in amount.
- 2.4 Payments satisfying miscellaneous claims against the UFA (see Note 3)
- 2.5 Any other payment not otherwise covered specifically within this policy, or within statutes or ordinances, or which would not have specific “authorization” without separate approval by the Fire Chief.

**Provision for adding additional items to be covered Under Section 1.0 and 2.0 of this Policy:**

Periodically, questions arise regarding authorization of payment similar in concept to those covered in this policy, but which are not specifically listed herein. In order to expedite matters, any additional items for consideration under Sections 1.0 or 2.0 of this policy may be added on an interim basis, until the policy can be revised and the items permanently incorporated. This type of interim addition should be jointly recommended by CFO or designee and Purchasing for approval by the Fire Chief.

**Note 1: Procedures for payment requiring the Fire Chief’s prior approval** (those listed in Section 2.0).

Current procedures require the initiating UFA organization present a request to the Fire Chief for approval. The request should contain, at a minimum, wording to the effect that the Fire Chief directs CFO or designee to the requested payment, and should specify:

- Vendor/payee
- Amount
- Purpose of the payment
- Budget line-item to be charged
- Date by which payment is needed

A request should also be entered in the purchasing system. The Fire Chief will notify CFO or designee in writing of approval.

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**Note 2:**        **Refunds of Revenues** (those referred to in Section 2.4).  
Refunds in amounts of \$1,000 or less may be authorized and processed by the requesting dept. These should be entered into the purchasing system as a direct payment through CFO or designee (similar to the payments described in Section 1.0 of this policy), unless statutes or ordinances require another procedure.

For circumstances where it is required to issue frequent refunds of relatively small amounts (e.g., under \$200 per transaction), an imprest- type checking account may be established upon proper approval of the Fire Chief and operated in accordance with existing procedures.

**Note 3:**        **Payments for Legal Claims:**  
The UFA Attorney processes this type of claim under government immunity. This represents a financial obligation arising from a legal “claim against the UFA”. The UFA Attorney (if settlement is recommended) submits a letter recommending payment for the Fire Chief’s approval.

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**REFERENCES:**

[UFA Policy and Procedure – Purchasing Card Policy](#)  
[UFA Purchasing of Meals Policy](#)  
[UFA Purchasing Process Flowchart](#)  
[Check & ACH Purchase Flowchart](#)

**PURPOSE:**

To establish the rules governing the acquisition of services, supplies and equipment and to ensure that all such purchases or encumbrances are made equitably, efficiently and economically.

**DEFINITIONS:**

**Invitation for Bids** – Solicitation (including soliciting documents) of competitive sealed bids for procurement of services, supplies and equipment. An invitation for bids should be used as determined by the Fire Chief or designee when UFA is capable of specifically defining the scope of work for which the services, supplies and equipment are required or when UFA is capable of establishing precise specifications defining the actual commodity or group of commodities required.

**Material Requisition (M.R.)** - A materials requisition form is a source document that the fire department uses to request materials. A typical materials requisition form has the purchase order number, date of request, material description, quantity, and proper management signatures.

**Request for Proposals** – Solicitation (including soliciting documents) of competitive sealed proposals for procurement of services, supplies and equipment. The request for proposals should be used as determined by the Fire Chief or designee when there may be a need for price and service negotiations, there may be a need for negotiations during the performance of a contract, whether the relative skill and expertise of the offer or needs to be evaluated, whether costs are secondary to the characteristics of the product or service sought (for example, in a work of art), and whether the conditions of the service, product or delivery conditions are unable to be sufficiently described in the invitation for bids.

**Services** – All types of services including, but not limited to, attorney, auditing, environmental support, civil service executive director, personnel, payroll, purchasing, treasurer, risk management, information services, communication telephone services, fleet management, firearms certification, and insurance.

**Supplies and Equipment** – any and all tangible property or things which will be furnished to or used by UFA or its employees within the scope of their employment with UFA.

**POLICY:**

**1. Budgetary Compliance**

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The Fire Chief or designee shall require all expenditures for services, supplies and equipment to conform with the budget.

**2. Acquisition of Services, Supplies and Equipment**

Subject to sections 2, 3, 4, 5, 6 and 7, UFA may obtain services, supplies and equipment in strict compliance with the following:

- 2.1 Where the amount to be paid by UFA is \$10,000 or less, the material request or other requisition process approved by the Fire Chief (e.g., Wells Fargo purchasing card, or other types of procurement cards) must conform to the adopted budget and be approved by the Division Commander.
  - 2.1.1 The purchase or service request shall be approved by the supervisor responsible for their respective budget(s).
    - 2.1.1.1 Where the service is to be performed on UFA owned property or facilities, Supplier shall obey all laws, ordinances, regulations and rules of the Federal, State, County and Municipal governments that may be applicable to its operations. Said laws include, but are not limited to, the Equal Employment Opportunity laws, the Fair Labor Standards Act, Occupational Safety & Health Administration (OSHA), and the Americans with Disabilities Act (ADA). Any violation of applicable law shall constitute a breach of this Agreement and Supplier shall defend and hold UFA harmless from any and all liability arising out of, or in connection with, said violations including any attorney's fees and costs incurred by UFA as a result of such violation.
  - 2.1.2 The authorized person making the acquisition must provide the required documentation as per the Fire Chief approved requisition process ([UFA Purchasing Process flowchart](#)).
  - 2.1.3 The purchase of capital assets (individual items having an estimated useful life of more than one year and a cost equal to or greater than \$5,000) must be requisitioned through the Material Request/Purchase Order process, approved by the Division Commander, and notification made to the Finance Division for capital asset tracking purposes.
- 2.2 Where the amount to be paid by UFA is greater than \$10,000:
  - 2.2.1 The purchase must first be approved by the supervisor, the purchase process approved by the Chief Financial Officer and for non-contract acquisitions, the

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purchase shall be reviewed by the Chief Legal Officer as to compliance with the Purchasing Policy.

2.2.2 The purchaser shall, prior to the purchase, post on the main website for UFA and on a state website that is owned, managed by, or provided under contract with, the State of Utah for posting a public procurement notice for a period of at least 5 calendar days unless the purchase is an emergency acquisition pursuant to section 3.

2.2.2.1 Such bid requests and quotes shall be made in writing and made without favoritism or bias.

2.2.2.2 If only one quote or bid is received in response to a request for quote or request for bids, an award may be made to the single bidder if: the quote is from a prior approved sole source vendor; the quote is from a current contract or agreement is in place; the single price quote submitted is determined to be fair and reasonable; that other prospective bidders had reasonable opportunity to bid; and the bid specifications were not restrictive. Otherwise the bid shall be rejected and:

2.2.2.2.1.1 New bids or offers may be solicited to allow for more competition on this product or service: or

2.2.2.2.1.2 The proposed procurement may be cancelled: or 2.2.2.3 shall apply.

2.2.2.3 When no vendor or only unqualified vendors respond to a posted bid, UFA may initiate a secondary process to obtain qualified bids, with the written approval of the Fire Chief or designee.

2.2.2.3.1 Solicitation and Award: Purchases shall be made by soliciting no less than three (3) businesses:

2.2.2.3.1.1 For purchases of supplies or nonprofessional services, the businesses shall submit telephone or written quotations to meet UFA's described needs. Award shall be made to the business offering the lowest acceptable quotation.

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2.2.2.3.1.2 For professional services, UFA shall prepare a brief statement of needs. The UFA may communicate this statement to the businesses in writing or verbally, and the businesses shall submit their qualifications to meet the described needs. Award shall be made to the business presenting the best overall qualifications and value to UFA.

2.2.2.3.1.3 For construction work, including building improvements the businesses shall submit telephone or written quotations to meet UFA's described needs, and shall submit qualifications in the manner described for professional services in 2.1.1.1. Award shall be made to the qualified business submitting the lowest acceptable quotation.

2.2.2.4 All information relating to the purchase and subsequent selection of a vendor shall be kept in accordance with UFA Policy and Procedure – Records Management.

2.3 Where the amount to be paid by UFA is estimated to be greater than \$40,000 an invitation for bids or a request for proposals shall be issued prior to acquisition and the following procedures shall apply:

2.3.1 The Fire Chief or designee shall develop appropriate plans and/or specifications for each such acquisition or project.

2.3.2 The Fire Chief or designee shall cause notice inviting bids or responses to request for proposals to be given to interested parties and posted on the main website for UFA and on a state website that is owned, managed by, or provided under contract with, the State of Utah for posting a public procurement notice for a period of at least 2 weeks.

2.3.3 Bids or responses to proposals shall be sealed and delivered to the location or person designated by the bid or proposal before the time and date specified.

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- 2.4 For purposes of determining the amount to be paid for a single purchase, or what would commonly be considered a single purchase, the purchase shall not be subdivided into component parts to avoid the authorization limits.
- 2.5 Change orders or amendments to purchase orders and other contracts shall be documented and approved by the persons within the limits indicated above as long as the total price, including the change order, is within the original budget amount.
- 2.6 Notwithstanding the foregoing, if the Fire Chief or designee determines in writing, a copy of which shall be given to the Board at the next regular meeting, that the method described above is either not practical or not advantageous to UFA, a contract may be entered into as provided in Utah Code Ann. § 63G-6a-801-806, or other methods provided for in Utah Code Ann. § 63G-6a-101, *et seq.*, or when approved by the Board, by the solicitation of three competitive bids from qualified providers to procure services, supplies and equipment.
- 2.7 Notwithstanding the foregoing, the Fire Chief or designee may purchase supplies, materials and equipment from the vendor who has submitted the lowest bid price for such items to the State of Utah Division of Purchasing and General Services at the quoted price, without any solicitation, price quotation or invitation to bid. For such purposes, the quoted price shall be deemed to be the lowest price available for such items and need not follow the solicitation procedures otherwise required by these rules.
- 2.8 Notwithstanding the foregoing, the Fire Chief or designee may (a) purchase supplies, materials, equipment or services from vendors to assure standardization of supplies, materials, equipment or services, provided that such standardization is in the public interest, (b) with approval of the Chief Legal Officer, purchase supplies, materials, equipment or services which can be procured from only one source, manufacturer, or distributor, (c) purchase supplies, materials, equipment or services from other government entities pursuant to Utah Code Ann. § 11-13-101, *et. seq.* (Inter-local Cooperative Act), (d) purchase supplies, materials, equipment or services from vendors who are also vendors for a “Member” of UFA, without any solicitation, price quotations, request for proposals, or invitation to bid by the UFA when such supplies, materials, equipment or services has been competitively procured by the “Member” and such contracts, by their terms or the terms of the original solicitation, are available for use by the UFA, or (e) purchase supplies, materials, equipment or services from vendors who are also vendors of any government entity or association of governmental entities who has solicited competitive bids or requests for proposals

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for such supplies, materials, equipment or services and such contracts, by their terms or the terms of the original solicitation, are available for use by the UFA.

2.8.1 It is beneficial for Unified Fire Authority to purchase equipment according to agreed-upon standards to achieve better pricing, less administrative overhead, faster processing of requests, better support, less costly maintenance, and a better ability to train on and provide assistance with technologies purchased. While the purchase of non-standard technology components is not prohibited, such requests should be minimized as much as reasonably possible. The purchase of non-standard technology components must be justified by the existence of special circumstances or business purpose and be approved by the Division Commander and Communications and Technology Bureau Chief, or if the purchaser is a Division Commander or Assistant Chief, the Fire Chief will approve. If the purchaser is the Fire Chief, approval will be made by the Unified Fire Authority (UFA) Board Chair, or in the absence of the Chair, the Vice Chair. The user of a non-standard technology component must also document the source of support for the non-standard component before purchase is approved.

To maintain standardization and to ensure that all communications technology purchases are included in UFA maintenance agreements and asset tracking, all IT software or equipment with individual cost greater than \$200 and/or having memory (e.g. cellular phones, radios, tablets, computers, etc.) must be purchased through, and approved by, the Communications and Technology Bureau Chief or designee. Exceptions to this will require approval from the Communications and Technology Bureau Chief as well as the appropriate supervisor (e.g. Division Commander for individuals below that rank, the Fire Chief for Division Commanders or Deputy Chief and the UFA Board Chair, or in the absence of the Chair, the Vice Chair for the Fire Chief)

**3. Emergency Acquisitions**

In case of an actual emergency, the Fire Chief or designee may purchase directly any services, supplies and equipment whose immediate procurement is essential to prevent any delays in the work of UFA that may vitally affect life, health, safety or welfare of the public. On a monthly basis, the Fire Chief shall provide the Board with a brief summary of the circumstances of the emergency, and, if requested by the Board, a full written report of the circumstances of the emergency.

**4. Conditions of Acceptance**

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- 4.1 UFA reserves the right to reject any and all responses or bids. No bidder or responder shall have any right, legal or equitable, or claim against UFA for any expense or cost incurred by the bidder in the preparation or submission of bidder's bid or proposal, which is rejected, regardless of the reasons for the rejection.
- 4.2 UFA expressly reserves the right to waive minor or slight irregularities in a bid or proposal which in the judgment of the Fire Chief or designee are in the best interest of UFA. The decision of the Fire Chief or designee on irregularities on a bid shall be final and conclusive and shall not create any right to bidders or respondents. Further, UFA reserves the right to amend, modify or waive any request for a request for proposal or invitation for bids.
- 4.3 Except as otherwise provided herein, services, supplies and equipment shall be obtained from the lowest responsive and responsible bidder. In determining the lowest responsive and responsible bidder, UFA may consider, in addition to price:
- 4.3.1 the ability, capacity and skill of the bidder to perform the service required;
  - 4.3.2 whether the bidder can perform the contract or provide his services promptly, or within the time specified without delay or interference;
  - 4.3.3 the character, integrity, reputation, judgment, experience and efficiency of the bidder;
  - 4.3.4 the quality and performance of previous services by the bidder;
  - 4.3.5 previous and existing compliance by the bidder with all applicable laws, ordinances, regulations and rules of the Federal, State, County and Municipal governments that may be applicable to its operations;
  - 4.3.6 sufficiency of the financial resources of the bidder to perform the contract or provide the services;
  - 4.3.7 quality, availability and adaptability of the supplies or contractual services to the particular use required;
  - 4.3.8 the ability of the bidder to provide future maintenance and service;
  - 4.3.9 the number and scope of conditions attached to the bid or price quotation;

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4.3.10 such other factors as the Fire Chief or designee shall determine, including inventory, mechanic's expertise and ease of maintenance; and

4.3.11 the value provided to UFA.

**5. Blanket Purchase Orders**

The Fire Chief or designee is authorized to arrange with suppliers blanket purchase orders which authorize continuing charges against UFA. Such purchase orders shall be reviewed and renewed at least once each fiscal year. The Fire Chief or designee shall, in advance of any transaction negotiated upon such blanket purchase order, notify the merchant or supplier of the specific UFA employee authorized to take delivery and sign the purchase order. No billing against UFA shall be valid as applied against the purchase order unless the person taking delivery was authorized to do so and the supplier can provide UFA with a signature and printed name of that person.

**6. Payment of Routine Expenditures**

The Fire Chief or designee is authorized to approve payments for routine expenditures such as utility bills, leases, and payroll related expenses, provided that such expenditures are referenced in the then approved budget, that the funds are available for such expenditures, and that sufficient documentation is provided concerning such expenditures. The Fire Chief or designee is authorized to approve payments for supplies, materials and payments on approved contracts, provided that such expenditures are referenced in the then approved budget, that the funds are available for such expenditures, and that sufficient documentation is provided concerning such expenditures.

6.1 All invoices received where no discrepancies exist between the invoice and the underlying contract or quotation shall be timely paid. Invoices where discrepancies exist shall be paid as to all undisputed amounts with disputed amounts reconciled as soon as possible.

**7. Payment of Payroll Obligations**

The Fire Chief or designee is authorized to approve payroll checks or disbursements, if they are prepared in accordance with a salary schedule established by the Board.

**8. Protest**

Persons, who are aggrieved over an invitation for bids or a request for proposals, may file a protest with the Fire Chief.

8.1 A protest in regard to specifications of an invitation for bids or a request for proposals shall be submitted, in writing, prior to opening of bids or proposals. All other protests

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shall be submitted, in writing, within five working days after the aggrieved person knows or should have known that it was UFA's intent to award the bid or contract.

- 8.2 If a protest is received before the award, UFA shall not proceed further in its attempt to acquire the services, supplies and equipment until the protest is either withdrawn or approved for award by the Fire Chief. The Fire Chief, may, however, make a written determination that the award of contract, without delay, is necessary to protect the interest of UFA.
- 8.3 Protests must specifically state the facts which constitute error in the award and the desired remedy.
- 8.4 The Fire Chief, together with the attorney, shall investigate and make a recommendation to the Board. After reviewing the recommendation, the Board will make a decision on the protest.

**9. Reimbursement Requests**

- 9.1 Request for reimbursement of funds will be in accordance with UFA Policy and Procedure – Reimbursement Request.

**10. Claims**

- 10.1 Whenever payment is requested from UFA that is not provided for by contract, purchase order, service request, check requisition or other requisition process described in these rules, the payment shall be processed as a claim under this provision.
- 10.2 The Fire Chief or designee shall review all claims for services, supplies and equipment.
- 10.3 After consideration of the recommendation by the attorney, the Fire Chief or designee shall approve the claim if it appears to be just, lawful and properly due and owing. Otherwise, the Fire Chief or designee shall disapprove the claim.
- 10.4 All claims for services, supplies and equipment must describe in detail the basis for the claim including the following: names, dates, services, supplies and equipment rendered, and to whom the services, supplies and equipment were furnished.
- 10.5 All claims must be presented to the Fire Chief or designee within one year of the last date that the services, supplies and equipment subject to claim were rendered or

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provided. If the Fire Chief or designee rejects a claim because it is not properly made out, the Fire Chief or designee shall give written notice to the claimant or agent and allow a reasonable time for clarification or further itemization or substantiation. Further time allowed hereunder shall null the one year limitation but shall not exceed thirty (30) days from the date of the Fire Chief's written notice.

Replaces policy dated January 20, 2009

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*Fund Balance Reporting*

### **PURPOSE:**

To establish the rules governing the classification and reporting of fund balance in accordance with GASB Statement 54.

### **Definitions:**

#### **1. Fund Balance Components**

- a. **Nonspendable** – This component is *inherently nonspendable* in the current period, including assets that cannot be converted to cash, such as prepaid expenses and inventory; assets that cannot be converted to cash quickly, such as long-term loans receivable; and resources required by legal or contractual requirements to remain intact, such as endowment principal. UFA reports *nonspendable* fund balance for prepaid expenses and inventory balances.
- b. **Restricted** – This component is subject to externally enforceable legal restrictions, such as those imposed by bondholders, creditors, grantors, contributors, other governments, and by law through constitutional provisions or enabling legislation.
- c. **Committed** – This component is constrained by limitations imposed on the entity by its governing body that remain binding unless removed in the same manner. Commitments of fund balance are required to be in place before the end of the fiscal year (including the amount to be committed).
- d. **Assigned** – This component is used to reflect the intended use of resources established by the governing body or its designee.
- e. **Unassigned** – This component is the net resources in excess of what is classified in the above categories. The General fund is the only fund reporting positive *unassigned* fund balance.

#### **1.0 Budgetary Compliance**

The Chief or designee shall require that all fund balance classifications conform to the budget and Board designations.

#### **2.0 Fund Balance Requirements**

- 2.1 In accordance with Utah Code 10-6-116(4), UFA will retain a minimum General Fund fund balance of 5% of the following year's total budgeted revenues (less beginning appropriated fund balances).
- 2.2 In accordance with Utah Code 10-6-116(2), UFA's unrestricted fund balance will not exceed 18% of the following year's total budgeted General Fund revenue (less beginning appropriated fund balances).

#### **3.0 Expenditure Recognition**

- 3.1 When an expenditure is incurred for purposes for which both restricted and unrestricted resources are available, UFA generally uses resources with the highest level of restriction first. Thus, the order in which funds will be spent, when applicable, is the following:
  - 3.1.1 Restricted
  - 3.1.2 Committed
  - 3.1.3 Assigned
  - 3.1.4 Unassigned

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#### **4.0 Procedures Required to Designate or Reclassify Committed Fund Balance**

- 4.1 The UFA Board (the Board) shall designate fund balance as committed through formal resolution as part of the annual budget adoption or amendment process and at such other times as it deems necessary or appropriate. In order for commitments of fund balance to exist for a given fiscal year, the resolution shall be passed prior to the end of the fiscal year.
- 4.2 The Board shall include in the resolution the nature of the commitment and the amount to be committed.
- 4.3 In order to reclassify funds from committed fund balance, the Board shall approve a formal resolution, including the nature of the original commitment and the amount to be reclassified to another fund balance component.

#### **5.0 Procedures Required to Designate or Reclassify Assigned Fund Balance**

- 5.1 The Board or the UFA Finance Committee (the Finance Committee) shall designate fund balance as assigned through a passing motion during a meeting in which minutes are recorded.
- 5.2 The Board or the Finance Committee shall include in the motion the nature of the assignment and the amount to be assigned.
- 5.3 An assignment of fund balance can be made after the end of the fiscal year.
- 5.4 In order to reclassify funds from assigned fund balance, the Board or Finance Committee shall pass a motion during a meeting in which minutes are recorded, including the nature of the original assignment and the amount to be reclassified to another fund balance component.

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**REFERENCES:**

[UCA §11-13-5 Fiscal Procedures for Interlocal Entities](#)  
[UFA Policy and Procedure – Management of Public Funds](#)  
[UFA Policy and Procedure – Fund Balance Reporting](#)

**PURPOSE:**

The purpose of this policy is to provide a formal structure, timeline and process for establishing the annual Unified Fire Authority (UFA) budget. It clarifies the roles of the Fire Chief, the Compensation and Benefits Committee, the Finance Committee and the Unified Fire Authority Board (the “Board”).

**DEFINITIONS: (if applicable)**

**POLICY:**

UFA is committed to effective management and monitoring of the organization’s funds. This will be accomplished by:

- Developing an annual budget for UFA that is approved by the Finance Committee and the Board.
- Monitoring income and expenditure against the budget on a regular basis.
- Reporting to the Finance Committee and/or the Board regularly on the budget position.
- Taking appropriate action when there is a significant variation between projected and actual figures.
- Reviewing and adjusting the budget on a regular basis.

**PROCEDURE:**

**1.0 Developing and approving an annual budget.**

- 1.1. At the February board meeting each year, the Fire Chief will submit a budget calendar outlining all applicable budget and tax related dates for Board approval.
- 1.2. Bureau budget requests for the following fiscal year will be submitted to the Fire Chief and Chief Financial Officer no later than March 1st of each year. The budget requests will be in sufficient detail, content and scope to support the request and shall be in the manner and on forms established by the Chief Financial Officer. Each Bureau budget request will be accompanied by documentation supporting the budget request.
- 1.3. Representatives of employee groups will meet with the Fire Chief and the Compensation and Benefits Committee periodically as required throughout the year

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to review compensation and benefit changes for the following fiscal year. The Compensation and Benefits Committee and representatives of employee groups will submit recommendations on compensation or benefit changes to the Fire Chief for consideration in the Fire Chief's proposed budget no later than March 15th of each year. Such recommendations may be joint or separate depending on the actions of the Committee.

- 1.4. At a Finance Committee meeting the first week of April each year, the Fire Chief will submit his proposed budget. The budget will specifically identify the Fire Chief's compensation and benefit recommendations and capital facilities or equipment recommendations for the UFA. Proposals for light and heavy fleet expenditures will be based on the departmental fleet replacement plans. Staffing recommendations will be itemized by Bureau or program. The proposed budget will identify budget requests by program and fund and shall include a projection of revenues from all sources.
- 1.5. At a Finance Committee meeting, no later than April 30<sup>th</sup> each year, each Bureau manager will present their budget for review and questions. The Finance Committee will submit its analysis and recommendations regarding the proposed budget to the Board for consideration at the regularly scheduled May Board meeting.
- 1.6. The Board will adopt a tentative UFA budget no later than May 31st. Upon adoption of the tentative budget the Chief Financial Officer will cause notice of the public hearing on the budget to be given as required by law.
- 1.7. A final budget will be formally adopted by resolution approved by the Board no later than June 30th of each year. Upon adoption, the Chief Financial Officer will distribute member assessment sheets for the forthcoming fiscal year to each member. The final budget will be filed with thirty (30) days after adoption with each member and the state auditor.

### **2.0 Monitoring and reporting.**

- 2.1 UFA's budget will be monitored continuously by the CFO and Finance Division staff.
- 2.2 Twice monthly, the CFO and Finance Division will produce a Budget vs. Actuals report to Bureau/Budget Managers.

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2.2.1 In addition to the Budget vs. Actuals reporting, the Finance Division will provide an Open Purchase Orders report to Bureau/Budget Managers monthly for the purpose of monitoring open purchase orders.

2.3 The CFO and Finance Division will produce quarterly reports for the UFA Board.

### 3.0 Budget Amendments

3.1 At any time during the fiscal year and after holding the public hearing required by [UCA Sec. 11-13-519](#), the Board may, by resolution, amend the budgets of the various governmental funds to reflect changes in program requirements and available revenues. Amendment of proprietary fund budgets will be subject to the provisions of [UCA Sec. 11-13-524](#) and [11-13-525](#).

3.1.1 Types of budget adjustments and the levels at which approval may be granted are listed in **Appendix A**. Transfers between categories in the same Bureau or between Bureaus will be considered a transfer of appropriated balances between accounts in the same fund pursuant to UCA Sec. 11-13-518.

3.1.1.1 The CFO may make transfers within a Bureau or between Bureaus up to to \$100,000 in emergency situations, in consultation with the members of the Finance Committee to the extent possible. Such transfers will then be evaluated at the next available meeting to the Finance Committee.

### 4.0 Fund Balance

4.1 Classification and reporting of fund balance will be in accordance with [UFA Policy and Procedure – Fund Balance Reporting](#).

### 5.0 Review

5.1 This policy and all appendices will be reviewed annually by the UFA Finance Committee.

New policy dated: **Finance Committee Approved 4/5/17**

## Appendix A

### TYPES OF BUDGET AMENDMENTS

<b>BUDGET AMENDMENT TYPE</b>	<b>FIRE CHIEF</b>	<b>FINANCE COMMITTEE</b>	<b>UFA BOARD</b>
Increase to budget – (New grants, use of fund balance, etc.)	None	Recommends to Board	Approves
Interfund Transfers	None	Recommends to Board	Approves
<b>Transfers Between Categories within the Same Bureau:</b> Capital General & Administrative Operations  -----	\$0 -\$25,000 Allowed. Disclose to Finance Committee.  -----	\$25,000.01 - \$100,000 Finance Committee approves. Disclose to UFA Board.  -----	Above \$100,000 requires UFA Board approval.  -----
Long-term Debt Personnel	None None	Recommends to Board Recommends to Board	Approves Approves
<b>Transfers between Bureau:</b>  Same Category Different Category	\$0 -\$10,000 Allowed. Disclose to Finance Committee.	\$10,000.01 - \$100,000 Finance Committee approves. Disclose to UFA Board	Above \$100,000 requires UFA Board approval

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**PURPOSE:**

This policy describes the procedures and financial requirements for the authorized surplus property disposition of Unified Fire Authority's (UFA) personal property.

**Reference**

This policy shall apply to all dispositions of UFA personal property. This policy is applicable regardless of original purchase price, current fair market value (actual or estimated), accounting classification, or method of acquisition.

All dispositions shall comply with the "Uniform Fiscal Procedures Act" and generally accepted accounting principles as required by the "State Uniform Accounting Manual."

This policy shall apply to personal property only.

**Definitions**

1. **Purchasing Agent** – The UFA employee responsible for UFA Purchasing and the disposition of surplus UFA personal property.
2. **UFA Division** – Any division whose operations are funded by the Unified Fire Authority.
3. **Property** – Any tangible supplies, materials, or equipment overtime which the UFA has acquired title by means of purchase, donation, grant, exchange, or any other lawful means of acquisition.
4. **Personal Property** – All property that is not considered real property. All UFA personal property shall be subject to these provisions, regardless of the means of acquisition.
5. **Real Property** – Land, and buildings or structures, permanently affixed thereto.
6. **Surplus Property** – Personal property that is no longer needed by a UFA division for the performance of its duties.
7. **Scrap** – Personal Property for which there is no residual value beyond the value of its material content.
8. **UFA Property Surplus Form (UFA-S Form)** – UFA Form that is used to record the disposition of personal property.
9. **Surplus Sale** – A method of disposing of surplus personal property which is needed by any UFA division desiring to dispose of assets. Such disposal may take the form of a sealed bid sale, a public auction, a public sale, a negotiated sale, trade-ins, returns to

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vendor/supplier, donations under the UTAH Interlocal Cooperation Act, selling as scrap, advertising for sale, destruction or sale through a nationally recognized auction site.

10. **CFO or designee** – The UFA personnel with the responsibility to maintain the fixed asset records for individual personal property items with an original cost of \$5,000 or more.

**1.0 Accountability**

- 1.1. The purchasing agent is, by UFA policy, responsible for the disposition of surplus UFA property, unless otherwise specified by ordinance.
- 1.2. All property dispositions that involve a sale of surplus UFA property require prior authorization in compliance with UFA policies.

Any individual property valued at \$5,000 or more must have the approval of the Fire Chief before disposition.

**2.0 General Conditions**

- 2.1. When personal property is disposed of by sale, the Purchasing Agent will maintain a record of the sale. Copies of the completed UFA-S Form will be maintained on file.
- 2.1.1. The UFA-S Form serves as the initiating document, and must be used to document all surplus property transactions.

**3. Condition of Property**

- 3.1. All surplus, obsolete or unusable personal property, regardless of its physical condition, shall be disposed of in accordance with these provisions.
- 3.1.1. In order for any item to be disposed of as scrap, the Purchasing Agent or designee, CFO or designee, and the responsible UFA division must unanimously agree that it meets the definition of scrap prior to disposal.
- 3.2. Departments shall not surplus used consumables, such as ink cartridges, typewriter ribbons, correction ribbons, etc. Such items may be discarded after use.

Computer and other electronic equipment will first have the hard drive or other memory erased, if possible. If this is not possible, the hard drive or memory will be removed and destroyed.

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- 3.3. Surplus vehicles should, to the extent possible, be sent to the warehouse in good marketable condition. They should be complete, i.e. they should have four tires, a working battery, and they should be clean inside and out, since the condition of this type of property will significantly affect its resale value.
- 3.4. All property that is surplused should be sent to the warehouse in good, marketable condition.
- 3.5. Hazardous materials such as insecticides, solvents, medical wastes, computer components, batteries, cell phones, paints, combustibles and any other toxic or hazardous items are not to be surplused. When divisions need to disposing of hazardous items, they are to contact the Health Department for guidance.

**4.0 Conveyance of Surplus Personal Property for Consideration other than Monetary.**

- 4.1 Personal property that has no further use by any UFA divisions may be conveyed to another entity if there is fair and adequate consideration given by the non-UFA division.
  - 4.1.1 Consideration must be defined as a service provided to the UFA and its citizens, responsibility equivalent to the fair market value of the property.
- 4.2 Non-profit organizations, associations and governmental entities are allowed to request the equipment after UFA divisions have had an opportunity to receive the property and before the assets are put up for sale or auction to the general public.
- 4.3 The personal property conveyance will be made on a first come basis after being declared surplus by the Fire Chief.
- 4.4 The receiving non-UFA organization must provide services within UFA and to UFA citizens, which are consistent with the public goals and services of UFA. That service is what the UFA might otherwise perform or be required to perform. The receiving agency is responsible to define in writing the service it will provide to the UFA or its citizens, in consideration of the personal property.

**5.0 Disposition of Surplus Property by UFA Divisions**

- 5.1 UFA Property Surplus Form (UFA-S) is to be completed for all dispositions.
- 5.2 If sufficient information is not provided, the asset(s) cannot be identified and it is not possible to update the fixed asset accounting records. In that case, fixed assets will remain on the division's fixed asset records, even though the particular fixed asset(s) have already been transferred or sold.

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5.3 Disposition of personal property already sold, or destroyed but remaining on divisions' fixed asset records.

5.3.1 Sometimes personal property remains on the divisions' fixed asset records even though the particular asset(s) have already been sold, or destroyed, or the UFA's may have been prepared but not processed, or the personal property may have been destroyed, or it cannot be located after thorough research and inventorying has been performed.

5.3.2 In the above kinds of situations, a completed UFA-S Form, listing items to be written off from the fixed asset records, is to be submitted for approval to the Fire Chief. A description of the circumstances explaining why the personal property is to be written off, and a description of the steps taken to locate the missing property should be attached. Prior to submission to the Fire Chief, the list of items to be written off should be reviewed by the CFO or designee and then submitted to the purchasing agent.

5.4 Disposition of personal property acquired with grant funds

5.4.1 Many grants place restrictions on the disposal of personal property acquired with grant funds. Personal property acquired with grant funds must be disposed of in accordance with grant requirements.

## **6.0 Conduct of Sales**

6.1 All sales will be conducted under the delegated authority of the Purchasing Agent. Sales will be conducted in an open manner consisted with good business practice, and generally accepted accounting principles.

6.2 The Fire Chief, will approve all sales of surplus property. (Generally speaking, the Fire Chief must give prior approval to the method of sale, as well as final approval to consummate the sale).

6.3 The Purchasing Agent will provide the CFO or designee with a final approved list of items sold, including: Fixed Asset Property Number, Description, Serial Number if applicable, Sales Price, and Disposal Date.

6.4 The Purchasing Agent will provide the CFO or designee with a final, approved list of items scrapped or otherwise discarded as per instructions by the Fire Chief. This list will include Fixed Asset Property Number, Description, Serial Number if applicable, Sales Price, and Disposal Date.

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- 6.5 Surplus property may be sold, including recyclable or reclaimed materials, without a competitive process if UFA determines that a sale will result in increased net revenue and the following conditions are compiled with:
- 6.5.1 When the current market value per item is deemed to be less than \$5,000 UFA may establish a selling price, schedule and advertise a sale date, and sell to the first qualified buyer meeting the sale terms.
  - 6.5.2 When the current market value per item is more than \$5,000 but less than \$25,000 UFA may establish a selling price, schedule and advertise a sale date, and sell to the first qualified buyer meeting the sale terms upon approval by the Fire Chief.
  - 6.5.3 When the current value per item is deemed to exceed \$25,000 the surplus property will be offered for written competitive bid and be advertised, or be offered for sale at public auction. If no bids are received or if a determination is made that the market value of the property exceeds the offer of the highest responsible bidder, all bids may be rejected.
- 6.6 All sales will be considered final, with no guarantees or warranties of any kind as to the actual condition or function of the equipment sold. All applicable fees and taxes must be paid at time of sale. All surplus property shall be sold "As-Is, Where-Is". It shall be the responsibility of the buyer to provide all services necessary to de-install, package, remove, and transport the equipment, at buyers' expense, and in a timely manner prescribed by UFA.
- 6.7 Methods of Payment
- 6.7.1 All property purchased at a surplus sale will be promptly paid for by cash or by check, in compliance with the requirements of *UFA Rules, Policies and Procedures Volume I, Chapter 4, Section 1 Management of Public Funds*, and in compliance with *UFA Rules, Policies and Procedures Volume II, Chapter 2, Section 3 Acceptance of Personal Checks*. All purchases of surplus UFA vehicles shall be by cash, certified funds, or trade-ins.
  - 6.7.2 The means of payment at any given sale may be made more restrictive, in the interest of the UFA.
  - 6.7.3 The Purchasing Agent will provide a detailed list to the CFO or designee of amounts received in cash and checks.

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6.7.4 All cash receipts will be deposited with CFO or designee, in accordance with current *UFA Rules, Policies, and Procedures Volume 1, Chapter 4, Section 1 Management of Public Funds Management*.

6.8 When large sums of cash are likely to be received at a give sale, appropriate security measures will be instituted.

6.9 All property sold through UFA surplus will be properly receipted, showing the sale date, purchaser, description of property sold, and the consideration received by the UFA.

6.10 There will be no extension of credit in the sale of surplus property at any time, or to any person, employee, or agency.

6.11 No property will be released to any buyer at any surplus property sale, regardless of the type of sale, until UFA has received the agreed upon consideration, in the form of cash or check, or other consideration.

6.12 Negotiated sales

6.12.1 The UFA will give due consideration to any offer to purchase surplus property made by a potential buyer. Such an offer may be tendered at any time other than in response to a sealed bid solicitation, or an auction.

6.12.2 Such offers, however, will normally be for equipment of a relatively specialized nature, which the general public would not ordinarily purchase.

6.12.3 The Fire Chief must approve such purchases in advance, and the offer must represent a full and fair market value for the equipment.

6.12.4 The decision as to which items may be sold by negotiated sale is the sole province of the UFA Purchasing Agent, subject to the approval of the Fire Chief.

6.13 In any instance where UFA property is to be disposed of by trading it in on the purchase of new equipment, the trade-in will be treated as any other disposition of property, and a UFA-S Form will be initiated, signed, and the original copy forwarded to the CFO or designee. This will ensure proper accountability.

6.14 In most cases surplus property will not be deemed to scrap unless all efforts to dispose of it otherwise are unsuccessful.

6.15 Participation of UFA employees in property sale

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- 6.15.1 UFA employees shall be permitted to participate in the purchase of UFA surplus personal property, only in the same manner as the public-at-large, except that no UFA employee shall be given any consideration or privilege in any such sale that might be construed as giving him or her an advantage in obtaining any surplus property.
- 6.15.2 The Purchasing Agent shall be prohibited from participating in sealing bid sales, and shall be permitted to participate in public sales only after the public-at-large shall have been extended sufficient opportunity to have first choice of the property.

**7. Exception to Policy**

- 7.1 There shall be no exceptions to this policy, except as may be granted by the UFA Fire Chief in accordance with applicable UFA policies.

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**REFERENCE:**

[UFA Policy and Procedure - Definitions](#)

[UFA Policy and Procedure – Overtime and Compensatory Time](#)

[UFA Policy and Procedure - Staff Vehicle Assignment and Use](#)

[UFA Policy and Procedure - Discipline](#)

[UFA Policy and Procedure – Purchasing Card Policy](#)

[UFA Policy and Procedure – Purchasing of Meals](#)

[UFA Mileage Reimbursement Form](#)

[UFA Travel Request Form](#)

[UFA Travel Return and Reimbursement Form](#)

[GSA Per Diem](#)

**DEFINITIONS:**

*ACH* - Automated Clearing House (ACH) is an electronic network for financial transactions in the United States. ACH processes large volumes of credit and debit transactions in batches. ACH credit transfers include direct deposit, payroll and vendor payments.

*Authorized Travel Approver (“Approver”)* – The person designated to approve travel by a Unified Fire Authority (UFA) employee. If the employee is a Battalion Chief/Bureau Manager or less in rank, the Approver will be the Division Commander. If the employee is an Assistant Chief or Division Commander, the Approver will be the Fire Chief. If the traveler is the Fire Chief, the Approver will be the UFA Board Chair, or in the absence of the Chair, the Vice Chair. It will be the responsibility of the Approver to ensure that travel is necessary and appropriate to the business and mission of UFA.

*Travel Coordinator/Auditor (“Coordinator”)* – The person responsible for coordinating the travel requirements of UFA employees. This includes but is not limited to scheduling of flights, arranging hotel accommodations, evaluating the need for rental cars, procuring necessary documentation and managing return travel reimbursement. This person is also responsible for auditing travel records and ensuring that travel expenses are efficient and necessary.

**PURPOSE:**

The intent of the policy is to ensure that individuals traveling on Unified Fire Authority (UFA) business do not receive pecuniary benefit from travel reimbursement and do not expend personal funds that are not reimbursed. As funds to support travel are limited, it is necessary that clear and unambiguous reimbursement and expenditure guidelines be in place before funds are committed or expenses incurred. It is also critical that all individuals traveling on UFA business understand the compliance requirements established by the Internal Revenue Service and other oversight agencies. This policy applies to travel for business that exceeds twelve hours.

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**POLICY:**

It is the policy of UFA to pay for all reasonable expenses incurred for travel for the purpose of conducting UFA business. The General Services Administration (GSA) Per Diem rates for meals and incidental expenses will serve as the basis by which UFA advances funding to employees for anticipated expenses incurred for travel. **All travel by UFA employees shall be coordinated through the UFA Coordinator.** Questions regarding the business purpose or reasonableness of a travel request or a reimbursement request will immediately be brought to the attention of the Fire Chief for resolution.

**1.0 Travel Authorization and General Provisions**

1.1 Employees traveling must have authorization from the Approver in accordance with this policy. Travel arrangements (e.g. hotel, airline and rental car reservations) will be made when the Approver approves the request and the Coordinator receives the completed and signed [Travel Request Form](#) detailing the justification for the travel. The Approver is responsible for ensuring that travel is appropriate, reasonable and necessary to the mission, responsibilities, or duties of UFA. **Under no circumstances may an individual approve his or her own Travel Request Form.** A Travel Request Form must be completed with all known applicable costs as soon as the information is available. If possible, the form should be submitted no later than 30 days prior to the travel date. If the Coordinator has questions as to the reasonableness of the travel request or any of the requested travel accommodations, he/she shall bring to the attention of the Fire Chief, or his designee, for resolution. Adjustments to the travel request will be explained on the Travel Request Form and communicated to the traveling employee by the Coordinator.

1.1.1 Travel requests will generally be reviewed and accepted or denied by the Approver within ten calendar days.

1.2 After the Travel Request Form is completed, signed and approved, the form will be forwarded to the Coordinator who will assign the current GSA Per Diem rates for meals and incidental expenses and calculate the advance due to the traveler in accordance with paragraph 4.0. The Finance Division will issue an ACH to deposit the traveler's per diem into their designated payroll account. The travel advance is calculated based on the GSA Per Diem rate per day as identified on the General Service Administration travel web site. (<http://www.gsa.gov/portal/content/104877>)

1.2.1 The only exemptions to an ACH deposit of per diem should be for non-UFA employees, as described in paragraph 1.4.

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1.2.1.1 When a per diem check is approved, authorized individuals will sign for their per diem check or they may designate a responsible party to sign for the check by emailing the Coordinator.

- 1.3 Companions may travel with a UFA employee or authorized individual with pre-approval by the Approver. However, any increase in travel expenses associated with travel for companions, will not be covered by UFA. For example, companions may stay in a hotel room ([see paragraph 3.2](#)) paid for by UFA or ride in an approved rental car covered by UFA ([see paragraph 6.1](#)), but UFA will not cover transportation costs for companions or upgrades to, or increased costs for, hotel rooms or rental cars for companions. When completing the Travel Request Form employees must designate if traveling with family.
- 1.4 In rare instances, the Fire Chief or designee may authorize travel that is appropriate, reasonable and necessary to the mission, responsibilities, or duties of UFA for individuals who are **not** employees of Unified Fire Authority. The individual's travel arrangements (e.g. hotel, airline and rental car reservations) shall be arranged by the Coordinator, once the Fire Chief or designee receives and approves a Travel Request Form. The form should be submitted 30 days prior to the travel date. For this type of approved travel, the Finance Division will either generate a per diem check or reimburse the traveler upon return.
- 1.4.1 If a contracted non-employee is traveling, UFA will negotiate reasonable travel reimbursement for them as part of the contract for their services.
- 1.5 Approval must be given by the Fire Chief or designee before allowing UFA vendors to pay for any expense associated with employee travel and such travel must be arranged in accordance with paragraph 10.0 of this policy.
- 1.6 If an employee's travel plans change after initial approval, the employee is required to notify the Coordinator and his or her Approver in writing of any change along with the associated cost. The Approver will acknowledge the travel change in writing. Any change in a non-employee's travel plans must be approved by the Fire Chief or designee along with documentation of any change in associated cost. Contracted non-employee travel changes will be in accordance with paragraph 1.4.1.

## 2.0 Transportation

### 2.1 Air

- 2.1.1 UFA generally will purchase only coach-class tickets aboard a regularly scheduled commercial carrier for both domestic and international flights. The Coordinator will take into account all circumstances, including medical or safety

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considerations of the traveler, when booking airfare, to provide the most efficient and cost effective use of travel funds. All tickets or expenses associated with air travel should be paid for by using a UFA Purchasing Card or a personal credit card. Non-stop flights, while at times, more expensive, may be justified if alternative flights impose other costs than airfare, or require such circuitous routing that it is inconvenient for the Traveler. When this occurs, the Coordinator will find the most economical option available and document this on the Travel Request Form. Travelers who choose to upgrade to business, comfort class, or first class may do so by paying the difference with personal funds. In such circumstances the cost of a coach ticket (with all available discounts applied) for the same trip should be determined; that documentation should be included with the Travel Request Form. Unless it is impossible to do so, advanced-purchase-discount tickets should be purchased. In each case, every effort must be made to obtain a reasonable fare. If a ticket must be changed or cancelled due to a business need, or a personal matter that requires a change in plans, such as a death in the family, or change in travel approval status, the Approver shall be notified in accordance with paragraph 1.6 and the Coordinator shall also be notified. Travelers are encouraged to book unused tickets whenever possible.

- 2.1.2 Employees may retain for personal use promotional items, including frequent flyer miles, received during the course of an official business trip if such items are obtained under the same conditions as those offered to the general public at no additional cost to the UFA. UFA shall not be liable for any loss of benefit (e.g. frequent flyer number not used in association with booking) by employee.

## 2.2 UFA Vehicles and Privately Owned Vehicles

- 2.2.1 Only when out of state travel by vehicle is the same price as, or less than, the overall cost of air travel (e.g. ticket, luggage fees, parking, etc.) as determined by the Coordinator, will travel by vehicle be considered as a possible option.

2.2.2.1 The comparison information shall be made part of the overall travel documentation and retained with the Travel Request Form.

- 2.2.2 Employees with assigned take-home vehicles must receive approval from the Approver prior to driving UFA vehicles outside of approved areas in accordance with [UFA Policy and Procedure - Staff Vehicle Assignment and Use](#).
- 2.2.3 Generally employees who are not assigned a take-home vehicle will be provided with UFA pool vehicle for travel on UFA business. If a UFA pool vehicle is not available, the use of private vehicles for UFA business may be approved by the Approver prior to departure. When approved to use a private vehicle, the mileage

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at the prevailing IRS standard mileage reimbursement amount for miles to and from, using the shortest highway route, will be paid once the employee submits the required Mileage Reimbursement Form. The mileage reimbursement rate is intended to cover all operating costs including depreciation, repairs, gasoline, insurance, towage and other similar expenditures.

2.2.3.1 If an employee chooses to drive their personal vehicle in lieu of using an available UFA pool vehicle, the employee will not be reimbursed for mileage as described in paragraph 2.2.3

2.2.3.2 If a UFA Pool Vehicle is not available, and an employee chooses to drive their personal vehicle in lieu of air travel, when the cost of the air travel is determined to be more economical as described in paragraph 2.2.1, he or she will only be reimbursed for the cost of comparable air travel as determined by the Coordinator and will not be reimbursed for mileage as described in paragraph 2.2.3.

2.2.4 When two or more employees are traveling to the same destination, for the same time period, carpooling in either UFA take-home or pool vehicles will be required.

2.2.4.1 If an employee chooses to drive their personal vehicle in lieu of carpooling in a UFA vehicle, the employee will not be reimbursed for mileage as described in paragraph 2.2.3

### **2.3 BUS, BOAT, RAIL**

2.3.1 Comparison with all methods of travel shall be a consideration when UFA employees are traveling. A UFA employee may request to travel by rail, bus, or boat, but such travel shall only be approved if the cost is the same price as, or less than, the overall cost of vehicle travel or air travel (e.g. ticket, luggage fees, parking, etc.) as determined by the Coordinator, depending upon the destination and circumstances. When such travel is approved by the Approver, advanced-purchase-discount tickets should be purchased and every effort must be made to obtain a reasonable fare. If a ticket must be changed or cancelled due to a documented business need, the Coordinator shall be notified. Travelers are encouraged to book unused tickets whenever possible.

2.3.1.1 If an employee chooses to travel by bus, boat or rail in lieu of air travel or vehicle transportation when the cost of the air travel or vehicle transportation is determined to be more economical as described in paragraph 2.3.1, he or she will only be reimbursed for the cost of

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comparable travel as determined by the Coordinator and will not be reimbursed for any additional transportation cost.

### **3.0 Lodging**

3.1 The Coordinator should select modestly priced accommodations and find rates that are in line with the GSA Per Diem rates for lodging (refer to [www.gsa.gov](http://www.gsa.gov)). At times, lodging rates will be priced higher than the approved GSA rates. When this occurs, the Coordinator will find the most economical option available and document this on the Travel Request Form. This may include booking a room at the hotel where a conference is being held, in order to reduce other travel related costs or booking a room at a higher priced hotel due to a legitimate safety concern based upon the location of the GSA rate hotel. Advanced rates that are non-refundable should be avoided even if they are the least expensive alternative to avoid the risk of forfeiture in the event of changes in travel plans. For seminars, meetings or other group activity, UFA will only pay for a standard room. All lodging or expenses associated with lodging should be paid for by using a UFA Purchasing Card or a personal credit card. The original receipted hotel, motel, or other bill must substantiate lodging expenses. The bill must specify rate, date(s) of stay, and evidence of payment and must be part of the purchasing card expense reporting (if applicable). Express checkout itemized receipts are acceptable, but the receipt must show the credit card being charged. Credit card slips/receipts alone are not adequate support.

3.1.1 On the final day of travel, if there is not an available return flight (or other means of travel) that will arrive before 10:00 p.m., employees have the option of staying the night with lodging expenses paid for by UFA. .

3.1.2 Employees traveling less than 50 miles from their home are not entitled to lodging without a documented business need allowed by the Approver.

3.2 A companion traveling with a UFA employee is permitted to stay in lodging provided by UFA. Travelers have the option to upgrade by paying the difference with personal funds. UFA will provide and pay for a standard room only.

3.3 If an employee fails to cancel a reservation in a timely fashion, he or she may be held responsible for any cancellation fees. A written explanation for any failure to cancel must be submitted to the Approver.

### **4.0 Meals Per Diem**

4.1 The meal per diem is calculated based on the GSA Per Diem rate per day for the destination city each day, as identified on the General Service Administration travel web site ([www.gsa.gov](http://www.gsa.gov)) and is intended to cover gratuities as well. On the day that travel

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begins, or ends, per diem for meals will be paid in accordance with the tables below. For all other travel days, the employee will be allowed 100% of the applicable rate. The traveler will not need receipts to justify this amount, but UFA will not reimburse for meals in excess of the established GSA Per Diem rate for meals. Per Diem ACH deposits will be calculated by the Coordinator and issued by the Finance Division prior to the employee’s departure as explained in paragraph 1.2. Employees whose travel does not exceed twelve hours will not receive a per diem advance, nor are they eligible to request reimbursement for expenses for meals and incidental expenses (with the exception of regular mileage reimbursement requests).

Table 1			
The Day Travel Begins			
00:00 – 08:00	08:00 – 14:00	14:00 – 20:00	20:00 – 24:00
*B, L, D	*L, D	*D	* No meals
*B = Breakfast, L = Lunch, D = Dinner			

Table 2		
The Day Travel Ends		
00:00 – 12:00	12:00 – 18:00	18:00 – 24:00
* B	*B, L	*B,L,D
*B = Breakfast, L = Lunch, D = Dinner		

- 4.1.1. If a per diem ACH deposit is not issued before travel, then the per diem amount will be reconciled upon the employee’s return.
- 4.1.2. If an employee purchases a meal on his or her UFA assigned Purchasing Card, then the employee must reimburse UFA for the actual amount spent for that meal. This will be done as part of the travel return process.
- 4.1.3 Per Diem will not be provided for a meal when the traveler’s itinerary indicates that a meal is being provided by the conference, event or a third party vendor. In addition, per diem will not be provided for breakfast when that meal is included in the cost of the hotel charge. When completing the Travel Request Form, indicate which meals, if any, are being provided and attach appropriate documentation. If a meal is provided for an employee that wasn’t anticipated prior to traveling, the employee must reimburse UFA for the actual amount spent for that meal. Or, conversely, if an employee must purchase a meal for an unforeseen circumstance (e.g. the conference-provided meal could not be eaten due to a food allergy) then UFA may reimburse the employee for the actual amount spent. This will be done as part of the travel return process.

**5.0 Conference Registration**

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5.1 Conference registration, when possible, should be paid by the Coordinator. When paying by UFA Purchasing Card or personal credit card, copies of conference registration information shall be forwarded to the Coordinator. A check can also be issued by the Finance Division. The Finance Division will not issue a registration check unless the M.R. includes the registration form with all fees associated with the class/course/event indicated.

5.1.1 Attendees will submit a brief report of the conference proceedings upon their return.

## **6.0 Car Rental**

6.1 UFA will reimburse/pay for a rental car only when there is an approved business justification or when there is no other means of comparable transportation. Economical ground transportation including buses, taxis, transportation network services (e.g. Uber, Lyft) and shuttle services should be utilized whenever possible. Use of a rental car shall be approved by the Approver in writing and the approval forwarded to the Coordinator. When approved, car rentals are generally expected to be for intermediate or economy size classifications for individual travelers. The Approver may approve larger vehicles or vans when groups of employees are traveling together or there is an approved business justification. Employees traveling within the state of Utah should have all taxes exempted, if possible, from the cost of the car rental. Individual travelers have the option to upgrade to a more expensive classification of rental car by paying the difference with personal funds.

6.2 Rental car expenses shall be booked by the UFA Coordinator and any exception requires the written approval of the Approver. Receipts for use of a rental car will be turned in to the Coordinator upon return.

6.3 When renting a vehicle, reservations will be made using UFA's existing contract with either Enterprise or Hertz whenever possible as both of those agencies are under state contract and rental costs includes liability and damage insurance.

6.3.1 At a minimum, the Loss or Collision Damage Waiver shall be purchased.

6.4 Should a rental car accident occur the employee should immediately contact:

- The rental car company, in accordance with the rental contract
- Local authorities, as required
- On Duty Safety Officer
- The Division Commander

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## **7.0 Incidental Travel Expenses**

7.1 Allowable, incidental travel expenses should be paid for by using a P- Card or personal credit card. Employees traveling should have all taxes exempted from miscellaneous travel expenses when traveling within the state of Utah if possible. If a UFA Purchasing Card is not used, a receipt will be necessary to receive reimbursement. The receipt will be turned into the Coordinator for reimbursement.

### 7.1.1 Allowed Incidental Travel Expenses for Business Purposes Only

- Internet or Wifi charges
- Fuel for rental car (for business purposes and de minimis personal use)
- Parking fees
- Southwest Airlines Early Bird Check-In (paid in advance by the Coordinator)
- Standard baggage fees
- Taxi, shuttle, bus or other transportation charges
- Toll charges
- Freight or shipping

### 7.1.2 Disallowed Incidental Travel Expenses

- Airline club membership dues
- Alcohol
- Car washes for personal vehicles
- Child/Elder Care expenses
- Health club sauna or massage fees
- In-flight cash bar
- Personal items
- Fuel for rental car for personal purposes
- Hotel Incidental Charges

## **8.0 Compensable Hours of Work During Travel**

8.1 When traveling on *required* business for the UFA, time spent traveling is considered ~~–hours worked~~” for the purpose of compensation. This includes any amount of time the employee was flying, driving, or otherwise being transported. In addition, for any type of travel other than a vehicle, it includes the amount of time spent checking-in or waiting for transportation (up to two hours prior to the stated departure time), any lay-over time spent within an airport and the time after arrival spent claiming luggage and arriving at the employee’s hotel or other lodging facility.

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Time spent traveling by vehicle, boat, rail or bus will only be approved when it is economical for the UFA; In instances where the employee chose to travel by means that were more costly than comparable air travel (as referenced in paragraphs 2.2 and 2.3) only the time which would have been necessary for comparable air travel (or vehicle travel depending on the circumstances) will be considered ~~“hours worked”~~ for the purpose of compensation.

- 8.2 If an employee is required to stay extra days to accommodate business travel, he or she will be compensated for the number of hours that constitute the employee’s regular work day for any ~~“hold-over”~~ days.
- 8.3 While traveling, time spent participating in seminars, classes or conferences or in meetings for business purposes is considered ~~“hours worked”~~ for the purpose of compensation. This includes breakfast, lunch or dinner meetings where there is a conference-sponsored speaker or which would be considered working meetings.
- 8.4 Anticipated overtime hours for travel must be approved by the Approver prior to the employee’s departure and should be documented on the Travel Request Form.
- 8.5 Employees should report accurate hours worked on their regular time card once they have returned from travel.

**9.0 Travel Return and Reimbursement Process**

- 9.1 The UFA Travel Return and Reimbursement Form and the related documentation should be processed within ten (10) days of the traveler’s return. Processing means the following: (1) the traveler or their designee **must** complete and submit a completed form, with all appropriate documentation. If the traveler used a UFA Purchasing Card for some of the related transactions then duplicate copies of the receipts will need to be made in order to complete both the UFA Purchasing Card reconciliation process and the Travel Return Form. (2) It shall be the responsibility of the Approver to review the itemized report form and verify the propriety of each receipt, e.g. to determine the receipt is for the amount claimed, it is an authorized expenditure, it is reasonable in amount and nature, and it does not violate provisions of UFA Rules, Policies or Procedures. (3) signature(s) from the Approver(as indicated on the form) will signify review and acceptance of the itemized report.
- 9.2 Completed Travel Return and Reimbursement form(s) shall be submitted to the Coordinator. If the Coordinator has any questions regarding a reimbursement request, he/she will bring it to the attention of the Fire Chief, or the Chief’s designee, for

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resolution. Reimbursement shall be calculated by the Coordinator and approved and issued by the Finance Division through ACH deposit.

- 9.3 The UFA Purchase Card related documentation should be processed in accordance with [UFA Policy and Procedure – Purchasing Card Policy](#).
- 9.4 No travel will be reimbursed in advance of any actual travel incurred or event dates. For example: airfare purchased in advance, conference and registration fees, etc.

### **10.0 Third Party Reimbursed Travel**

- 10.1 When a third party is covering all travel expenses (hotel, per diem, transportation, etc.) they will either make the arrangements themselves or have the employee make the arrangements. In these instances, no per diem shall be issued and no reservations shall be made by the Coordinator. A Travel Request Form must still be completed and approved so that UFA can track the travel time for the employee unless he or she are using their own leave (e.g. vacation).
- 10.2 In any instance where an employee receives reimbursement from a third party for only a portion of travel expenses initially covered by UFA, a copy of the reimbursement or other appropriate documentation must be forwarded to the Coordinator if requested. It is the responsibility of the traveler to reimburse UFA for the amount paid by UFA once the travel is completed and within two weeks after the traveler receives reimbursement. If the request for third party reimbursement was not completed correctly or in a timely manner and the request was denied for those reasons, the traveler is still required to reimburse UFA for that portion of travel paid by the UFA funds. If this is not done within sixty days of the date of return, it will be collected from the employee via payroll deduction.
- 10.3 If the reimbursement is anticipated to never occur for reasons beyond the employee's control, the Fire Chief or designee may waive the payroll deduction. If, at any time, the employee actually does receive the reimbursement once it has been waived, he or she is required to pay back the UFA funds.

#### **10.4 National Fire Academy/Emergency Management Institute Attendance**

- 10.4.1 Employees desiring to attend the National Fire Academy (NFA), or Emergency Management Institute (EMI), must have approval from the appropriate supervisor, and the Fire Chief or designee. Generally this travel is considered voluntary and is not considered "~~hours worked~~". However, if attendance at NFA/EMI courses is required for the employee's current position, then compensation for ~~hours~~

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worked” would be in accordance with paragraph 8.0 and UFA Policy and Procedure - Overtime and Compensatory Time.

- 10.4.2 As soon as the employee receives approval from the Academy it will be the employee’s responsibility to forward a copy of the acceptance letter to their supervisor, the staffing office and the UFA Coordinator.
- 10.4.3 UFA will only reimburse for a rental car during NFA/EMI classes or events when there is a business justification in accordance with the approval and procedure process outlined in paragraph 6.0.
- 10.4.4 UFA will reimburse for eligible incidental travel expenses during NFA/EMI classes or events when there is a business justification in accordance with the approval and procedure process outlined in paragraph 9.0.
- 10.4.5 For travel days to and from NFA/EMI, employees will be paid per diem in accordance with Table 1. NFA/EMI requires that a meal ticket be purchased when staying at NFA/EMI dorms. This meal ticket will substitute for the meals per diem while attending NFA/EMI. The meal ticket will need to be purchased by the employee, using a personal credit card. The cost of the meal ticket will be added to the employee’s per diem and issued by the Finance Division prior to the employee’s departure, as explained in paragraph 1.2.
- 10.4.6 If dorms are not available at the time of the travel request, documentation from NFA/EMI must be provided indicating that dorms are full and other lodging arrangements must or will be made. UFA will attempt to pay for those non-dorm lodging days in advance or reimburse the employee upon their return.
- 10.4.7 The NFA/EMI reimburses employees directly for transportation costs and other expenses, in this instance the provisions of paragraph 10.1 and 10.1.1 shall apply.

**11.0 Foreign Travel**

- 11.1 All foreign travel requires the pre-approval of the UFA Fire Chief and the UFA Board Chair, or in the absence of the Chair, the Vice Chair.

**12.0 Recovery of Funds/Discipline**

- 12.1 UFA reserves the right to seek reimbursement for employee expenditures that are found to be a violation of UFA policies and procedures or inappropriate use of public funds.

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12.2 Violation of the provisions of this policy may result in discipline, up to and including termination, in accordance with [UFA Policy and Procedure – Discipline](#).

Replaces previous policy –~~Business Travel~~,” dated June 15, 2016

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**REFERENCE:**

[UFA Policy and Procedure – Records Management](#)

[UFA Policy and Procedure - Discipline](#)

[UFA Policy and Procedure – Authorization & Processing of Certain Payments](#)

[UFA Policy and Procedure – Purchasing of Services, Supplies and Equipment](#)

[UFA Policy and Procedure – Business Travel](#)

[UFA Policy and Procedure – Purchasing of Meals](#)

[UFA Missing Receipt Form](#)

[UFA Tax Exempt Form for Vendors](#)

**PURPOSE:**

The Unified Fire Authority (UFA) Purchasing Card Program is established to provide a more efficient and cost-effective method of payment for transactions. This policy establishes standards and guidelines for the procurement of goods and services within UFA with the use of a purchasing card.

**DEFINITIONS:**

**Billing Cycle** - Number of days between one statement period (during which statements are finalized) and the next. The statement closing date is the last day of the Billing Cycle for that billing statement.

**Capital Asset** - Individual items having an estimated useful life of more than one year and a cost equal to or greater than \$5,000.

**Cardholder Agreement** – The agreement entered into between the cardholder and the UFA setting forth terms and conditions for use of the purchasing card by the cardholder.

**Payment Agent** – An employee designated by the Fire Chief or Chief Financial Officer (CFO) who assists in the selection and purchase of goods and services by gathering and screening information about products, prices, and suppliers.

**Purchasing Card** – A charge card used for the procurement of goods and services.

**Purchasing Card Approver** – Reviews transactions and approves Cardholder Statements.

**Purchasing Card Holder (Cardholder)** – A UFA designated employee authorized to use a purchasing card to facilitate the purchasing or payment process for goods and services.

**Purchasing Card Program Administrator (Program Administrator)** – An employee designated by the Fire Chief or designee to track, coordinate and administer the authorization and use, as well as the number of UFA purchasing cards. For the purposes of this policy: Chief Financial Officer (CFO), Senior Accountant, and Purchasing Manager.

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**Purchasing Card Reconciler** – Reconciles statements and confirms appropriate assignment of purchases to designated accounts. Responsible for receipt collection and any acquisition related document record keeping.

**1.0 Policy**

The program is NOT intended to avoid or bypass appropriate purchasing or payment procedures, refer to [UFA Policy and Procedure – Authorization & Processing of Certain Payments](#) and [UFA Policy and Procedure - Purchasing of Services, Supplies and Equipment](#). Rather, the program compliments the existing processes available. The program is not intended to replace the current travel and per diem program and should not be used for per diem reimbursement expenses. The card is not to be used for personal use.

1.1 The program can be used for in-store purchases as well as internet, mail, telephone, fax orders and other UFA Administration approved payments.

1.2 Standard Purchasing Card limits will be established as follows:

Tier I	\$500	per billing cycle
Tier II	\$1,000	per billing cycle
Tier III	\$2,500	per billing cycle

1.2.1 Custom tiers, with higher dollar amounts per billing cycle, may be assigned by the Fire Chief or designee to designated Payment Agents and shall be consistent with the requirements of [UFA Policy and Procedure – Purchasing of Services, Supplies, and Equipment](#).

1.3 Cardholders are responsible for:

1.3.1 Compliance with all applicable Rules, Policies and Procedures.

1.3.2 Safekeeping of cards, card numbers and purchasing documentation.

1.3.3 All charges made on the Purchasing Card assigned to them.

1.3.4 Maintaining appropriate documentation for purchases made on the Purchasing Card.

1.3.5 Completing the billing cycle online statement reconciliation.

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1.3.6 Immediately reporting lost or stolen cards and reporting and disputing any fraudulent or improper charges appearing on their billing cycle statement in accordance with 4.0.

1.4 Cards may be cancelled for lack of use or failure to comply with this policy on the part of the cardholder.

**2.0 Proper Card Use/Restrictions**

2.1 All cards are to be utilized in accordance with current UFA purchasing/financial policies.

2.2 Individuals receiving cards must read and understand the cardholder agreement they receive with their cards and the applicable policies and procedures. The cardholder's signature on the Agreement indicates that the cardholder understands the intent of the program and agrees to adhere to the guidelines established for the program.

2.3 When the card is received, the cardholder must sign the back of the card and always keep it in a secure place. Although the card is issued in the individual's name, it is the property of UFA and is to be used for UFA purchases as described in this document.

2.4 The UFA has been assigned an overall credit limit for the Purchasing Card program. Within that overall credit limit, each card has been assigned an individual credit limit. If over time that limit proves too low to accommodate the purchasing requirements, the limit may be adjusted by contacting the employee's supervisor who will then contact the Division Commander. The Program Administrator can adjust purchasing card limits for card holders. Requests to increase assigned cardholder limits shall be submitted in writing or via email.

2.4.1 An exception to 2.4 would be an emergency situation (e.g.: flooding, earthquake, urban interface fire, etc.) or a deployment such as Wildland, EMAC or US&R. In this instance, a Program Administrator may increase the purchasing limit for an individual without a request being submitted in writing. The Fire Chief or designee shall be notified by the Program Administer of the increase at the earliest opportunity.

2.4.1.1 At the conclusion of a deployment or emergency situation, as described in 2.4.1, the cardholder whose credit limit was increased will contact their supervisor to have a Program Administrator adjust the purchasing card back to the assigned credit limit. The Program Administrator will have the responsibility to make sure the credit limit has been reset.

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- 2.5 Various Merchant Category Code (MCC's) codes have been ~~blocked~~ from usage in the program. If the cardholder presents the card to any of these suppliers, the transaction will be declined. Cardholders can utilize the Wells Fargo CEO mobile application or call the Wells Fargo 800 number on the back of the card to determine if the card was declined because of merchant blocking, exceeding the billing cycle credit limit, or any other limit imposed on the card and the appropriate action to take. If the card is declined and should not have been, Wells Fargo will remedy the situation or the cardholder may also contact their supervisor or a Program Administrator for assistance.
- 2.6 Purchases, quotes and bids need to follow UFA Policy and Procedure – Purchasing of Services, Supplies, and Equipment.
- 2.7 Payment for services provided on UFA owned or operated facilities must be in accordance Utah law and UFA Policy and Procedure – Purchasing of Services, Supplies, and Equipment.
- 2.8 Purchases may not be split to circumvent single purchase limits.
- 2.9 Where a contract exists, UFA contract negotiated pricing for supplies, services and equipment will be adhered to. Questions regarding contract pricing shall be coordinated through the Contract Administrator or designee before any payment is made.
- 2.10 Determine if a vendor charges a fee for the privilege of accepting the card. If the fee exceeds the greater of either 5 percent of the purchase price or \$100.00, payment may need to be completed by another approved process (e.g. check, Purchase Order, ACH, etc.). Generally, fees greater than 5 percent are considered excessive.
- 2.10.1 In emergency situations, the Division Commander may authorize a purchase with a transaction fee greater than 5 percent or \$100.00 with follow up documentation provided for justification, as soon as practical.
- 2.11 Purchase card credit limits are refreshed on the 1<sup>st</sup> of each month.
- 2.12 Examples of Purchasing Card Use:
- 2.12.1 In general, Purchasing Cards should be used (where accepted) for the following type of purchases:

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- 2.12.1.1 Routine purchases, including items available through state contract or local vendors.
- 2.12.1.2 Food purchases, in accordance with UFA Policy and Procedure – Purchasing of Meals.
- 2.12.1.3 Subscriptions, books, seminars, training classes, printing, advertising, etc.
- 2.12.1.4 Miscellaneous pre-approved fleet minor maintenance requirements on UFA owned vehicles.
- 2.12.1.5 Routine invoice payments with supervisor’s approval and notification made to Finance Division.
- 2.12.2 Examples of what Purchasing Cards should **NOT** be used for include but are not limited to:
  - 2.12.2.1 Purchases of anything considered an inappropriate use of public funds (e.g. alcohol or food purchases not consistent with the UFA Policy and Procedure—Purchasing of Meals).
  - 2.12.2.2 Capital asset(s), with certain exceptions when pre-approved by Finance.
  - 2.12.2.3 Grant purchase(s), with certain exceptions when pre-approved by Finance Division.
  - 2.12.2.4 Items for personal use.
  - 2.12.2.5 Shipments to an employee’s home address
  - 2.12.2.6 Cash advances or cash back.
  - 2.12.2.7 ATM cash advances.
  - 2.12.2.8 Gift cards.
    - 2.12.2.8.1 Gift cards will be purchased through the Office of the Fire Chief which shall maintain records regarding the purchase, use and tracking of the gift cards.

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2.12.2.9 IT equipment with individual cost greater than \$200 and/or having memory (e.g. cellular phones, tablets, computers).

2.12.2.9.1 IT equipment will be purchased through the IT bureau, which shall maintain records regarding the purchase, use and tracking of the equipment in accordance with UFA Policy and Procedure - IT Acceptable Use Policy.

2.12.2.10 Transactions over \$5,000 (unless accompanied by documented approval from Division Commander or made by a Payment Agent).

2.12.3 Use of Purchasing Cards for travel will be in accordance with [UFA Policy and Procedure – Business Travel](#).

### **3.0 Purchasing Card Reconciliation**

- 3.1 Cardholders will receive an email from Wells Fargo [CCER@wellsfargo.com](mailto:CCER@wellsfargo.com) telling them to sign on and reconcile their statement online. Typically this will occur on or about the first day of the month, depending on holidays (ex. New Year’s Day). If you have not received your email by the third day of the month proceed with 3.2.
- 3.2 It is the cardholder’s responsibility to immediately sign on and reconcile any purchases made on the card during the statement period.
- 3.3 The cardholder must always obtain an itemized receipt when using the purchasing card consistent with section 6.0. Cardholders will be asked to verify that they are submitting a receipt for each purchase and that all expense coding is correct.
- 3.4 Card holders will have four (4) days to complete the review and make any necessary coding changes. It is highly recommended that cardholders reconcile purchases online soon after a purchase has been made, in order to expedite the reconciliation process.
- 3.4.1 At the expiration of the 4 day review period, Wells Fargo will lock the cardholder statement and automatically forward it to the cardholder’s Approver. Any cardholder accounts that have not been reconciled will be locked by Wells Fargo.
- 3.5 When the reconciliation procedure is complete, the statement will be forwarded to the designated Approver who will have four (4) days to complete the approval process.

### **4.0 Lost, Stolen Cards or Fraud/Improper Transactions**

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- 4.1 Because of the controls falling more on the cardholder for a Commercial Card program, there is a responsibility to ensure communication by cardholders in reporting lost/stolen cards to Approvers, Purchasing Agents and/or Wells Fargo immediately to reduce being liable for fraudulent charges. All are capable of assisting with reporting.
- 4.2 As soon as found or made aware of, cardholders shall report lost or stolen cards or fraud/improper transactions to Wells Fargo Bank by calling the number on the back of the card (1-800-932-0036) followed by contacting their designated approver and supervisor. Cardholders will also notify the Finance Division Program Administrators, at the earliest opportunity.
- 4.2.1 In the cases where card information is stolen and not the card itself, the 60 day reporting window is crucial. As long as it is reported in the 60 day window, the cardholder can be credited back the fraudulent charges once the case/investigation is resolved. Cardholders will take whatever actions are required by Wells Fargo or the UFA to resolve the issue(s) in a timely manner.
- 4.3 Cardholders shall email a Finance Division Program Administer with the details concerning card loss, card theft or fraud transactions as soon as practical.

### **5.0 Sales and Use Tax**

- 5.1 UFA is a sales tax exempt organization. Cardholders should make every effort to avoid sales tax charges for purchases made within the state of Utah.
- 5.2 The cardholder may be required by the vendor to provide a [tax exempt certificate](#) verifying that the purchase is exempt. UFA Finance Division updates the tax exempt certificate annually.

### **6.0 Receipts**

- 6.1 All transactions made with the purchasing card require a receipt. Receipts shall be itemized, contain a brief description of the item or items purchased, date of transaction, payment amount, and a signature when required.
- 6.2 After uploading to the cardholder's account, receipts shall be forwarded to the cardholder's designated Reconciler, if applicable.
- 6.3 Original receipts and accompanying procurement documentation shall be stored on

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site by the purchase cardholder for a period of one year. After one year, the bureau having made the purchase is responsible for storage and retention in accordance with [UFA Policy and Procedure – Records Management](#).

- 6.4 In the RARE instance when a receipt is not available, an original invoice, packing list, printed internet order screen shot or digital picture containing the information required by section 6.1 can be substituted. Every effort should be made to obtain the receipt or other substitute information from the vendor. If these documents are also not available, cardholders shall document the purchase with a [UFA Missing Receipt Form](#). This form states the purpose of the purchase and why the original document is not available. The efforts taken to obtain a receipt should also be documented on the form. The purchaser's supervisor, or if the supervisor is not available anyone in the purchaser's chain of command, shall sign this form.

## **7.0 Audits**

- 7.1 Periodic internal audits of cardholder transactions will be conducted by the Finance Division to insure proper documentation and use of the purchasing card. Items that will be reviewed include but are not limited to: reconciliation completed, proper GL coding, purchase descriptions, detailed receipts, contract pricing, etc.

## **8.0 Transfer or Termination of Cardholder**

- 8.1 Upon notification of an employee terminating their UFA employment, the card holder's supervisor shall take possession of the purchasing card and any outstanding receipts that have not been reconciled. The supervisor shall immediately notify a Program Administrator of the card holder's pending termination.
- 8.2 Cards will be linked to a specific Division budget/program. Employees changing from one division or bureau to another will need to notify a Finance Division Program Administrator immediately to update their card to their new budget/program or have a new card issued.
- 8.2.1 Employees who are transferred to another division or bureau in the middle of a statement period will need to notify a Program Administrator as of the date of their transfer.
- 8.2.2 The cardholder will have to define in the description box to which budget (former or current) any outstanding purchases will be assigned.
- 8.2.3 It shall be the former Approver's responsibility to complete the

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approval/reconciliation process for the statement period.

**9.0 Discipline**

- 9.1 The various sections of this policy are for the protection of the UFA, its officers and employees and are intended to limit the possibility for fraud or loss. Failure to comply with this policy and the Purchasing Card operating standards may result in discipline including, but not limited to, rescinding the purchasing card or terminating employment and could result in criminal charges.
- 9.2 UFA reserves the right to seek reimbursement for employee expenditures that are found to be a violation of UFA policies and procedures or inappropriate use of public funds. Violation of the provisions of this policy may result in discipline, up to and including termination, in accordance with UFA Policy and Procedure – Discipline.

Replaces policy dated November 23, 2015

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**PURPOSE:**

To initiate a process by the Unified Fire Authority (UFA) for the collection of an ambulance service billing and a means by which a responsible party may petition to modify or appeal a billing.

**DEFINITIONS:**

**Ambulance Billing Committee** – a committee consisting of two Finance personnel and two or more EMS Operations personnel, or others as designated by Section Chiefs.

**Ambulance billing service provider** and collections agency– the third party companies specializing in medical billing with which UFA has contracted for accounts receivable billing and collection services.

**Discretionary income** – the amount of household income that is left for spending, investing, or saving after paying taxes and paying for personal necessities, such as food, shelter, and clothing.

**Extended Family** - for the purposes of this policy, extended family means mother, father, legal guardian, son/daughter 26 years of age or older, mother-in-law, father-in-law, (also includes “step” relatives of the same order).

**Family** – for the purposes of this policy, family means dependents eligible for UFA employee medical coverage (Spouse, son/daughter under 26 years of age, also includes „step“ relatives of the same order)

**Income** – the sum of federal adjusted gross income as defined in Section 62 of the Internal Revenue Code. ”Income” does not include: aid, assistance, or contributions from a tax-exempt nongovernmental source; surplus foods; or relief in-kind supplied by a public or private agency.

**Patient account balance** – remaining balance for all transports for an individual.

**Responsible party** – the patient transported or individual(s) legally responsible for the patient.

**POLICY:**

**1. Authority**

- 1.1 The final authority to negotiate collection terms on patient accounts with balances over \$3,000 shall rest with the Fire Chief or designee or by a majority vote of the

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Ambulance Billing Committee. Accounts with balances \$3,000 or less may be negotiated by the Ambulance Billing Committee (the Committee).

**2. Process**

- 2.1 The ambulance billing service provider (billing agent) will always try to direct the responsible party toward a monthly payment plan whenever they call in for a discount/hardship. The billing agent will first try to get the responsible party to pay on a credit card in full because credit cards may offer a lower interest rate than UFA can offer.
- 2.2 If the responsible party cannot pay his/her balance in full, UFA authorizes the billing agent to offer the following payments plans:
  - 2.2.1 Payment plan #1 – three month payment plan: three equal monthly payments totaling the remaining balance of the transport.
  - 2.2.2 Payment plan #2 – equal monthly payments rounded to the nearest \$100 for the number of months required to total the remaining balance of the transport.
  - 2.2.3 Payment plan #3 – equal monthly payments of an amount suitable to the responsible party, but no less than \$25, for the number of months required to total the remaining balance of the transport. If this plan results in payments extending past 24 months, the account will be suggested for hardship consideration.
- 2.3 If the responsible party will not set up a payment plan or is unwilling to pay \$25 or more monthly, UFA authorizes the billing agent to offer a billing adjustment to the responsible party for up to 20% of the original transport charges, if the balance will be paid in full by the responsible party.
- 2.4 If the responsible party is not willing or able to pay the remaining balance through the above options, the billing agent will send out the attached hardship form. Hardship forms and requested documentation should be submitted back to the billing agent. The billing agent will present hardship consideration packets to the Committee for review. The following guidelines are to be used by the Committee to evaluate hardship requests:

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- 2.4.1 Any balance under \$300 is generally written off, if the form shows some kind of financial hardship.
- 2.4.2 Write off any service charges/interest that has accrued, plus stop future service charges/interest from accruing.
- 2.4.3 Assess patient's household income level. Consider the amount the responsible party states they could make as a monthly payment.
  - 2.4.3.1 The Committee shall use the Salt Lake County Indigent/Hardship Sliding Scale as a guideline for determining the level of financial assistance to be provided.
- 2.4.4 Once a discount rate is determined based on hardship forms and documentation provided, UFA will divide the remaining balance by no more than 24 months to calculate monthly payment (no less than \$25 per month)..
- 2.4.5 The billing agent shall contact the responsible party stating UFA's proposal to write off and stop the service charges and to give them the agreed-upon discount if they will agree to the proposed monthly payment schedule. UFA will make no adjustments to the responsible party's account until the first payment is received.
- 2.4.6 If it is determined that the responsible party has discretionary income but is unable to commit to a payment plan or arrangements as listed above, a one-time discounted payment may be accepted as payment in full.
- 2.4.7 If it is determined that the responsible party has no disposable income with which to make a monthly payment, the account will be completely written off.
- 2.5 In the event that the billing agent cannot collect payment in full or negotiate payment through the above arrangements, accounts will be submitted to the Committee for approval to transfer to collections.
  - 2.5.1 On a monthly basis, the billing agent will submit reports of accounts believed to be uncollectible to UFA for review. The Committee will review the list of accounts and issue approval for accounts to be sent to the collections agency.
  - 2.5.2 The Committee will send accounts to UFA's collection agency if:
    - 2.5.2.1 The account shows at least 90 days with no activity.

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2.5.2.2 The account is otherwise deemed uncollectible by the billing agent.

2.5.2.3 The remaining transport balance is at least \$100.

2.5.2.4 The account does not meet exceptions to this policy, noted below.

**3. Exceptions**

3.1 UFA employees transported while at work or on duty. Any transport charges incurred by a UFA employee while at work or on duty will be written off.

3.2 Professional courtesy, non-work or duty related ambulance transports.

3.2.1 Billing agent will attempt to collect from any insurance available. After receipt of any applicable insurance payment, the following reduction or abatement will be offered.

3.2.1.1 UFA full-time employee and retirees (including family as defined by this policy) – after the patient’s responsibility for the applicable deductible, the remaining balance will be written off.

3.2.1.2 UFA part-time employee or family members – after the patient’s responsibility for the applicable deductible, the remaining balance will be written off (not to exceed \$499 per fiscal year per household)

3.2.1.3 UFA Board members, other fire department and/or law enforcement employees – the remaining balance, including any applicable deductible, will be written off. This courtesy does not extend to family.

3.3 Death of patient.

3.3.1 On Scene/non-transport – no bill.

3.3.2 During Transport or within 24 hours of transport – the billing agent will attempt to collect from any insurance available. The remaining balance will be written off after receipt of any applicable insurance payment and copy of death certificate or other verification of death (i.e. obituary).

3.3.3 After 24 hours of transport – the billing agent will attempt to collect from any insurance available. If there is no other legally responsible party surviving, the remaining balance will be written off after receipt of any applicable insurance

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payment and copy of death certificate or other verification of death (i.e. obituary).

- 3.4 Death of responsible party – the billing agent will attempt to collect from any insurance available. If there is no other legally responsible party surviving, the remaining balance will be written off after receipt of any applicable insurance payment and copy of death certificate or other verification of death (i.e. obituary).
- 3.5 Bankruptcy – if notice of bankruptcy is received for a patient or responsible party, UFA will write off any remaining balance after receipt of any applicable insurance payment.

Replaces policy dated July 22, 2015

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**REFERENCES:**

[Internal Revenue Service Publication 15-B](#)

[UFA Policy and Procedure Purchasing of Services, Supplies and Equipment](#)

[UFA Policy and Procedure – Purchasing Card Policy](#)

[UFA Policy and Procedure – Business Travel](#)

[UFA Meals Expense Form](#)

**DEFINITIONS:**

De Minimis Meals - In general, a De Minimis benefit is one for which, considering its value and the frequency with which it is provided, is so small as to make accounting for it unreasonable or impractical.

**PURPOSE:**

Provide guidelines and limits on charges, including reimbursable expenses incurred by Unified Fire Authority (UFA) on a recurring or one time basis for the purchase of meals.

**POLICY**

- 1.0 Functions where meal expenditures are permissible, after obtaining approval as outlined in paragraph 4.0 of this policy,
  - 1.1 Special training and organizational or educational events conducted on UFA premises, if the primary purpose of the activity is to enhance the organization's ability to perform their functions and where it would be more practical and in UFA's best interest to keep the attendees in order to complete the meeting or required training. Included would be training or project meetings or promotional/entry level exam processes, etc. These could also include meetings of recognized UFA Board sub-committees or UFA organizational meetings.
    - 1.1.1 A UFA Meals Expense form is required for all purchases for any such event or meeting.
      - 1.1.1.1 The Meals Expense form requires that all UFA employees are identified by name. Where the number of attendees exceeds fifteen (15), UFA employees will all still be identified by name but individuals from other organizations may be identified by group ( e.g., Salt Lake County Public Works).
  - 1.2 De Minimis meals - Any occasional meal you provide to an employee if it has so little value (taking into account how frequently you might provide a meal to your employee(s) that accounting for it would be unreasonable or administratively

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impracticable). For UFA, these include such things as, refreshments at a promotional or awards ceremony, pizza for a recruit evening orientation event, donuts/bagels for an organization-wide staff meeting (e.g. General Staff), provided they are within the established budget amount.

- 1.3. Retirement party or open-house for full-time employees, not to exceed \$200.00.
  - 1.4. Emergency incidents where food costs must be incurred in the line of duty (e.g., prolonged fire incidents, wildland interface fires, flooding, etc.).
  - 1.5. Employee events such as the Annual Employee Banquet for employees and their guests, the Chick-A-Ree, Wildland Awards Banquet or other similar events specifically approved by the Fire Chief as part of the annual budget process.
- 2.0 Functions where meal expenditures are not permissible:
- 2.1 Meetings where the primary purpose is to further personal or social relationships between the employee(s) and guest(s) or the UFA and guest(s).
  - 2.2 Meals/meetings between UFA employees and/or guest(s) occurring when there is little or no probability of engaging in the active conduct of government business such as meetings at night clubs, sporting events or essentially social gatherings.
  - 2.3 Meals provided for friends, relatives or spouses of employees attending a meeting with the employee, even when the purpose of the meeting is to transact UFA business.
    - 2.3.1 The Annual Banquet, Promotional Ceremonies or other similar events where family members are invited as a matter of course are an exception to this rule.
- 3.0 Limits on Expenditures
- 3.1 It is the responsibility of the Fire Chief or [Division Commander](#) to monitor expenses and determine the legitimacy and reasonableness for the meal before granting approval.
  - 3.2 Meals that are obviously not De Minimis by definition shall be subject to reporting requirements of the Internal Revenue Service (IRS) by UFA as taxable income. In addition, if a benefit is too large to be considered De Minimis, the entire value of the benefit is taxable to the employee, not just the excess over a designated De Minimis amount. Frequency and value will be considered by the Finance Division, to

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determine if an employee has exceeded the threshold and should be taxed for the added benefit.

3.3 The GSA Per Diem rate, as identified on the General Service Administration travel web site ([www.gsa.gov](http://www.gsa.gov)), should serve as the guideline for determining the per-person cost for meal purchases.

3.4 No purchasing of alcoholic beverages is allowed.

#### 4.0 Procedures to Obtain Approval

4.1 To obtain approval, the requesting purchaser will contact their [Division Commander](#) through the chain of command with an explanation of the meeting, training, event, etc. before the purchase takes place. If the requesting purchaser is a Division Commander they will obtain approval from the Fire Chief. The Fire Chief has the discretion to work within his/her established budget regarding meal purchases. The Fire Chief will make an annual report to the UFA Board regarding meal purchases to include attendees and the purpose for the meal.

4.1.1 When a Meals Expense Form is required (refer to paragraph 1.1), the individual approving the purchase will be required to sign the form as well.

4.2 If by the nature of the function the requesting purchaser could not anticipate the charge before the function takes place (e.g., emergency incident, emergency meeting, etc.) then he/she should notify their Division Commander (or the Fire Chief in the case of Division Commanders) through the chain of command as soon as practical.

#### 5.0 Processing Purchase

5.1 UFA Policy and Procedure, Purchasing of Services, Supplies and Equipment and UFA Policy and Procedure, Purchasing Card Policy will be followed when making meal purchases.

5.2 All meal purchase documentation shall be submitted through the normal purchasing process.

5.2.1 Receipts shall be itemized, not just the original credit card signature receipt.

#### 6.0 Meals While Traveling

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- 6.1. Meals per diem and meal purchases while traveling will be in accordance with UFA Policy and Procedure, Business Travel, reference paragraph 4.0.

Replaces Previous Policy dated November 23, 2015

