



UNIFIED FIRE AUTHORITY BOARD AGENDA

January 15, 2019 7:30 a.m.

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

1. Call to Order – Chair Dahle
2. Public Comment
Please limit comments to three minutes each
3. Minutes Approval – Chair Dahle
 - a. December 18, 2018
4. Public Hearing to Receive and Consider Comments on Proposed Amendments to the 2018-2019 Fiscal Year Budget
5. Consider Resolution 01-2019A to approve a Budget Amendment for the 2018-2019 Fiscal Year
6. Board Elections - CLO Roberts
 - a. Chair
 - b. Vice Chair
7. Administer Oath of Office for all Board Members – Clerk Roper
8. FY 19/20 Budget Calendar – CFO Hill
9. Committee Updates
 - a. Benefits & Compensation Committee (meeting 2/5/19) – Chair Dahle
 - b. Governance Committee (meeting 1/9/19) – CLO Roberts
 - i. Hybrid Governance Model Proposal
 - c. Finance Committee (no meeting) – Chair Stewart
10. Consent Agenda
 - a. Review of December Disbursements – CFO Hill

11. Quarterly Financial Report
12. Audit Findings – Chief Petersen
 - a. Report on inventory control and time card approvals
13. New At-Will Position and Modifications of Vacation Accrual
 - a. Approval of proposal
14. Fire Chief Report
 - a. Canyon peak-load holidays and weekends – AC Higgs
 - b. February 1, 2019 deployment model reminder – AC Higgs
 - c. Update on Hexagon CAD
 - d. Firefighter hiring update
 - e. Accomplishments 2018

15. Possible Closed Session

The Board may consider a motion to enter into Closed Session. A closed meeting described under Utah Code Section 52-4-205 may be held for specific purposes including, but not limited to:

- a. discussion of the character, professional competence, or physical or mental health of an individual;
- b. strategy sessions to discuss pending or reasonably imminent litigation;
- c. strategy sessions to discuss the purchase, exchange, or lease of real property;
- d. discussion regarding deployment of security personnel, devices, or systems; and
- e. investigative proceedings regarding allegations of criminal misconduct.

A closed meeting may also be held for attorney-client matters that are privileged pursuant to Utah Code § 78B-1-137, and for other lawful purposes that satisfy the pertinent requirements of the Utah Open and Public Meetings Act.

Re-Opening the Meeting

16. Adjournment – Chair Dahle

**The next Board meeting will be held on February 19, 2019 at 7:30 a.m. at
UFA EOC located at 3380 South 900 West, Salt Lake City, UT 84119**

THE PUBLIC IS INVITED TO PARTICIPATE IN ALL UFA MEETINGS.

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

CERTIFICATE OF POSTING

The undersigned, does hereby certify that the above agenda notice was posted on this 11th day of January 2019 on the UFA bulletin boards, the UFA website www.unifiedfire.org, posted on the Utah State Public Notice website <http://www.utah.gov/pmn/index.html> and was emailed to at least one newspaper of general circulation with the jurisdiction of the public body.

Cynthia Young, UFA Deputy Board Clerk



UNIFIED FIRE AUTHORITY BOARD MINUTES

December 18, 2018 7:30 a.m.
UFA Fire Station 126 – 607 E 7200 S, SLC, UT 84047

Notice: Some Board members may participate by electronic means.

1. Call to Order
Quorum was obtained. Chair Dahle called the meeting to order at 7:31 a.m.
2. Public Comment
Captain Cliff Burningham, President Local 1696, introduced Steve Quinn 2019 President Elect
3. Approval of Minutes
Mayor Silvestrini moved to approve the minutes from the November 20, 2018 UFA Board Meeting as submitted
Councilmember Stewart seconded the motion
All voted in favor
4. Committee Updates
 - Benefits and Compensation Committee
 - No meeting
 - Governance Committee
 - No meeting
 - Finance Committee
 - Reviewed UFA Audit findings
 - Findings revealed a need for improved inventory controls at Logistics
 - Recommendations were given to strengthen the controls and reconciliations of inventory
 - Approving time card signatures by both the supervisors and employees are periodically missing
 - Solutions to correct both issues are currently being applied and will be presented at the January UFA Board Meeting
 - Discussion of Support Services Study
 - An outline detailing various Support Services that had been vetted for cost savings was presented
 - The Finance Committee requested that these efforts be presented in context during the upcoming budget process
 - These efforts will validate the relationship between cost and services
 - The Finance Committee commended all Divisions on their work to focus funding on service delivery

5. Review and Approval of FY 17/18 Financial Audit

Mayor Sondak moved to approve FY 17/18 Financial Audit
Mayor Westmoreland seconded the motion
All voted in favor

6. Interlocal Agreement

- Discussion of Governance of Authority
 - A request for feedback from the Board concerning the voting options was made and will be taken back to the Governance Committee
 - Copperton submitted a letter requesting the Board consider 1 vote per entity
 - Although a smaller community, they need a voice and feel the other options do not address this need
 - Mayor Sondak agrees Option #1 is the only acceptable choice as all members of the valley utilize the canyons
 - Smaller entities have their own challenges that need to be addressed
 - Councilmember Stewart feels there could potentially be a shift of funding if smaller communities banded together and impacted the larger majority for the benefit of the minority
 - It was discussed to possibly create a budgetary or financial measure that activates different voting rules (weighted voting)
 - Possibly a hybrid between options 1 and 4, each has a vote, but circumstances may arise where a weighted vote is necessary
 - Councilmember Bowen suggested the MSD model on weighted voting be studied further
 - The Board must be protected against the rare budget impact situation that may arise in the future
 - Mayor Silvestrini has asked that more discussion take place
 - Weighted voting isn't perfect and every member of the Board makes a contribution
 - All Board Members need to compromise, consider a compromise that protects all members
 - CLO Roberts will research options and triggers for weighted voting
 - The findings will be taken to the Governance Committee
 - It was suggested that the Governance Committee interview all Board Members as to their position

7. Set the Date of January 15, 2019 for a Public Hearing to Receive and Consider Comments on Proposed Amendments to the 2018-2019 Fiscal Year Budget

Mayor Silvestrini moved to set the date of January 15, 2019 for a Public Hearing to Receive and Consider Comments on Proposed Amendments to the 2018-2019 Fiscal Year Budget
Councilmember Martin seconded the motion
All voted in favor

8. Consent Agenda
- Review of November Disbursements

Councilmember Stewart moved to approve consent agenda items as submitted
Mayor Hale seconded the motion
All voted in favor

9. Legislative Update
- Ashley Spatafore provided an update on the items preparing for legislation
 - Premium Tax Shortfall - \$5M
 - Need to have a Legislative change, the Tax Commission changed their software and statute is not being followed
 - This is ready to run, the language needs to be clarified so the money will be deposited into the correct account each year
 - A meeting will be held in the Governor's office to relate the findings, the history, and simplify the statute
 - Retirement Issue
 - Working with URS on drafting a bill to allow for a planned retirement for public safety employees in order for administration to prepare for the vacancies
 - This would be a planning tool, not an incentive
 - Tier 2 Retirement
 - Meeting called to discuss Tier 2 with Senator Harper
 - Late in the session, but good conversations happening
 - Potentially adjusting retiree hire, increasing the multiplier from 1.5 back to 2%
 - Further discussions are needed on how this may be funded, local or state
 - As things progress, Spatafore's will relate progress
 - Chief Petersen stated that all members of the Legislative Committee will have in-hand, the status of the bills, if any member of the Board wishes to be included, please reach out

10. Consider Resolution 12-2018A Approving Proposed Exhibit A to the UFA/UFSA Interlocal Agreement for Services for Calendar Year 2019
- Provided a breakdown of administrative services, minor increase
 - Reviewed by the Finance Committee on December 13, 2018
 - Revenue for UFA, from UFSA

Mayor Silvestrini moved to approve Proposed Exhibit A to the UFA/UFSA Interlocal Agreement for Services for Calendar Year 2019
Councilmember Martin seconded
All voted in favor

11. Leadership Cohort
- AC Ziolkowski asked the Board to consider funding an additional Leadership Cohort for this fiscal year
 - Four sessions have been completed, want to keep the focus on the existing leaders
 - Individuals receive personalized training to work through their development and adapt their leadership styles in order to move the organization forward
 - Allows a collective improvement for leaders of UFA and the value is recognized as this has been well received

- Currently have funding for two more, requesting an additional two at \$47,500, requesting the use of unassigned fund balance
- AC Ziolkowski will build a measure to track/support the value of this training
- No decision needs to be made now, this will be presented in January as an Action Item for approval and amendment by the Board

Mayor Hale moved to approve additional funding for two additional Leadership Cohort for this fiscal year

Councilmember Martin seconded the motion

All voted in favor

12. Fire Chief Report

- Brighton Incorporation Meeting
 - Attended a meeting with all potential elected officials to discuss canyon funding
 - January 22, 2019, 2:00-5:00 a UFA orientation will take place at the EOC to help educate the Brighton candidates
 - Asked that candidates recognize that currently there is no one who can speak on behalf of Brighton and please be mindful of this
- Steve Ball has accepted the position of Special Enforcement Division Chief
- Firefighter Hiring Process
 - Filling 27 allocations currently, 22 conditional offers have been accepted
 - Great pool of candidates
- 2018 Accomplishments – AC Ziolkowski
 - The 1st draft of accomplishments was distributed and work is being done to forecast the upcoming Action Items
 - All work has been done within the Strategic Plan and budgeting process
 - Statistics are not complete, but will be included in the final poster
 - Any feedback or ideas are welcome, please contact AC Ziolkowski
- Part-Time Paramedics – AC Higgs
 - To strengthen continuity of delivery of service we will staff Peak-Load ambulances with Part-Time Paramedic/Part-Time EMTs
 - In order to staff all ambulances with ALS capabilities, there is a need to hire 5-6 more Paramedics
 - Asking to adjust the hourly rate for Paramedics from an average of \$13 to \$18
 - This can be done within the current budget and are requesting the approval to begin preparing for the implementation in February
 - This new rate will be incorporated in the budget process for FY 19/20
- Overtime Trial Period Analysis – AC Higgs
 - The analysis of the June-September 2018 OT Trial period was successful in helping with the pick-list shortage, but initial sick leave increased for the first couple months
 - Of the \$150,000 implementation cost, \$40,000 was to pay time and a half when sick leave was also used
 - The recommendation is to not pay OT time and a half when sick leave is also taken
 - May also consider targeting a time period of implementing time and a half pay when there is more stress on staffing
 - The cost was also exasperated by the volume of vacancies due to retirements, the planned retirement solution may help with this additional burden

- Currently the minimum staffing OT line item is 79.8% spent with only 41.7% of the pay periods elapsed, however, the overall personnel expenditures is on target due to the open allocations. Staff is watching this closely, it is possible the Board will see a request for a transfer of ending fund balance near the end of the fiscal year.

13. Closed Session

Mayor Silvestrini moved to enter into a Closed Session to discuss matters as provided by Utah Code Annotated §52-4-205

Mayor Westmoreland seconded the motion

All voted in favor:

Councilmember Demman

Mayor Hale

Mayor Sondak

Mayor Westmoreland

Mayor Overson

Mayor Peterson

Councilmember Bailey

Mayor Silvestrini

Mayor Dahle

Councilmember Martin

Councilmember Perry

Councilmember Stewart

Councilmember Snelgrove

Councilmember Bowen

Councilmember Martin left during closed session

Mayor Silvestrini moved to re-open the meeting to the public

Councilmember Perry seconded the motion

All voted in favor:

Councilmember Demman

Mayor Hale

Mayor Sondak

Mayor Westmoreland

Mayor Overson

Mayor Peterson

Councilmember Bailey

Mayor Silvestrini

Mayor Dahle

Councilmember Perry

Councilmember Stewart

Councilmember Snelgrove

Councilmember Bowen

14. Fire Chief Petersen Annual Review

- Reviewed both recommendations and commendations with Chief Petersen
- The Board extended appreciation for all of his work and leadership

Councilmember Stewart moved to approve continuation of the Employment Agreement and grant the 2.5% COLA increase effective on the contract date (January)

Mayor Silvestrini seconded the motion

All voted in favor

15. CFO Brian Roberts Agreement/Wage Increase

Mayor Silvestrini moved to approve continuation of the Employment Agreement and grant the 2.5% COLA increase retroactive to the contract date (November)

Councilmember Stewart seconded the motion

All voted in favor

16. Adjournment

Councilmember Bailey moved to adjourn the meeting

Councilmember Stewart seconded the motion

All voted in favor

BOARD MEMBERS IN ATTENDANCE:

Mayor Mike Peterson

Mayor Robert Hale

Councilmember Kathleen Bailey

Mayor Robert Dahle

SLCo Surveyor Reid Demman

Mayor Kristie Overson

Councilmember Allan Perry

Mayor Harris Sondak

Mayor Jeff Silvestrini

Councilmember Sheldon Stewart

Councilmember Nicole Martin

Mayor Tom Westmoreland

Councilmember Richard Snelgrove

Councilmember Gary Bowen

BOARD MEMBERS ABSENT:

Councilmember Eric Ferguson

Mayor Kelly Bush

OTHER ATTENDEES:

Ashley Spatafore-Lobbyist

Arriann Woolf

Assistant Chief Watson

Assistant Chief Higgs

Assistant Chief Ziolkowski

Barbara Cameron-BCC CC

Bob Cameron-BCC CC

Bill Brass

Battalion Chief Anderton

Beth Todd-VECC

Brett Wood-Herriman

Captain Bogenschutz

Captain Simons

Captain Burningham

CFO Tony Hill

Chief Petersen

CLO Brian Roberts

Cyndee Young

Darren Park

Deputy Chief Prokopis

Division Chief Case

Division Chief Larson

Division Chief Pilgrim

Division Chief Rhoades

Division Chief Watkins

DOC Nile Easton

Jarin Blackham

Kate Turnbaugh

Lana Burningham

Matt McFarland

Michelle Roper

Steve Quinn

Talsan Schulzke

**UNIFIED FIRE AUTHORITY
BUDGET AMENDMENTS
January 15, 2019**

GENERAL FUND

1. \$24,000 Increase in Interest Income and Bank fees related to Wells Fargo Sweep account		
a. Interest income	\$24,000	1039105
b. Bank fees	\$24,000	1088209
2. \$4,715 SHSP grant for bomb equipment (X-ray panel and imaging plates)		
a. Federal grants	\$4,715	1033200
b. Grant expenditures	\$4,715	1086266
3. \$39,092 SHSP 2017 & 2018 grants for RTF supplies and equipment		
a. Federal grants	\$39,092	1033200
b. Grant expenditures	\$39,092	1089266
4. \$1,000 Wal-Mart grant for Operations		
a. Donations	\$1,000	1039350
b. Small equipment	\$1,000	1089410
5. \$8,500 Private donations for Line of Duty Death ceremonies		
a. Donations	\$8,500	1039350
b. Line of duty death	\$8,500	1099297
6. \$24,895 State of Utah EMS Per Capita grant		
a. EMS grants	\$24,895	1033300
b. Grant expenditures	\$24,895	1095266
7. \$48,315 Reimbursement from UTTF-1 for hurricane deployment costs		
a. USAR reimbursements	\$48,315	1039451
b. Salary/wages - deployment	\$18	1087190
c. Overtime – deployment	\$34,029	1087192
d. Benefits – deployment	\$8,330	1087193
e. USAR deployment costs (non-payroll)	\$5,938	1087801
8. \$47,500 Appropriate Unassigned Fund Balance to fund an additional Leadership Cohort		
a. Appropriated fund balance	\$47,500	1034400
b. Professional services	\$47,500	1099350
9. \$19,096 Appropriate Committed Fund Balance for Compensated Absences (Ops retirements)		
a. Appropriated fund balance	\$19,096	1034400
b. Compensated absences payouts	\$19,096	1089160
10. \$20,455 Appropriate Restricted Fund Balance for Capital acquisitions (PY remaining balance)		
a. Appropriated fund balance	\$20,455	1034400
b. Capital outlay - financed	\$20,455	1088217

WILDLAND – ENTERPRISE FUND

1. \$36,480 Extension of Camp Williams fire season through 10/31/18		
a. Camp Williams contract	\$36,480	2031900
b. Overtime	\$36,480	2085120
2. \$1,826 Public donations for Wildland program		
a. Donations	\$1,826	2031350
b. Awards & banquet	\$1,826	2097297

**UNIFIED FIRE AUTHORITY
BUDGET AMENDMENTS
January 15, 2019**

EMERGENCY SERVICES – SPECIAL REVENUE FUND

1. \$99,873 Increase in SL County EM fees due to 2019 funding for two new allocations and COLA		
a. Salaries & wages	\$65,000	4040100
b. Employee benefits	\$34,873	4040130
c. Salt Lake County fees	\$99,873	4034300
2. \$46,304 SHSP and PDMC grants		
a. Federal grants	\$45,810	4033200
b. Grant expenditures (SHSP)	\$7,560	4040266
c. Grant expenditures (PDMC)	\$38,250	4040267
3. \$138,400 Appropriate Assigned Fund Balance to fund ECC building projects (Plans and Ops rooms)		
a. Appropriated fund balance	\$138,400	4034400
b. Capital outlay	\$138,400	4040216

FIRE CAPITAL REPLACEMENT FUND

1. \$638,120 Proceeds from sale of capital assets		
a. Sale of capital assets	\$638,120	5539150
b. Contribution to fund balance	\$638,120	5540910

EMERGENCY MANAGEMENT CAPITAL REPLACEMENT FUND

1. \$40,000 Appropriate Committed Fund Balance to purchase additional staff light fleet vehicle		
a. Appropriated fund balance	\$40,000	5631850
b. Capital outlay	\$40,000	5640200

UNIFIED FIRE AUTHORITY
BUDGET TRANSFERS FOR BOARD APPROVAL
January 2019

GENERAL FUND

- | | | |
|---|-----------|---------|
| 1. \$45,000 Transfer from IT Salaries & Wages to Professional Fees – consultant used to perform projects needed due to staffing vacancies | | |
| a. Salaries & wages | -\$45,000 | 1094100 |
| b. Professional fees | \$45,000 | 1094350 |

UNIFIED FIRE AUTHORITY
Resolution No. 01-2019A of 2019
(Second Amendment of the Budget for Fiscal Year 2018-2019)

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

PREAMBLE

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

All conditions precedent to amend said budget have been accomplished.

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

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

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

SECTION 3. Effective Date. This Resolution shall take effect on January 15, 2019.

DATED this 15th day of January, 2019.

UNIFIED FIRE AUTHORITY

By: _____
Chairperson

APPROVED AS TO FORM:

ATTEST:

Chief Legal Counsel

Clerk



UNIFIED FIRE AUTHORITY

TO: UFA Board (Via Chief Petersen)
FROM: Finance Division
SUBJECT: FY19/20 Budget Calendar
DATE: January 15, 2019

FY19-20 Budget Timeline

January 11, 2019	Budget documentation sent to divisions
January 17, 2019	Budget kick-off meeting with divisions
January 28 - February 8, 2019	Division budget preview/preparation meetings with Finance
February 5, 2019 (2PM)	Compensation and Benefits Committee - Initial insurance renewal presentation from Gallagher Benefit Services and preliminary wage and benefit discussion
February 25 - March 8, 2019	Division budget meetings with Fire Chief and budget committee
Late March (TBA)	Compensation and Benefits Committee - Final insurance renewal presentation from Gallagher Benefit Services and final wage and benefit discussion
April 15, 2019 (2:30 AM)	Fire Chief/Finance present FY19-20 Proposed Budget to Finance Committee
April 16, 2019	FY19-20 budget update at Board Meeting
May 7, 2019 (8 AM)	Division budget presentations at Finance Committee meeting. Finance Committee approves FY19-20 budget and forwards recommendation to the UFA Board
May 21, 2019	Board adopts FY19-20 Tentative Budget at board meeting
June 18, 2019	Board adopts FY19-20 Final Budget at board meeting



UNIFIED FIRE AUTHORITY

BOARD MEMORANDUM

January 15, 2018

From: Brian F. Roberts
Chief Legal Officer

To: UFA Board Members

Re: Recommended Hybrid Governance Model

Board Members,

Based upon the Board's discussion of the governance issue discussed at the December Board Meeting, the Governance Committee met to review and discuss a possible "hybrid" model that incorporates aspects of both a "one entity/one vote" model and the "weighted voting" model. The attached language is a discussion draft of that provision that was recommended by the Governance Committee for further consideration by the Board. It will hopefully provide a basis for conversation at the Board Meeting and potentially result in a consensus regarding the language to be incorporated into the draft.

As with the prior discussion, the consideration of this language at the January Board Meeting will not involve any final action and no vote will be taken. Rather, the hope is that the Board will provide feedback to me on whether this language is appropriate for inclusion in the draft interlocal which will be brought to the Board at a later meeting (likely February) for its consideration as a whole.

9. **Governance and Administration of Authority.** The Authority will be governed by a Board of Directors comprised of representatives of the Parties served by the Authority. Although the Service Area is a Party to this 2019 Agreement, its role is to act as a taxing district to pay for Authority services for the benefit of its members, and will therefore not have any separate, direct representation on the Board of Directors beyond its individual members' participation on the Board of Directors.

a. Voting.

- i. For all matters related to the governance of the Authority, each Board Member will be entitled to one vote on the Board and matters, unless otherwise specifically stated herein, will be passed by majority vote of those present at a Board meeting.
- ii. Upon any vote of the Board, taken pursuant to subsection a(i) above, to adopt a fiscal year's tentative or final budget, or to adopt any budget amendment, any two Board Member may call for a "Weighted Vote" at which time, after an opportunity for discussion and deliberation by the Board, a vote will be taken on such issue based upon a weighted voting system with the weight of each Board Member's vote being determined by the ratio of its population to the total population of the communities served by the Authority using the most recently available census, as updated by the Kem C. Gardner Policy Institute or other agency subsequently designated by the State of Utah for population estimates. Approval of the budget or amendment will pass with a majority of the weighted vote.

UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING
DECEMBER 2018

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
18-Dec	12/13/2018	82176	U.S. BANCORP GOV'T LEASING & FINANCE	Multiple	\$ 2,800,000.00
18-Dec	12/10/2018	1	PAYROLL TRANS FOR 11/30/2018	N/A	1,213,465.18
18-Dec	12/24/2018	2	PAYROLL TRANS FOR 12/15/2018	N/A	1,206,595.13
18-Dec	12/7/2018	82146	SELECTHEALTH	12312018	513,011.90
18-Dec	12/11/2018	2	URS ACH PAYMENT - 12/10/18 PAYROLL	N/A	431,181.89
18-Dec	12/27/2018	4	URS ACH PAYMENT - 12/24/2018 PAYROLL	N/A	415,494.94
18-Dec	12/28/2018	82225	SL EMERGENCY COMMUNICATIONS CT	IVC02797	370,472.00
18-Dec	12/10/2018	12062018	WELLS FARGO BANK COMMERCIAL CARD	Multiple	234,422.83
18-Dec	12/26/2018	5	EFTPS - 12/25/2018 PAYROLL	N/A	226,523.52
18-Dec	12/11/2018	1	EFTPS - 12/10/18 PAYROLL	N/A	218,909.09
18-Dec	12/27/2018	6	STATE TAX ACH PAYMENT - 12/25/2018 PAYROLL	N/A	140,569.70
18-Dec	12/13/2018	82179	UTAH LOCAL GOVERNMENTS TRUST	1571407A	72,988.19
18-Dec	12/21/2018	82208	PUBLIC EMPLOYEES HEALTH PROGRAM	NOVBILL2018	64,449.07
18-Dec	12/13/2018	82173	STATE OF UTAH - GASCARD	Multiple	48,450.66
18-Dec	12/27/2018	122719	GCS BILLING SERVICES	Multiple	35,537.03
18-Dec	12/13/2018	82155	CASELLE, INC	92109	27,132.00
18-Dec	12/28/2018	82226	UNIVERSITY MEDICAL BILLING	Multiple	25,327.00
18-Dec	12/7/2018	82141	CUSTOM BENEFIT SOLUTIONS, INC.	12102018	22,178.45
18-Dec	12/21/2018	82203	CUSTOM BENEFIT SOLUTIONS, INC.	12242018	21,959.70
18-Dec	12/21/2018	82199	ROCKY MTN POWER	Multiple	18,361.88
18-Dec	12/7/2018	82153	SELECTHEALTH	12312018RET	15,765.60
18-Dec	12/13/2018	82177	UNIFIED FIRE SERVICE AREA	Multiple	15,675.76
18-Dec	12/21/2018	82190	COMCAST	73195594	15,569.30
18-Dec	12/6/2018	120618	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	14,527.71
18-Dec	12/28/2018	82219	DOMINION ENERGY	Multiple	9,594.69
18-Dec	12/28/2018	82220	GALLAGHER BENEFIT SERVICES, INC	Multiple	9,000.00
18-Dec	12/7/2018	82135	EMERGENCY TRAINING GROUP, LLC	Multiple	8,000.00
18-Dec	12/12/2018	121220	NAPA AUTO PARTS	Multiple	7,479.34
18-Dec	12/17/2018	3	FUNDS TRANSFER FROM FIRE TO EOC - CCTA GRANT DRAWDOWN	N/A	7,470.36
18-Dec	12/7/2018	82143	LOCAL 1696 - IAFF	12102018	7,055.10
18-Dec	12/21/2018	82205	LOCAL 1696 - IAFF	12242018	7,012.98
18-Dec	12/7/2018	82136	ENVIRO SYSTEMS RESEARCH INSTITUTE INC.	93550589B	6,300.00
18-Dec	12/31/2018	1	TRANSFER FUNDS FOR PATIENT REFUNDS - DECEMBER 2018	N/A	6,176.27
18-Dec	12/7/2018	82151	WELLS FARGO ADVISORS, FBO UFA#4064-8710	12102018RC	5,295.18
18-Dec	12/27/2018	122718	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	5,176.09
18-Dec	12/13/2018	82174	STRONG & HANNI, PC	189962	5,108.00
18-Dec	12/13/2018	82163	GRANICUS	Multiple	4,800.00
18-Dec	12/21/2018	82183	CENTURYLINK	Multiple	4,614.21
18-Dec	12/13/2018	82171	SL CO PROFESSIONAL FIREFIGHTER LOCAL1696	1001	4,538.15
18-Dec	12/7/2018	82131	A TO Z LANDSCAPING, INC.	Multiple	4,435.33
18-Dec	12/28/2018	82218	CUSTOM BENEFIT SOLUTIONS	Multiple	4,147.90
18-Dec	12/13/2018	82167	LOWE'S	987984	3,416.20
18-Dec	12/28/2018	82230	WRIGHT BROTHERS INVESTMENT, INC.	9128	3,219.51
18-Dec	12/13/2018	82162	DOMINION ENERGY	Multiple	3,091.91
18-Dec	12/21/2018	82202	UTAH DEPT WORKFORCE SERVICES	Multiple	2,586.22
18-Dec	12/12/2018	121218	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	2,454.00
18-Dec	12/20/2018	122018	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	2,250.00
18-Dec	12/7/2018	82132	CUSTOM BENEFIT SOLUTIONS	Multiple	2,249.90
18-Dec	12/21/2018	82214	FIREFIGHTERS CREDIT UNION	12242018TV	2,117.21
18-Dec	12/7/2018	82152	FIREFIGHTERS CREDIT UNION	12102018TV	2,092.39
18-Dec	12/7/2018	82144	OFFICE OF RECOVERY SERVICES	12102018	1,911.45
18-Dec	12/21/2018	82206	OFFICE OF RECOVERY SERVICES	12242018	1,911.45
18-Dec	12/13/2018	82178	UNIVERSITY OF UTAH	11/29/2018	1,825.00
18-Dec	12/13/2018	82166	KRONOS INCORPORATED	Multiple	1,805.00
18-Dec	12/21/2018	82193	KRONOS INCORPORATED	11391821	1,750.00
18-Dec	12/13/2018	82180	WASATCH FRONT WASTE RECYCLE DISTRICT	Multiple	1,736.00
18-Dec	12/21/2018	82204	FIREFIGHTERS CREDIT UNION	12242018SF	1,674.82
18-Dec	12/7/2018	82142	FIREFIGHTERS CREDIT UNION	12102018ST	1,639.27
18-Dec	12/6/2018	120619	WEIDNER FIRE	Multiple	1,590.86
18-Dec	12/7/2018	82139	SIMPLY RIGHT, INC.	Multiple	1,579.50
18-Dec	12/31/2018	9	TO RECORD BANK FEES - DECEMBER 2018	N/A	1,528.35
18-Dec	12/13/2018	82172	SOURCE ELECTRIC LLC	698	1,500.00
18-Dec	12/31/2018	8	TO RECORD AMBULANCE RELATED BANK FEES - DECEMBER 2018	N/A	1,327.09

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

Note 2: Payroll totals are for all UFA funds, not just General Fund

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**UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING
DECEMBER 2018**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
18-Dec	12/13/2018	82170	SIMPLY RIGHT, INC.	114618A	1,320.90
18-Dec	12/21/2018	82209	PUBLIC EMPLOYEES LT DISABILITY	12242018	1,289.03
18-Dec	12/28/2018	82229	WORKFORCEQA, LLC	531094	1,145.00
18-Dec	12/21/2018	82182	CANON FINANCIAL SERVICES, INC.	Multiple	1,063.03
18-Dec	12/7/2018	82140	UTAH BROADBAND, LLC	Multiple	995.00
18-Dec	12/7/2018	82138	INTERSTATE BILLING SERVICE, INC.	Multiple	966.02
18-Dec	12/7/2018	82137	HANCOCK, SCOTT RAYMOND	Multiple	960.00
18-Dec	12/28/2018	82221	JOHNSON, ROBERTS, & ASSOCIATES, INC.	Multiple	945.00
18-Dec	12/13/2018	82164	HIRERIGHT, LLC	G2602437	901.42
18-Dec	12/28/2018	82222	MAYORS FINANCIAL ADMIN	SLC0000227A	881.32
18-Dec	12/12/2018	121219	GOLD CUP SERVICES INC.	Multiple	828.00
18-Dec	12/7/2018	82133	DESERT EDGE HEATING & COOLING	1847	655.00
18-Dec	12/7/2018	82149	UTAH RETIREMENT SYSTEMS	11282018MISC	532.36
18-Dec	12/21/2018	82195	NELCO	6154238 RI	496.93
18-Dec	12/7/2018	82134	DOMINION ENERGY	G-#111 11/18	468.56
18-Dec	12/12/2018	121222	VEHICLE LIGHTING SOLUTIONS, INC	3983	439.24
18-Dec	12/21/2018	82212	UTAH RETIREMENT SYSTEMS	12122018MISC	434.42
18-Dec	12/21/2018	82196	PITNEY BOWES GLOBAL	3307625973	433.62
18-Dec	12/21/2018	82201	SNOWBIRD RESORT LLC	Multiple	418.86
18-Dec	12/21/2018	82187	CENTURYLINK	TL-FIRE 12/18E	417.15
18-Dec	12/21/2018	82188	CENTURYLINK	TL-FIRE 12/18D	417.15
18-Dec	12/21/2018	82186	CENTURYLINK	TL-FIRE 12/18C	401.38
18-Dec	12/13/2018	82165	INTERSTATE BILLING SERVICE, INC.	Multiple	390.14
18-Dec	12/31/2018	7	FUNDS TRANSFER FROM FIRE TO EOC - RECLASS CADRE OUT OF CCTA GRAN	N/A	353.93
18-Dec	12/28/2018	82224	SHRED-IT USA	Multiple	300.87
18-Dec	12/21/2018	82211	US DEPT OF EDUCATION	12242018SC	288.02
18-Dec	12/21/2018	82191	DIXON, NANCY K.	12/12/2018	280.00
18-Dec	12/21/2018	82185	CENTURYLINK	TL-FIRE 12/18B	278.81
18-Dec	12/21/2018	82192	DOMINION ENERGY	G-#112 11/18	271.65
18-Dec	12/7/2018	82150	UTAH STATE TAX COMMISSION	12102018MM	249.22
18-Dec	12/13/2018	82159	CENTURYLINK	TL-#124 12/18	245.51
18-Dec	12/21/2018	82194	MECHANICAL SERVICES & SYSTEMS	18072	240.00
18-Dec	12/7/2018	82148	US DEPT OF EDUCATION	12102018SC	237.54
18-Dec	12/13/2018	82181	WORKFORCEQA, LLC	530268	236.50
18-Dec	12/13/2018	82158	CENTURYLINK	TL-#117 12/18	203.43
18-Dec	12/28/2018	82227	UTAH BROADBAND, LLC	776842	199.00
18-Dec	12/21/2018	82198	ROADPOST USA, INC	RU08180226A	186.99
18-Dec	12/7/2018	82147	UNIFIED POLICE FEDERATION	12102018	171.00
18-Dec	12/21/2018	82210	UNIFIED POLICE FEDERATION	12242018	171.00
18-Dec	12/21/2018	82184	CENTURYLINK	TL-#108 12/18	165.12
18-Dec	12/21/2018	82207	OLSON SHANER	12242018SC	164.57
18-Dec	12/28/2018	82215	CENTURYLINK	1455930150	151.75
18-Dec	12/7/2018	82145	OLSON SHANER	12102018SC	130.92
18-Dec	12/13/2018	82175	SUPERIOR EQUIPMENT	Multiple	128.26
18-Dec	12/12/2018	121221	UNITED SITE SERVICES	114-7690106	127.00
18-Dec	12/13/2018	82161	COPPERTON IMPROVEMENT DISTRICT	W-#115 11/18	121.80
18-Dec	12/21/2018	82200	SALT LAKE COUNTY SERVICE AREA #3	W/S-#113 11/18	96.64
18-Dec	12/13/2018	82157	CENTURYLINK	CL-FIRE 12/18B	78.08
18-Dec	12/28/2018	82216	CENTURYLINK	CL-FIRE 11/18B	71.08
18-Dec	12/21/2018	82189	CENTURYLINK	TL-LOG 12/18B	49.34
18-Dec	12/28/2018	82217	CENTURYLINK	TL-#123 12/18	49.34
18-Dec	12/13/2018	82156	CENTURYLINK	1456575353	48.99
18-Dec	12/7/2018	82154	UTAH STATE TAX COMMISSION	12102018SC	40.00
18-Dec	12/21/2018	82213	UTAH STATE TAX COMMISSION	12242018SC	40.00
18-Dec	12/13/2018	82160	CENTURYLINK	TL-USAR 12/18B	35.51
18-Dec	12/13/2018	82169	SATCOM GLOBAL INC.	A112180809	34.67
18-Dec	12/21/2018	82197	PURCHASE POWER	Multiple	31.05
18-Dec	12/13/2018	82168	ROCKY MOUNTAIN WATER COMPANY	55630	22.75
18-Dec	12/28/2018	82223	ROCKY MOUNTAIN WATER COMPANY	57869	13.00
18-Dec	12/28/2018	82228	UTAH VALLEY UNIVERSITY	A25467	5.00
					\$ 8,342,346.13

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

Note 2: Payroll totals are for all UFA funds, not just General Fund

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**UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - SPECIAL REVENUE FUND
DECEMBER 2018**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
18-Dec	12/27/2018	2	TO RECORD XFR FROM EOC TO FIRE - 12/10/18 PAYROLL	N/A	\$ 50,727.40
18-Dec	12/27/2018	3	TO RECORD XFR FROM EOC TO FIRE - 12/24/18 PAYROLL	N/A	43,551.49
18-Dec	12/12/2018	1	FUNDS TRANSFER FROM EOC TO FIRE - OCTOBER PCARDS PAID 11/6/1	N/A	23,552.89
18-Dec	12/7/2018	7151	ENVIRO SYSTEMS RESEARCH INSTITUTE INC.	93550589A	7,733.00
18-Dec	12/28/2018	7167	SLCC PRINTING SERVICES	55796	3,844.50
18-Dec	12/21/2018	7161	ROCKY MTN POWER	E-EOC 11/18	3,109.77
18-Dec	12/13/2018	7156	STATE OF UTAH - GASCARD	NP54864455D	1,867.04
18-Dec	12/13/2018	7153	ALPHAGRAPHICS, US614	80090	1,627.06
18-Dec	12/21/2018	7162	SYRINGA NETWORKS, LLC	18DEC0238	1,175.00
18-Dec	12/7/2018	7152	SIMPLY RIGHT, INC.	Multiple	1,053.00
18-Dec	12/13/2018	7155	SIMPLY RIGHT, INC.	114618B	880.60
18-Dec	12/21/2018	7159	CENTURYLINK	TL-EOC 12/18	851.92
18-Dec	12/13/2018	7154	MABE, SCOTT A.	SAM280	800.00
18-Dec	12/13/2018	7157	UTAH LOCAL GOVERNMENTS TRUST	1571407B	787.27
18-Dec	12/28/2018	7164	DOMINION ENERGY	G-EOC 12/18	641.50
18-Dec	12/7/2018	7150	A TO Z LANDSCAPING, INC.	21508B	556.89
18-Dec	12/20/2018	122019	WAXIE SANITARY SUPPLY	77928699	407.86
18-Dec	12/28/2018	7165	MAYORS FINANCIAL ADMIN	SLC0000227B	382.43
18-Dec	12/12/2018	121224	WAXIE SANITARY SUPPLY	77901149	347.59
18-Dec	12/21/2018	7163	PUBLIC EMPLOYEES HEALTH PROGRAM	11302018EOC	262.92
18-Dec	12/12/2018	121223	GOLD CUP SERVICES INC.	683257	174.75
18-Dec	12/28/2018	7166	SHRED-IT USA	8126173244D	97.78
18-Dec	12/21/2018	7160	ROADPOST USA, INC	RU08180226B	62.33
18-Dec	12/13/2018	7158	WASATCH FRONT WASTE RECYCLE DISTRICT	5320C	50.00
					\$ 144,544.99

**UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - CAPITAL REPLACEMENT ESCROW
DECEMBER 2018**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
18-Dec	12/7/2018	3	ROSENBAUER MINNESOTA, LLC	67051	\$ 1,247,662.00
18-Dec	12/10/2018	4	L.N. CURTIS AND SONS	INV237535	470,216.00
					\$ 1,717,878.00

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

Note 2: Payroll totals are for all UFA funds, not just General Fund

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**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - GENERAL FUND (FIRE)
AS OF DECEMBER 31, 2018**

FIRE REVENUES	<u>Total</u>	<u>Budget</u>	<u>Unearned</u>	<u>% of Budget</u>
Alta	\$ 72,276	\$ 144,552	\$ 72,276	50.0
Cottonwood Heights	1,816,583	3,633,166	1,816,583	50.0
Unified Fire Service Area	23,133,421	46,266,842	23,133,421	50.0
Holladay	1,230,274	2,460,548	1,230,275	50.0
MIDA contract	-	51,000	51,000	0.0
MEMBER FEES & SERVICE CONTRACTS	<u>26,252,554</u>	<u>52,556,108</u>	<u>26,303,555</u>	50.0
Ambulance service fees	2,857,914	7,000,000	4,142,086	40.8
Collections revenues	92,292	-	(92,292)	0.0
AMBULANCE OPERATIONS	<u>2,950,206</u>	<u>7,000,000</u>	<u>4,049,794</u>	42.1
SL County canyon recreation area fees	1,587,857	3,175,713	1,587,857	50.0
Witness/jury duty fees	93	-	(93)	0.0
CERT class fees	594	7,200	6,606	8.3
Fire and medical report fees	2,130	4,500	2,370	47.3
Hazmat & tank permit fees	82,348	115,000	32,653	71.6
Firewatch	5,250	10,000	4,750	52.5
Fireworks permit fees	2,650	5,000	2,350	53.0
CPR class fees	3,871	10,000	6,129	38.7
EMT school fees	34,796	60,000	25,204	58.0
Event billings - Information Outreach	5,400	29,400	24,000	18.4
Event billings - Special Enforcement	-	6,000	6,000	0.0
Exam fees	-	7,500	7,500	0.0
OTHER FEES	<u>1,724,987</u>	<u>3,430,313</u>	<u>1,705,326</u>	50.3
UFSA management fees	142,348	284,696	142,348	50.0
Miscellaneous intergovernmental	769,850	982,804	212,954	78.3
INTERGOVERNMENTAL REVENUES	<u>912,198</u>	<u>1,267,500</u>	<u>355,302</u>	72.0
Federal grants	-	-	-	0.0
Donations	8,500	-	(8,500)	0.0
GRANTS AND DONATIONS	<u>8,500</u>	<u>-</u>	<u>(8,500)</u>	0.0
Interest income	178,205	100,000	(78,205)	178.2
Sale of materials	3,709	-	(3,709)	0.0
Rental income	39,540	94,896	55,356	41.7
USAR reimbursements	146,520	563,617	417,097	26.0
Miscellaneous revenues	1,892	30,466	28,574	6.2
MISCELLANEOUS INCOME	<u>427,808</u>	<u>788,979</u>	<u>361,171</u>	54.2
Transfer from Emergency Services fund	125,000	125,000	-	100.0
Appropriation of fund balance	-	2,409,734	2,409,734	0.0
OTHER FINANCING SOURCES	<u>125,000</u>	<u>2,534,734</u>	<u>2,409,734</u>	4.9
TOTAL FIRE REVENUES	<u><u>\$ 32,401,253</u></u>	<u><u>\$ 67,577,634</u></u>	<u><u>\$ 35,176,381</u></u>	47.9

Note: Balances include payroll through 01/10/2019 and pcards through 11/30/2018.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - GENERAL FUND (FIRE)
AS OF DECEMBER 31, 2018**

FIRE EXPENDITURES	Total	Budget	Unexpended	% of Budget
Salaries & wages	16,490,534	35,123,807	18,633,273	46.9
Overtime	2,517,322	3,118,150	600,828	80.7
Benefits	7,749,151	16,163,777	8,414,626	47.9
SALARIES & BENEFITS	<u>\$ 26,757,007</u>	<u>\$ 54,405,734</u>	<u>\$ 27,648,727</u>	<u>49.2</u>
Art & photo services	180	1,000	820	18.0
Awards & banquet	10,236	45,000	34,764	22.7
Bank fees	5,931	-	(5,931)	0.0
Community outreach	-	3,500	3,500	0.0
Honor guard & pipe band	82	9,000	8,918	0.9
Identification supplies	7,556	10,500	2,944	72.0
Line of duty death	13,255	-	(13,255)	0.0
Office supplies	22,645	54,750	32,105	41.4
Postage	2,750	13,450	10,700	20.4
Printing charges	11,103	17,998	6,895	61.7
Subscriptions & memberships	19,049	43,125	24,076	44.2
GENERAL & ADMINISTRATIVE	<u>\$ 92,787</u>	<u>\$ 198,323</u>	<u>\$ 105,536</u>	<u>46.8</u>
Bedding & linen	8,549	15,000	6,451	57.0
Books, publications & subscriptions	20,154	50,923	30,769	39.6
Clothing provisions	256,450	455,981	199,531	56.2
Dining & kitchen supplies	670	5,000	4,330	13.4
Emergency activations	12,624	1,000	(11,624)	1262.4
Food provisions	23,485	45,800	22,315	51.3
Gasoline, diesel, oil & grease	227,711	445,000	217,289	51.2
Janitorial supplies and service	44,957	50,000	5,043	89.9
Medical supplies	200,531	508,000	307,469	39.5
Physical exams	59,147	163,500	104,353	36.2
Canine expenses	646	5,000	4,354	12.9
Expenses to be reimbursed by related organization(s)	19,710	12,000	(7,710)	164.3
OPERATING COSTS	<u>\$ 874,634</u>	<u>\$ 1,757,204</u>	<u>\$ 882,570</u>	<u>49.8</u>
Liability insurance	266,623	450,000	183,377	59.2
Ambulance - State Medicaid assessment	73,926	300,000	226,074	24.6
UCANN	-	45,000	45,000	0.0
Dispatch service contract	740,944	758,700	17,756	97.7
CONTRACTUAL COSTS	<u>\$ 1,081,493</u>	<u>\$ 1,553,700</u>	<u>\$ 472,207</u>	<u>69.6</u>
Auditor	8,900	8,900	-	100.0
Contract hauling	4,200	1,000	(3,200)	420.0
Intergovernmental expenditures	-	4,000	4,000	0.0
Professional fees	262,314	424,785	162,471	61.8
Ambulance service fees	101,915	315,000	213,085	32.4
PROFESSIONAL SERVICES	<u>\$ 377,329</u>	<u>\$ 753,685</u>	<u>\$ 376,356</u>	<u>50.1</u>
GRANT PURCHASES	<u>\$ 10,891</u>	<u>\$ -</u>	<u>\$ (10,891)</u>	<u>0.0</u>
Miscellaneous rental	19,095	35,000	15,905	54.6
Rent of buildings	73,334	147,000	73,666	49.9
RENT	<u>\$ 92,429</u>	<u>\$ 182,000</u>	<u>\$ 89,571</u>	<u>50.8</u>

Note: Balances include payroll through 01/10/2019 and pcards through 11/30/2018.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - GENERAL FUND (FIRE)
AS OF DECEMBER 31, 2018**

FIRE EXPENDITURES (Continued)	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>% of Budget</u>
Facilities maintenance charge	-	3,000	3,000	0.0
Maintenance of machinery & equipment	24,183	146,000	121,817	16.6
Maintenance of buildings & grounds	97,699	255,000	157,301	38.3
Maintenance of office equipment	-	2,000	2,000	0.0
Software maintenance	296,441	422,850	126,409	70.1
Vehicle maintenance	291,201	800,000	508,799	36.4
Vehicle repairs - accident related	33,582	50,000	16,418	67.2
REPAIR & MAINTENANCE	<u>\$ 743,106</u>	<u>\$ 1,678,850</u>	<u>\$ 935,744</u>	<u>44.3</u>
Communications equipment	7,434	85,000	77,566	8.7
Computer equipment	42,691	141,500	98,809	30.2
Computer software	10,019	19,000	8,981	52.7
Small equipment noncapital	182,332	518,722	336,390	35.2
Small equipment - photography	111	1,000	889	11.1
Training props	11,053	55,000	43,947	20.1
Visual & audio aids	300	4,000	3,700	7.5
SOFTWARE & EQUIPMENT	<u>\$ 253,940</u>	<u>\$ 824,222</u>	<u>\$ 570,282</u>	<u>30.8</u>
Education, training & certifications	60,103	180,155	120,052	33.4
Travel & transportation	45,375	120,000	74,625	37.8
Mileage reimbursement	615	2,000	1,385	30.8
TRAINING & TRAVEL	<u>\$ 106,093</u>	<u>\$ 302,155</u>	<u>\$ 196,062</u>	<u>35.1</u>
Computer lines	96,852	195,000	98,148	49.7
Heat & fuel	26,810	130,000	103,190	20.6
Light & power	126,941	315,000	188,059	40.3
Sanitation	12,122	32,000	19,878	37.9
Telephone	51,135	95,500	44,365	53.5
Telephone - cellular	52,898	183,000	130,102	28.9
Water & sewer	51,377	78,700	27,323	65.3
UTILITIES	<u>\$ 418,135</u>	<u>\$ 1,029,200</u>	<u>\$ 611,065</u>	<u>40.6</u>
Capital outlay	828,449	1,052,076	223,627	78.7
Principal payment on capital lease	3,312,497	3,312,497	-	100.0
Principal payment on related party note payable	54,392	109,881	55,489	49.5
Interest expense	247,842	286,384	38,542	86.5
CAPITAL OUTLAY & LONG-TERM DEBT	<u>\$ 4,443,180</u>	<u>\$ 4,760,838</u>	<u>\$ 317,658</u>	<u>93.3</u>
TRANSFER TO WILDLAND	100,000	100,000	-	0.0
CONTRIBUTION TO FUND BALANCE	-	31,723	31,723	0.0
FUND TRANSFERS & CONTRIBUTIONS	<u>\$ 100,000</u>	<u>\$ 131,723</u>	<u>\$ 31,723</u>	<u>0.0</u>
TOTAL FIRE EXPENDITURES	<u>\$ 35,351,024</u>	<u>\$ 67,577,634</u>	<u>\$ 32,226,610</u>	<u>52.3</u>
REVENUES OVER/(UNDER) EXPENDITURES	<u>\$ (2,949,771)</u>	<u>\$ -</u>		

Note: Balances include payroll through 01/10/2019 and pcards through 11/30/2018.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - ENTERPRISE FUND (WILDLAND)
AS OF DECEMBER 31, 2018**

WILDLAND REVENUES	<u>Total</u>	<u>Budget</u>	<u>Unearned</u>	<u>% of Budget</u>
Wildland reimbursements - Hand crew	916,836	765,000	(151,836)	119.8
Wildland reimbursements - Engine 302	275,293	215,000	(60,293)	128.0
Wildland reimbursements - Engine 301	103,908	20,000	(83,908)	519.5
Wildland reimbursements - Single resource	548,575	800,000	251,425	68.6
Wildland reimbursements - Camp Williams	97,623	100,000	2,377	97.6
Camp Williams	314,980	557,000	242,020	56.5
Transfer from General Fund	100,000	100,000	-	100.0
Donations	1,826	-	(1,826)	0.0
TOTAL WILDLAND REVENUES	<u>\$ 2,359,041</u>	<u>\$ 2,557,000</u>	<u>\$ 197,959</u>	92.3

WILDLAND EXPENSES	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>% of Budget</u>
Salaries & benefits	1,749,988	2,022,556	272,568	86.5
Awards	4,093	3,500	(593)	116.9
Books, publications & subscriptions	998	1,050	52	95.0
Capital outlay	-	84,500	84,500	0.0
Clothing provisions	8,109	33,500	25,391	24.2
Communication equipment	341	2,500	2,159	13.6
Capital lease payments	84,737	84,737	-	100.0
Computer equipment	1,527	7,000	5,473	21.8
Computer lines	268	2,200	1,932	12.2
Education, training & certifications	-	2,000	2,000	0.0
Food provisions	3,466	8,200	4,734	42.3
Gasoline, diesel, oil & grease	24,452	16,000	(8,452)	152.8
Heat & fuel	238	1,500	1,262	15.9
Interest expense	7,057	7,057	-	100.0
Janitorial supplies and service	35	500	465	7.0
Light & power	918	900	(18)	102.0
Maintenance of machinery & equipment	460	500	40	92.0
Maintenance of buildings	7,450	16,500	9,050	45.2
Maintenance of office equipment	-	1,000	1,000	0.0
Medical supplies	-	1,500	1,500	0.0
Office supplies	309	1,000	691	30.9
Postage	5	50	45	10.0
Physical exams	-	10,850	10,850	0.0
Sanitation	131	1,500	1,369	8.7
Small equipment	5,789	84,000	78,211	6.9
Subscriptions & memberships	479	900	421	53.2
Telephone services	1,366	7,500	6,134	18.2
Travel & transportation	90,078	130,000	39,922	69.3
Vehicle maintenance	31,444	21,500	(9,944)	146.3
Water & sewer	278	2,500	2,222	11.1
TOTAL WILDLAND EXPENSES	<u>\$ 2,024,018</u>	<u>\$ 2,557,000</u>	<u>\$ 532,982</u>	79.2
REVENUES OVER/(UNDER) EXPENDITURES	<u>\$ 335,023</u>	<u>\$ -</u>		

Note: Balances include payroll through 01/10/2019 and pcards through 11/30/2018.

UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - SPECIAL REVENUE FUND (EMERGENCY SERVICES)
AS OF DECEMBER 31, 2018

EOC REVENUES	<u>Actual</u>	<u>Budget</u>	<u>Unearned</u>	<u>% of Budget</u>
SL County emergency fees	\$ 1,093,229	\$ 2,186,457	\$ 1,093,229	50.0
Federal grants	25,000	100,000	75,000	25.0
Federal grants - CCTA	23,405	474,011	450,606	4.9
Miscellaneous intergovernmental	27,528	55,000	27,472	50.1
Interest income	13,322	-	(13,322)	0.0
TOTAL EOC REVENUES	<u>\$ 1,184,987</u>	<u>\$ 2,815,468</u>	<u>\$ 1,630,481</u>	42.1

EOC EXPENDITURES	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>% of Budget</u>
Salaries & benefits	\$ 556,056	\$ 1,514,470	\$ 958,414	36.7
Books, publications & subscriptions	-	1,000	1,000	0.0
Capital outlay	320,073	125,000	(195,073)	256.1
Clothing provisions	2,270	15,000	12,730	15.1
Communication equipment	7,977	36,300	28,323	22.0
Community outreach	7,620	15,000	7,380	50.8
Computer equipment	32,873	40,000	7,127	82.2
Computer software	3,057	5,000	1,943	61.1
Education, training & certifications	4,917	32,000	27,083	15.4
Emergency activations	8,984	25,000	16,016	35.9
Maintenance of building & grounds	17,081	85,000	67,919	20.1
Maintenance of machinery & equipment	1,097	1,000	(97)	109.7
Maintenance of office equipment	-	10,000	10,000	0.0
Food provisions	13,033	25,000	11,967	52.1
Gasoline, diesel, gas & grease	7,968	25,000	17,032	31.9
Grant purchases	15,685	41,500	25,815	37.8
Identification supplies	-	1,000	1,000	0.0
Janitorial supplies and service	18,108	35,000	16,892	51.7
Miscellaneous rental	880	5,000	4,120	17.6
Office supplies	4,374	15,000	10,626	29.2
Professional fees	25,888	55,000	29,112	47.1
Postage	-	100	100	0.0
Printing charges	68	12,000	11,932	0.6
Small equipment	63,947	142,798	78,851	44.8
Software maintenance	63,772	96,000	32,228	66.4
Subscriptions & memberships	6,277	6,800	523	92.3
Telephone service	15,111	70,000	54,889	21.6
Telephone - cellular	2,921	25,000	22,079	11.7
Travel & transportation	11,550	50,000	38,450	23.1
Utilities	42,619	130,500	87,881	32.7
Vehicle maintenance	3,047	10,000	6,953	30.5
Transfer to General fund	125,000	125,000	-	100.0
Transfer to EOC Vehicle Replacement fund	40,000	40,000	-	100.0
TOTAL EOC EXPENDITURES	<u>\$ 1,422,253</u>	<u>\$ 2,815,468</u>	<u>\$ 1,393,215</u>	50.5
REVENUES OVER/(UNDER) EXPENDITURES	<u>\$ (237,266)</u>	<u>\$ -</u>		

Note: Balances include payroll through 01/10/2019 and pcards through 11/30/2018.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - CAPITAL PROJECTS FUNDS
AS OF DECEMBER 31, 2018**

FIRE CAPITAL REPLACEMENT

REVENUES	Total	Budget	Unearned	% of Budget
Transfer from General fund	\$ -	\$ -	\$ -	0.0
Interest income	22,212	12,000	(10,212)	185.1
Sale of capital assets	638,120	-	(638,120)	0.0
Loan Proceeds	5,231,495	5,231,495	-	100.0
Appropriation of fund balance	-	663,000	663,000	0.0
TOTAL FIRE VEHICLE REPLACEMENT	\$ 5,891,827	\$ 5,906,495	\$ 14,668	99.8
EXPENDITURES	Total	Budget	Unexpended	
Capital outlay - light fleet	\$ 427,039	\$ 1,000,000	\$ 572,961	42.7
Capital outlay - heavy apparatus	2,485,523	2,648,770	163,247	93.8
Capital outlay - computer equipment	-	63,900	63,900	0.0
Capital outlay - medical equipment	1,186,813	1,350,000	163,187	87.9
Capital outlay - station equipment	558,329	711,000	152,671	78.5
Capital outlay - building & improvements	-	130,000	130,000	0.0
Bank fees	1,250	2,825	1,575	44.2
TOTAL FIRE VEHICLE REPLACEMENT	\$ 4,661,792	\$ 5,906,495	\$ 1,244,703	78.9
REVENUES OVER/(UNDER) EXPENDITURES	\$ 1,230,035	-		

EOC CAPITAL REPLACEMENT

REVENUES	Total	Budget	Unearned	% of Budget
Transfer from EOC fund	\$ 40,000	\$ 40,000	\$ -	100.0
Appropriation of/(Contribution to) fund balance	-	2,000	2,000	0.0
TOTAL EOC VEHICLE REPLACEMENT	\$ 40,000	\$ 42,000	\$ 2,000	95.2
EXPENDITURES	Total	Budget	Unexpended	% of Budget
Capital outlay	\$ 38,024	\$ 42,000	\$ 3,976	0.0
TOTAL EOC VEHICLE REPLACEMENT	\$ 38,024	\$ 42,000	3,976	0.0
REVENUES OVER/(UNDER) EXPENDITURES	\$ 1,976	\$ -	\$ (1,976)	

Note: Balances include payroll through 01/10/2019 and pcards through 11/30/2018.



UNIFIED FIRE AUTHORITY

TO: UFA Board (Via Chief Petersen)
FROM: Zach Robinson, Logistics Division Chief
SUBJECT: FY18/19 Audit Finding – Inventory security and tracking
DATE: January 11, 2019

During our 2018 Audit, auditors noted several items were miscounted in our supply inventory. The miscount was limited to the Logistics warehouse. Logistics staff identified the following issues as we reviewed our inventory tracking process:

- **Inventory Security**
 - **Issue:** Potential for theft of inventory due to lack of security.
 - **Resolution:** Inventory security has been addressed with key-card door locks on all doors that access the warehouse area. Authorized access is limited to Logistics/USAR staff. All visitors entering the warehouse must be escorted by staff. The warehouse is also protected by a security alarm and camera system which records both inside and outside the facility.
- **Inventory Tracking:**
 - **Issue:** Our current ordering website does not automatically update our inventory database. Staff must manually update the inventory database to account for supplies added or removed from inventory.
 - **Resolution:** We are building a new ordering website that will automatically update our inventory database as supplies are received and orders are filled.
 - **Issue:** No system in place to track emergency, in-person or phoned-in orders.
 - **Resolution:**
 - **Short term:** Created a form for Logistics staff to complete as these types of orders are filled. The form accounts for supplies removed and ensures inventory changes are entered into the database.
 - **Long term:** The new ordering website that is under construction will allow Logistics staff to immediately enter these types of orders into the inventory database by accessing the ordering website via mobile device.
- **Internal Audits:**
 - **Issue:** Internal inventory audits have not been conducted on a regular basis to identify any discrepancies.
 - **Resolution:** Conduct monthly inventory sample counts to identify discrepancies in real time.



UNIFIED FIRE AUTHORITY

TO: UFA Board (Via Chief Petersen)
FROM: Tony Hill, Finance Director
SUBJECT: FY18/19 Audit Finding – Timecard Approvals
DATE: January 11, 2019

During the FY 2018 audit, our auditors noted repeat occasions where employees did not approve their timecards. They also noted multiple occasions where the supervisor failed to approve an employee's timecard. This has been in the auditors' schedule of findings and recommendations in previous years because this is a deviation from UFA's policy. Although these issues were not addressed in the schedule of findings for the 2018 audit, it was verbally addressed.

UFA has been implementing an online timecard system where employees and supervisors will electronically sign and approve timecards. At the time the software was purchased, it was believed that all employees and supervisors would be required to approve timecards before a payroll could be processed. Near the end of implementation it was discovered, however, that there is nothing built into the software program that prevents an employee from being paid when he or she is missing an approval on the timecard.

Resolution Options: Here are three options for resolving this deviation of policy:

1. Currently, UFA's Payroll Coordinator runs a report each pay period to determine which employees and/or supervisors did not approve their timecards. She then follows up with the appropriate employee and/or supervisor to approve the timecard. The approvals often happen much later than the end of the pay period.
2. Although our policy states, "The approved timecard shall be signed by the employee" and, "Supervisors or Acting Supervisors shall approve the timecards for employees they supervise" the policy currently does not include consequences for when an employee or supervisor fails to approve the timecard. When a timecard is approved, it is assumed that the employee and his/her supervisor reviewed it for accuracy, i.e. that all hours worked are recorded on the timecard and that all hours recorded on the timecard were actually worked. The second suggested option to resolving this deviation is to add wording to the policy that details consequences for not following the policy. This would be as simple as mirroring other policies that mention progressive disciplinary action.
3. Modify the section of the policy that state that the employee and his/her supervisor shall approve timecards. This option assumes that all timecards are accurate. UFA's payroll group would simply process what is on each employee's timecard each pay period. This means that if hours worked are left off the timecard, they will not be paid. It then becomes the responsibility of the employee to prove that the hours were worked and to submit those hours to payroll for compensation on a future pay period.

Following the current policy of approving timecards should not just be an exercise to be completed twice each month (or 17 to 18 times for Platoon employees). Requiring employees to accurately record and approve their timecards ensures that they receive accurate pay. This is only an issue when employees work overtime or are part-time; otherwise they will receive their salary regardless of the accuracy of their timecard. However, if vacation, sick, or other leave hours should have been recorded, but were not, the employee's leave balances will be overstated until the correction is made. Removing the requirement for the employees and supervisors to review and approve timecards opens UFA up to potential errors.

It is recommended, then, that we implement option two above in which we add wording to the policy that outlines disciplinary actions to be taken when the policy is not followed. This would still require the Payroll Coordinator to track missing signatures. However, once employees are held accountable for the accuracy of their timecard, the list of employees should be manageable. We could also prove to the auditors that action is being taken to resolve this issue while also improving internal controls over payroll.

Proposed Resolution: It is proposed that UFA implements option 2 above. Unless consequences are attached to the policy, we will not be able to change the culture surrounding timecard review and approval. Until the culture is changed, we will continue to have a significant number of approvals missing each pay period. Payroll will also work closer with district chiefs and division managers to streamline a procedure to review timecards that are not approved by approval deadlines.



UNIFIED FIRE AUTHORITY

MEMORANDUM

TO: UFA Board of Directors

FROM: Fire Chief Dan Petersen

DATE: January 9, 2019

SUBJECT: Designating a new At-Will Position and Modification of Vacation Accrual Rates for At-Will and Merit Exempt positions

The Executive Assistant position has traditionally been a FLSA non-exempt merit position within the organization. I am asking for your approval, in accordance with UFA Policy and Procedure, Employment Status (attached), to restructure it and designate it as a non-exempt At-Will position. This position is a member of the Executive Staff and is involved in confidential and policy-making decisions. I have attached a copy of the job description for your reference as well.

For your reference, the current At-Will positions within the organization are the three Assistant Chiefs, the Chief Financial Officer, the Director of Communications and the Human Resources Director (Merit System Coordinator). All of these positions are designated as FLSA exempt. If this request is approved, the Employment Status policy will be amended to add the Executive Assistant to the list of designated At-Will positions and to create a non-exempt At-Will employment status.

In examining this policy in light of the request above, I would like to make an additional proposal regarding the vacation accrual rates for two categories of employees. Currently, the exempt At-Will positions accrue vacation at the highest established tier (16 hours/month). I am proposing that the Executive Assistant, and any other non-exempt At-Will positions established later, accrue vacation in accordance with the middle tier (12 hours/month) as the baseline. Once those individuals complete sixteen years of service, they would be eligible to move to the highest tier. I am also proposing that same change for the employees who are designated as FLSA Exempt Merit (the I.T. Director and the Strategic Data Manager).

If approved, appropriate changes will be made to the Employment Status policy to align it with your decision, which will be returned to the UFA Board for formal approval.

Please let me know if I can provide any additional information or if you have any questions.

3380 South 900 West ■ Salt Lake City, UT 84119-4102 ■ (801) 743-7200 ■ www.unifiedfire.org

UNIFIED FIRE AUTHORITY JOB DESCRIPTION

JOB TITLE: Executive Assistant 23
SECTION: Office of the Fire Chief
DATE: December 2018

BASIC FUNCTION OF THE POSITION:

Provides executive support for the Fire Chief / CEO and serves as the Clerk for the UFA and UFSA Board of Directors. Works as a member of Command Staff to plan, direct and perform a wide variety of complex, sensitive, and highly visible programs and projects on behalf of the Fire Chief. Frequently interfaces with a variety of internal and external contacts requiring considerable discretion and initiative. A key responsibility for personnel assigned to this position is to maximize the efficiency and effectiveness of the Fire Chief.

SUPERVISION RECEIVED:

The Executive Assistant works under the supervision and direction of the Fire Chief.

SUPERVISION EXERCISED:

Assigns and reviews work of the UFA Travel Coordinator/Auditor

PRINCIPAL RESPONSIBILITIES:

The essential functions of this position include, but are not limited to, the following duties and responsibilities:

- Provides executive level support to the Fire Chief
 - Proactively coordinates meetings and schedules; ensuring appointments and meeting locations are confirmed, conflicts are recognized and avoided and supporting documents are received and accessible.
 - Provides support and coordination for, and may oversee, special events, annual banquet, promotional, hiring, retirement, and award ceremonies, open houses and recognition of employees, officials and community members. May be assigned as a member of the Customer Service Committee.
 - Manages and confirms travel arrangements, appointments and meeting arrangements. Oversees the UFA Travel Coordinator / Auditor.
 - Manages official communication; organizational chart, UFA letterhead, and other official documents related to the Fire Chief's Office.

- Reviews and prioritizes incoming correspondence; initiates replies as appropriate; routes matters requiring action by staff or other organizations and follows up to ensure actions are complete.
- Provides administrative support for committees or associations the Fire Chief is involved with. Coordinates meeting times and facilities, prepares agendas and supporting documents, and prepares and distributes minutes.
- Composes and proofreads material to ensure proper layout, grammatical composition, punctuation and inclusion of all pertinent information.
- Monitors the Administrative budget non-personnel expenditures. Assists with the purchasing from this account and completing monthly P-Card statements.
- Performs computer work related to word processing, spreadsheets, databases, and other computer programs.
- Serves as a strategic partner and member of Command Staff.
 - Works collaboratively with Command Staff to ensure the overall effectiveness and accountability of the team.
 - Processes confidential information, legal documents and exercises discretion in protecting and releasing confidential information.
 - Conducts research for and assists with specialized projects, creating reports and recommendations to the Fire Chief and/or Command Staff.
 - Performs routine recordkeeping and reporting functions following Utah State Law. Maintains Utah Notary license.
 - Attends and takes minutes for routine meetings such as Command Staff, General Staff, Divisions; monitors commitments; publishes minutes as appropriate.
- Provides support to the UFA and UFSA Board of Directors and subcommittees.
 - Schedules, prepares the meeting location and coordinates catering needs as necessary.
 - Prepares agenda and provides notice, and may take and transcribe minutes, for all public meetings (e.g. UFA, UFSA, Finance, Benefits and Compensation and Governance).
 - Manages and coordinates follow-up after Board meetings, obtains signatures and ensures proper distribution and notification of approved documents.
 - Arranges travel for the Board of Directors; prepares travel itineraries and supporting documents as required.
 - Provides support to the Merit Commission; including coordinating meetings, building agendas, and taking minutes.

- Provides support and coordination as necessary for the contract UFSA Administrator and Attorney.
- Performs other duties of a similar nature or level.

TYPICAL DECISIONS:

- Exercises considerable independent judgment in performing tasks requiring advanced office skills.
- Uses knowledge of pertinent rules, policies and procedures in the organization to perform tasks which may require in-depth research to complete.

KNOWLEDGE, SKILLS AND ABILITIES

Extensive knowledge of:

- Utah public records and meeting laws; recordkeeping procedures; and general bookkeeping practices and procedures.
- Standard office procedures as well as of standard business etiquette and procedures. Knowledge of UFA and UFSA policies and procedures is expected.
- Business English grammar and language rules, proper spelling, and basic math skills, as well as knowledge of office record-keeping, report preparation, and office organization.
- Software programs within the Microsoft Office Suite, including Outlook, Word, Excel, PowerPoint, Publisher, and Internet Explorer. Ability to efficiently and effectively learn other computer programs and technology as required.
- Working knowledge of Dropbox file management, Survey Monkey, Doodle scheduling, and other applicable internet based solutions.

Skill in:

- Coordinating multiple priorities and programs
- Establishing and maintaining effective working relationships with UFA employees and personnel from other agencies
- Communicating effectively through oral presentations, written reports, and in-person discussions

Ability to:

- Effectively and cheerfully greet people and positively represent the UFA along with the ability to establish and maintain effective working relationships.
- Apply exceptional public relation skills and judgment in dealing with the public, executives, elected officials and officials from other agencies.
- Focus considerable attention to detail, organizational skills and to complete tasks within deadlines.
- Maintain confidentiality and the application of good judgment when dealing with critical and sensitive issues or assignments.
- Expand basic points of information and create correspondence, staff reports, and presentations.
- Multi-task, function effectively in a fast-paced stressful environment with frequent interruptions, while maintaining a calm demeanor.
- Make decisions independently in accordance with established policies with only general instruction or guidance.
- Demonstrate a strong desire and agility for learning. Learn new software and processes independently and exhibit a willingness to invest time to learn and create new systems and processes in order to increase effectiveness and efficiency in the long term.
- Communicate effectively in English, both orally and in writing, and to express ideas clearly.

MINIMUM EXPERIENCE AND QUALIFICATIONS

- Valid Driver's License
- Two years of advanced office support experience or a combination of related education (Business Management or Administration) and experience

Qualifications below must be completed after promotion

None

WORKING ENVIRONMENT

Work is performed in a general office environment during routine office hours, Monday through Friday, however early morning meetings are required and after hours and weekend work is possible. Work activities vary widely including attendance at meetings, field and classroom training, and driving. Work may include infrequent response to emergencies to assist with logistical and/or administrative duties. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

PHYSICAL AND MENTAL JOB REQUIREMENTS

To perform the job successfully, an individual must be able to perform each of the essential job functions satisfactorily. This position involves periods of prolonged sitting and use of computer equipment. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. This position requires the physical and mental capabilities to read information printed on paper and displayed on computer monitors; hear, speak, and communicate verbally using the English language; cognitive thinking and mathematical calculation capabilities; manual dexterity to manipulate standard office equipment, papers, files, and records. This position requires occasional driving and ability to lift up to ten (10) pounds.

Classified as Non-exempt and eligible for overtime

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REFERENCES

[UFA policy and Procedure – Merit Probation \(New Hire\)](#)

[UFA Policy and Procedure – Vacation](#)

[UFA Policy and Procedure – Sick Leave](#)

[UFA Policy and Procedure – Holidays](#)

[UFA Policy and Procedure - Discipline](#)

[UFA Policy and Procedure – Overtime and Compensatory Time](#)

PROCEDURE

1.0 The following employment status categories apply to Authority employees:

- 1.1 *Probationary* — designates an employee who has been hired from a merit employment register and is serving an initial trial period of nine (9) months that can be extended for up to an additional three months for good cause.
- 1.2 *Full-time* — designates a full-time merit employee who has completed a merit probation period and is therefore entitled to all merit system benefits appropriate to hours worked.
- 1.3 *Part-time with Benefits* -- designates a part-time merit employee who has completed a merit probation period and is therefore entitled to all merit system benefits appropriate to hours worked.
- 1.4 *Part-time without Benefits*—designates a non-merit employee who is employed at will and includes wildland firefighters, paid-call firefighters and some part-time administrative or support staff employees.
- 1.5 *Appointed* -- designates an employee who is appointed by and reports directly to the Board and includes the Fire Chief and Chief Legal Officer.
- 1.6 *Exempt At-Will*-- designates FLSA-exempt employees hired by the Fire Chief to serve as part of his executive staff and includes Assistant Chiefs, Chief Financial Officer, Director of Communications and the Merit System Coordinator (H.R. Director).
- 1.7 *Exempt Merit*—designates FLSA-exempt employees that also have merit status within UFA pursuant to applicable job description.

2.0 Probationary Employment

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2.1 The policies and procedures applicable to merit probation are located in UFA Policy and Procedure – Merit Probation (New Hire).

3.0 Full-time Merit Employment

3.1 Full-time merit employees work an average of 40 hours per standard work week (applicable to 8-hour firefighter and non-firefighter employees) or an average of 182 hours per standard work period (applicable to 24-hour firefighter employees).

3.2 Full-time merit employees are eligible for all benefits as designated in UFA Policies and Procedures.

3.3 After completion of the original or extended merit probation period, full-time merit employees may be reclassified or promoted in accordance with UFA Policies and Procedures.

3.4 Full-time merit employees' employment may be terminated for unacceptable performance or for other justifiable reasons as described in UFA Policy and Procedure – Discipline.

4.0 Part-Time Employment With Benefits

4.1 Part-time employees with benefits shall work at least an average of twenty hours per week but less than forty hours per week.

4.2 Part-time employees with benefits receive most benefits, as designated in UFA Policies and Procedures, including contributions to retirement accounts, pro-rated to the number of hours worked except that they may be required to pay a different percentage of costs for fixed benefits such as insurance.

4.3 After completion of the original or extended merit probation period, part-time merit employees with benefits may be reclassified or promoted in accordance with UFA Policies and Procedures

4.4 Part-time merit employees shall be paid on an hourly basis.

4.5 Part-time merit employees' employment may be terminated for unacceptable performance or for other justifiable reasons as described in UFA Policy and Procedure – Discipline.

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5.0 Part-time Employment Without Benefits

- 5.1 A part-time employee without benefits may not be hired until a description of duties has been submitted to the Human Resources Division to assign an appropriate grade and pay range. If a current position description already exists, the grade previously established shall be used.
- 5.2 Part-time employees with benefits shall work at least an average of twenty hours per week but on average for the year, less than thirty hours per week.
- 5.3 Part-time without benefits employees shall be paid on an hourly basis.
- 5.4 The time spent as a part-time without benefits employee shall not be considered part of the merit probation period.
- 5.5 Part-time without benefits employees are not eligible for benefits, including contributions to retirement accounts, except as otherwise designated in UFA Policies and Procedures (e.g. workers compensation, training, EAP services, service or recognition awards, and the right to file an appeal in cases of discrimination or reprisal).
- 5.6 Part-time without benefits employees are not considered merit employees. They are "at will" employees who may be terminated for any reason, without notice and without a pre-termination hearing.
- 5.7 Part-time without benefits employees are subject to the overtime provisions of the Fair Labor Standards Act and UFA Policy and Procedure – Overtime and Compensatory Time.

6.0 Exempt At-Will Employment:

- 6.1 Exempt at-will positions will generally be those consisting of the Fire Chief's executive staff and such employees will be hired and subject to retention in the position at the discretion of the Fire Chief as they are administrative positions that, by their nature, involve confidential or key policy making responsibilities. The Fire Chief will be required to secure approval from the Board of Directors to hire or terminate the CFO.

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- 6.2 When designating a position to be an exempt at-will position, the Fire Chief will make a written request to the Board to approve the designation and will provide the Board with a written job description and proposed justification of the action.
- 6.3 By adoption of this policy, the following positions are designated as being exempt at-will by the Board. Any change in exempt status or addition of other positions will be approved by the Board and constitute an amendment to this policy and procedure.

The following positions are exempt at-will:

Assistant Chief
Chief Financial Officer
Director of Communications
Merit System Coordinator

- 6.4 Salaries and other compensation practices for exempt at-will positions will be established by the Fire Chief and approved by the Benefits and Compensation Committee.
- 6.4.1 Exempt at-will employees are designated as exempt with regard to the overtime provisions of the Fair Labor Standards Act (“FLSA”) and are only eligible for extra compensation as specifically identified in UFA Policy and Procedure Overtime and Compensatory Time.
- 6.5 Exempt at-will employees will receive comparable benefits as merit employees except as listed below.
- 6.5.1 Vacation accrual hours will be at the highest established full-time merit employee rate per month.
- 6.5.2 Use of vacation or sick leave is tracked through completion of an Exempt Employee Leave Usage Form (can link the form), or other entry into a computerized time keeping system as implemented by the UFA, and is only required for absences of a full day.
- 6.5.3 Longevity pay will be in accordance with the benefits provided by the Board to merit employees for exempt at-will employees at the top step.
- 6.5.4 They cannot be promoted or transferred to a merit position unless certified from a merit employment register.

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6.5.5 They do not have the right of appeal or hearing in the event of discipline or termination.

6.6 If certified and hired for a merit position while holding an exempt appointment, individuals shall carry all benefits accrued and retain their original service date, however they will also be required to serve a merit probation period.

6.7 Exempt at-will employees are at will with respect to their positions, however, those exempt at-will employees who previously held a merit position within the UFA who are terminated from their position, without cause, will be returned to the previous merit position held. Those employees who were not promoted from a merit position within the UFA will receive a payment equal to three months' salary as severance for termination from an exempt at-will position without cause. Nothing herein prohibits an exempt at-will employee with such a "right of return" from being terminated from the UFA for adequate cause. In the event of such termination for cause, the exempt at-will employee will be entitled to the procedural protections afforded the employee's previously held merit position.

7.0 Exempt Merit.

Some positions may be designated as exempt merit in the event the Fire Chief determines that the job position and its duties qualify for FLSA exempt status. Exempt merit employees will be entitled to all benefits of UFA merit employment with the exception of extra compensation for overtime unless specifically identified in UFA Policy and Procedure Overtime and Compensatory Time. Exempt merit status will be reflected in the job description of the position.

8.0 Appointed

The Fire Chief and Chief Legal Officer will be appointed by the Board. The terms and conditions of employment for the Fire Chief and Chief Legal Officer will each be determined by the terms of a written employment agreement approved by the Board and executed by the parties.

9.0 The time that an employee has been employed by an entity that was merged into the UFA, either at the time of its creation or subsequently, will be included in the computation of time the employee has been employed by the UFA for the purposes of this policy in the manner specified in either the agreement merging said entity or separate policy adopted by the Board.

Replaces policy dated January 17, 2006



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The Division Leaders during our meeting on December 13 began the process of identifying the accomplishments and the wicked issues for 2018. Each is listed in connection to the goal statements contained in the adopted Strategic Plan, and tie to outcomes and action-items assigned to each division within the organization.

Further review of this list will continue into early January until the list reflects what the organization feels are the true accomplishments of the UFA during 2018, the wicked issues, and the key initiatives for 2019. The ones with the most impact or value will be included in new posters for all UFA facilities.

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.

- Completed 126 of the 126 State Audit recommendations which has resulted in improved transparency, clarity of the Board’s responsibility, and establishment of a trust but verify culture between the Board of Directors and Administration.
- Further enhanced the Budget process with a defined division ownership of their budget that includes accountability for their revenue and expenditures. Finance has submitted the 2018/19 budget to the GFOA for its Distinguished Budget Award.
- Developed a new board member orientation training to assist UFA and UFSA Board Members learn more about the organization and their responsibility. Delivered two sessions for existing and new Board Members, and one on one meetings with city officials.
- Administrative Overhead further streamlined to reduce an additional Assistant Chief position (This reduces the total Deputy and Assistant Chief allocations by six since January 2017).
- Transparency increased through the continued evolution of the budget document, strategic planning, city manager/CFO meetings, and Board study sessions.
- Support services review budget review: All Divisions reviewing the value of existing support services and the impact of a hypothetical 50% reduction in funding to prepare for the 2019/20 budget process. Currently, Support Services represents 16.8% of the total budget for UFA.
- Reviewed the true cost of delivering ambulance transport and evaluated several options to define the cost effectiveness of our model. The 2019/20 budget will include a section on the ambulance transport system that identifies the revenue and expenses.
- Reconfiguration of ambulance staffing, to include implementation of one and one (paramedic and EMT), effectively closing gaps and improving ALS coverage and service to the community after running a six month beta test.
- Added one additional ambulance during the peak demand periods of each shift.



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- Completed real world scenario based training in preparation for single medic response for each crew prior to implementation of the new deployment model.
- Purchasing and training on the use of 70 Thermal Imaging Cameras (TIC) to enhance effectiveness and safety while engaged in fire ground operations.
- Established a new evaluation system for the Executive Team that focuses on the UFA leader's expectations with a self-evaluation and input from those who work with, for, and around the executive team.
- Enhanced and modified fire training curriculum.
- Continued implementation of Intterra software for situational and statistical analysis enhancements that tie into a larger Data Lab with the Western Fire Chiefs Association and is an integral part of moving toward the launch of a Standards of Cover.
- Identified and increased level of Board responsibilities and participation, to include structure and governance.
- Rescue Task Force kit placement on each engine, and support training conducted with UPD and other law enforcement entities.
- Outlined the restructure of policy manuals: Board, Organizational, and Operational that provide a broader approach to the responsibility of developing and reviewing policies.
- Intelligence Specialist position for emergency management established and filled – closing the gap for intelligence reporting at the state and federal level.
- Remodeling, technological, and interoperability improvements at the ECC.
- Sponsor agency USAR meetings solidified.
- Full time FMO contract at Camp Williams established and funded.
- Agency-wide ground ladder testing completed using outside professionals for the first time at the UFA.
- New fleet management software system enhances the tracking of maintenance issues
- Marked improvement of fire reporting documentation (NFIRS training, etc.).
- Ushered UFSA through tax increase, and issued \$25.5 million in tax anticipation notes.
- Enhanced division and operations interactions.
- Transition to electronic timecards completed.
- Migration of Kronos and Telestaff to the Cloud.
- Changed the way we deploy and fix PCR tablet issues, effectively reducing the number of internal complaints.



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GOAL 2 – Capital Plan

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

- Capital replacement plan for apparatus and equipment implemented with a 10+ year forecast. Purchases this fiscal year:
 - 2 Type I engines, 3 ambulances, 3 Type VI engines, 4 BC rigs, 45 Zoll Monitors, 70 TICs, 9 stretchers, and 3 extrication sets.
- Successfully entered into lease-financing with Zions Bank for \$5,231,495 to fund this fiscal year's portion of the capital replacement plan.
- Sale of surplus equipment yielding over \$765,000 in revenues this fiscal year that have been allocated back to the Capital Replacement Fund.
- Initiated planning to construct five UFA fire stations (replacing stations 112, 125, 103, and 102 and one additional station to service the growing Rose Canyon area of Herriman) with the intent of seeking funding in November 2019.
- Initiated planning to seismically retrofit 13 UFA fire stations with the intent of seeking funding in November 2019.
- Budgeted for Airmation Industrial Air Cleaners for the apparatus bays in all remaining Fire Stations (Salt Lake County and UFA budgets).

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.

- Established a new firefighter hiring committee of several divisions and the IAFF to focus our efforts on hiring people with the right values, improved the experience for candidates, added background investigations, and developed a two year journeyman program.
- Provided significant support for the line of duty death of Matt Burchett and the active duty death of Curtis Day.
- Established a new standard uniform that provides improved image to the public and established a new uniform vending method in a partnership with Skaggs Uniform Company. New uniform will be the standard by October 2019.
- Introduced posters to stations, featuring key elected and professional officials within the respective areas.
- Increased the number of city and township events that UFA supported by 15% compared to last year.
- Established an open door policy that allows for conversations between all levels of the organization. Respecting Chain of Command, but allowing for access between the newest Firefighters all the way to Chief.



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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.

- Delivered four Professional Leadership Development ‘cohorts’ completed in partnership with CenterPoint Consulting for over 60 current UFA leaders.
- Completed the District Chief promotional process including the acting-in opportunities and selection process.
- Standardized the promotional processes that clarified the method to establish promotional list and the methods to make the final subjective decisions based on the rule of three, including a 360 evaluation of those in contention for the position.
- Delivered Captain Boot Camp and Engineer School to assist interested personnel in both preparing for the role and to compete effectively in the promotional process.
- Leadership roundtable opportunities held at the UFA with guest panel members from the United States and the United Kingdom.
- Large-District Roundtable meeting arranged by the UFA and held in Salt Lake for the Senior Staff of the nation’s seven largest Fire Districts and Fire Authorities.
- Regular meetings between the senior administrative staff of UFA and Salt Lake City and West Valley City.
- Fifteen UFA Firefighters trained as Advanced-EMT’s.

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.

- Improved city manager and CFO relationships through bi annual meetings and direct connection with the local Battalion Chief and the City Manager.
- Held comprehensive EMS study session for board members to help them fully understand how UFA delivers EMS for their communities.
- Comprehensive surveys of residents as well as City and Township Elected and professional staff regarding UFA’s performance.
- Enhanced social media presence, engagement and dialogue with communities, increasing the UFA followers from 2,000 to 11,000 on the UFA Facebook page.
- CERT training provided to b200 members of the community and support increased for all municipalities.
- Establishment of UFA Legislative committee that includes representatives from member cities and townships, key UFA administration, and IAFF Local 1696.



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- Agreement with Jordan Applied Technological (JATC) to provide a UFA Firefighter during the school year to instruct fire and EMS training to high school students.
- Provided training to approximately 5000 employees within the Jordan School District on “see something/say something,” trauma care, and bleeding control.

GOAL 6 – Employee Investment

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

- Established a foundation for behavioral health and wellness – in partnership with U of U, IAFF, Safety, Centerpoint, etc.
- Delivered in station peer and professional counseling for all UFA personnel after the line of duty death of Matt Burchett during the California Wildfires.
- Increased the starting pay for firefighters by 8.25%, deferred compensation for tier 2 employees by 6% for sworn personnel and 3% for civilian personnel to assist with recruitment and retention of our newer employees.
- Provided a continuation of existing health benefits, a 2.5% cost of living increase to all employees, and the 1% longevity for top step sworn employees.
- Funding authorized for six additional firefighter positions to reduce the dependence upon the part-time program.
- Improved processes for light-duty and transition back to Operations (reflected in Workers Comp rate).
- Enhanced financial planning and training to personnel.
- Enhanced the “Ask the Chief” questions and answer monthly videos.
- Successfully set up the part-time EMS import from Telestaff to Kronos.



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Statistics (to be determined)

- Top five emergency incidents for the year
- Total Incident responses
- Total unit responses
- Total fire inspections
- Total Fire Investigations and bomb related calls
- Total community events / people contacted
- Wildland Deployments
- USAR Deployments
- EMAC Deployments
- New Firefighters hired and trained
- New Firefighters with conditional offers
- 130 part-time EMS staff hired and trained

Member agency Survey Results – Fall 2018

Survey results from elected officials and professional staff of the UFA member agencies

- **88.3%** are very confident the firefighters are able to take care of emergencies in their community. The remaining 11.7% were somewhat confident
- **93.5%** believe the UFA responds to incidents in their municipality quickly enough. The remaining 6.5% were unsure
- **94.8%** feel the crews in the stations are responsive to the community's needs, the remaining 5.2% were unsure.
- **96.1%** feel the UFA Liaison assigned to their community is responsive to their needs. The remaining 3.9% were unsure.
- **90.0%** believe the executive leadership is responsive to their community's needs. 6.5% were unsure and 2.6% stated "probably not"
- **89.6%** agree that the UFA feels like their local fire department. 7.8% neither agreed nor disagreed and 2.6% somewhat disagreed.
- **72.4%** have seen the improvement in the UFA since the delivery of the state audit in January of 2017. The remaining 27.6% were unsure, stating they were not involved with the UFA prior to January of 2017.
- **96.1%** believe the UFA is moving in the right direction overall. The remaining 3.9% were unsure
- **94.8%** believe the services UFA provides are worth the taxpayer dollars. 3.9% were unsure and 1.3% stated "No"



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Wicked Issues

- Reaching the goal of increasing wages for the sworn staff to the top three compared to the largest 15 fire agencies on the Wasatch Front.
- Meeting the variety of expectations from all cities and townships while ensuring they achieve the value of the regional model.
- Balancing the increase cost and demand for service with the desire to keep member fees and taxes low.
- Finding a satisfactory resolution to the governance / voting issue for the Board of Directors.
- Potential increase of URS contribution rate impacting the UFA budget by \$1,100,000.
- Incorporation of Brighton reducing the recreational fee provided by the county by \$952,000.
- Maintaining minimum staffing levels when retirements occur throughout the year causing excessive overtime requirements.
- Heavy reliance on part time staffing causing challenges in maintaining a sufficient roster to fill all daily vacancies.
- The speed of change in relationship to the overall impact on the organization.

2019 Key Initiatives

- Continue to close the gap of sworn employee wages with the adopted “top 3” commitment made by the Board of Directors.
- Continue adding additional career firefighter positions to reduce the dependence on the part time program.
- Enhance a smaller Part Time EMS program through the selection process, training, and effective leadership.
- Resolve the loss of statutorily required funding for the URS firefighter retirement system.
- Pursue legislation that allows for better planning of firefighter retirements and the hiring and training of their replacement through an incentive with the URS.
- Work closely with the new town of Brighton while we address the impact of losing \$952,000 in recreational fees from the County with their incorporation.
- Support the UFSA plan for five new stations and seismic retrofit of 13 fire stations.
- Continue advancing our efforts toward the stated goals and outcomes identified in the Strategic Plan.