

**Park City Fire Service District
Administrative Control Board – Work Session Meeting Minutes
Fire District Administrative Office Building
736 West Bitner Road, Park City, Utah
March 3, 2020**

Administrative Control Board work session called to order: 5:30 p.m.

Board Members Present: Vice Chair and Treasurer Michael Howard, Secretary Alex Butwinski, and Board Member Christina Miller

Board Members Absent: Chair Jay Dyal and Board Member Tim Henney (both excused)

District Personnel Present: Chief Paul Hewitt, DC Bob Zanetti, BC Pete Emery, BC Ashley Lewis, BC Darren Nelson, FM Mike Owens, CFO Del Barney, Human Resources Officer Patti Berry, and Admin. Asst. Debbie Colgan

Additional Attendees: Summit County Human Resources Director Brian Bellamy

I. Chair/Vice Chair Monthly Meetings

Chief Hewitt began by announcing the annual open meetings training scheduled for the April 7 ACB work session has been moved to the May 5 work session at 5:00 p.m. There will not be a regular meeting session after the training on May 5.

Chief Hewitt said the Board gave him some constructive feedback during his performance review and he will be holding monthly meetings with the ACB Chair and Vice Chair as has been done in the past. He commented it is hard to get people together and he would like the Chair and Vice Chair members to make themselves available for those meetings. Through those meetings he said we can adjust the content of the Board meetings to better suit the Board.

Chief Hewitt passed around pocket-sized information cards regarding the District and said they will be updated. He welcomed the Board members to forward him ideas on what information they would like to see on these information cards. Vice Chair and Treasurer Howard commented making the card wallet-sized, perhaps a tri-fold design, would make it easier to carry.

Chief Hewitt mentioned the Seattle Leukemia and Lymphoma stair climb in Seattle this coming weekend has been postponed due to the Coronavirus outbreak there. We do not know if it will be rescheduled during 2020 or not.

II. Data Driven Performance Improvement

Chief Emery presented information on training hours over the past few years. Target Solutions allows captains to track the crews' hours, which includes company, EMS, officer, and facility

training. We will be tracking out-of-quarters dispatch times to see how long it takes crews to get in route after the initial dispatch. We want to shorten the amount of time it takes us to get out the door for both fire and EMS calls and we have been pushing this message over the last month. Currently, we are getting in route in 60 seconds or less for about 35% of our EMS calls.

Vice Chair and Treasurer Howard asked what the primary hinderance is, and Chief Nelson replied there have been many studies performed on this topic. Sixty seconds or less is the goal for EMS calls and 80 seconds or less is the national goal for fire incidents. It takes more time to get in turnouts, so the goal for fire calls allows for more time. One of the reasons it can take longer is being woken up in the middle of the night. We do not have any equipment or building issues holding us up, and Chief Emery said our new dispatch system provides a clock for the crews that begins counting up from 0:00 as soon as they are dispatched.

Secretary Butwinski asked about setting a reasonable balance between going too fast and reaching a goal, and Chief Emery replied the captains are in the stations to make sure everyone is ready and fit to go. Chief Nelson added the captains are now aware that we are tracking this data and they are making efforts at improvement. It is not reasonable to expect crews to meet the goal 100% of the time, but we want to improve on what we are doing. Reviewing data for the past couple of months, we are turning in the right direction, and Chief Emery believes we will continue to do so.

We are also tracking where calls are originating from and how many calls each station is responding to. This will help us determine when and where future stations should be placed. Chief Emery said he is looking at this data monthly.

Data regarding passing rates on yearly pediatric advanced life support and advanced cardiac life support testing is being recorded and tracked as well. Over the past three years, we have had an increase in the number of personnel passing the test on their first attempt, with roughly 50% passing in 2017, 85% passing in 2018, and 90% passing on the first attempt in 2019. We have a hard line on performance standards, and in 2019 there were 2 crew members who did not pass the test and were demoted. The improvement on first-attempt passing rates shows our training is improving and are not having to provide remedial training.

Chief Emery said we are making a big push on resuscitation efforts at PCFD. We are gathering data on resuscitation calls and should be able to compare our success rates to the national averages. He will provide information on this to the Board as soon as we finish compiling the data. Some EMS training is held at our EMS Lab at Station 36. This lab is equipped with several cameras, and crews at every station will participate monthly in hands-on exercises there with a mannequin equipped to simulate many medial emergencies. Crews then watch the recording of the exercise to provide them with information on how to improve. Showing crew members where something was missed or performed incorrectly has proven to be much more effective than just talking to them about it once the exercise has concluded. This training has had a positive effect in the field.

We will continue to track fitness levels for our suppression personnel. We have a good relationship with the LiVe Well Center at Park City Hospital and will continue to work with them on improving our overall fitness, which includes being able to pass the Task Performance Test (TPT). Suppression personnel go to the LiVe Well Center annually to receive a physical and have biometrics taken. Our TPT passing rate from 2014 has continuously improved and is now at the point where we have a 100% passing rate.

III. Reserves and Budgeting

Chief Hewitt said in 2011 we had \$9.6M in debt, and currently our debt is \$5.1M. Our capital reserves fund in 2011 was \$6.6M and it has increased to \$11.6M. When people look at the \$11.6M figure, they think the District has a lot of money, but approximately \$7M of this money will go toward rebuilding the upper Deer Valley station within the next two years. We will build future Station 39 with money from the reserves as well. Chief Hewitt said he will communicate with Vice Chair and Treasurer Howard on when would be the best time for a tax increase, as it is difficult to justify a tax increase when there is \$11.6M in reserves. Ways we have saved money include higher paid employees retiring and using our own mechanic, to name a few.

IV. Legislative Update

Chief Hewitt mentioned CFO Barney is a member of the Utah Association of Special Districts (UASD). UASD members meet every Tuesday. CFO Barney, HR Berry, and FM Owens all keep an eye on current legislative issues. CFO Barney said SB 134 involves incentives for homeowners who complete wildfire mitigation on their homes. He had a discussion with UASD members about the problems districts would face with the passing of this bill, and local and special services districts have been taken out of the bill, He said it has now been watered down to the point where it doesn't mean much anymore, anyway. Vice Chair and Treasurer Howard commented it will still have a fiscal impact on counties and affect many funds, and if it passes it will require Summit County to get new software to handle the intricacies involved with separating out which entities will be exempt, such as special services districts. CFO Barney said the bill has been circled and he is hopeful it will not advance further.

FM Owens is part of the Joint Council of Fire Service Organizations, which is made up of fire agencies and a few other organizations, such as the Bureau of EMS. Meetings are held every Thursday to provide a unified front to the legislators from the fire agencies. Coy Porter, the State Fire Marshal, attends many of these meetings. Based on the information received from him and the information we gather ourselves, we either choose to support or oppose bills. Using the Council, we are able to present what fire services in Utah need to the legislature. According to the rules that are in place for the Council, if one agency opposes something, the whole group opposes it. This ensures the action to be taken is beneficial for all agencies, not just a few.

V. Affordable/Workforce Housing

Chief Hewitt said there are 20 unused acres left on the property the fleet services structures were built upon. As we have mentioned before, the District is looking at the possibility of building workforce housing on some of this land. Chief Lewis has been in contact with the Mountainlands Community Housing Trust regarding this, and the Zoning Planner said rezoning the property should not be an issue. He said we need to perform a needs assessment to determine how many units we would want to build. Firefighting housing is hard to come by, as are new recruits, so we need to evaluate ways in which recruits who come here from out of state can obtain housing.

Chief Lewis said he has found the Mountainlands Community Housing Trust is very broad and is very much like a developer. They work with government entities and have good resources available to them. The cost of workforce housing is going to be a big issue, and an initial estimate from Trust personnel put the cost per square foot at about \$200. That would put four 1,500-square-foot units at around \$1.2M. Vice Chair and Treasurer Howard commented there would be no land acquisition costs if we partner. Chief Lewis said everything is still on the table and we will look at all options.

Chief Hewitt commented as the County grows there may be increased fire marshaling needs and the Fire Prevention department will have to grow. We are already tapped for office space, so the property we have will become very useful in the next 5-20 years. Consequently, he said he does not see the District selling the land, but trading is a possibility. A committee would need to be formed with a Board member or two on it to investigate the issues around workforce housing and how many units we would need. Chief Hewitt said he believes the District would maintain ownership of the units, which would be considered transitional housing until personnel found more permanent housing. For the new recruits starting camp in April, a few rooms will be available in the Olympic athlete housing units at a reduced rate while they attend camp. Chief Hewitt said we will be discussing workforce housing more in the future.

VI. Hybrid Wildfire Danger Reduction/Seasonal “Active” Inspector

Chief Hewitt said we have money in our budget for an assistant mechanic that we have not used, so we will shift some of that money to hire a seasonal fire inspector. FM Owens said the position will be a wildland interface structure inspector, and they would inspect the homes/structures of those who have voluntarily requested an inspection to identify issues that can be improved upon to make structures more prepared for a wildfire. The inspections would not be mandatory. The inspector will have tools to make small improvements, such as cutting low limbs from trees. The homeowner can then call our chipping crew to pick up the limbs.

The National Fire Protection Association (NFPA) has developed a two-day class on how to assess structures for wildfire ignition potential. The class will be hosted at PCFD and will be open to other agencies. Private individuals will also be able to take the class, so an HOA or

landscaping company could send a representative to attend. In the future we will take information from the NFPA class to develop our own class tailored to our community's specific needs.

FM Owens mentioned Firefighter/Paramedic Brant Lucas has put together four classes we will be hosting in May to help homeowners prepare for wildfires. There will be three mass-mailing flyers distributed through the year, the first of which will go out in April.

VII. Strategic Planning

Chief Hewitt said our strategic planning is built around a 2-year plan, capital facilities is built around a 5-year plan, and budgets/finances are built around a 10-year plan. There are specific goals to achieve in our current strategic plan, and Chief Hewitt commented the plan is always a draft because the plan is always evolving. In the future we can discuss perhaps combining all these plans into one.

VIII. Recruiting

Chief Hewitt said we began performing psychological evaluations on recruits during the application process last year and will continue to do. The evaluation helps us determine if a candidate would be right fit for the job and capable of handling the situations firefighters and EMS crews encounter in the profession. HR Berry said we just finished the ride-along phase for the current candidates and are currently in the middle of the psychological evaluations. Reference checks have been completed, and once candidates go through the chiefs' interview, we will perform background checks and schedule physicals for those we wish to extend offers to.

Chief Hewitt commented we will be looking at how much it costs for a single recruit to put them through camp and the first three months on duty. We staff 26 firefighters per day plus a battalion chief for a total of 78, but if we don't hire up to 81 we end up running a recruit camp every year, and they are taxing on the organization. We would like to get on an every-other-year schedule for camps.

Secretary Butwinski asked when the psychological evaluations are performed, and HR Berry replied they are completed prior to the chiefs' interview so the chiefs have the information before they meet with a candidate. Vice Chair and Treasurer Howard asked what the annual turnover percentage is for our firefighters, and Chief Emery replied it is low. Vice Chair and Treasurer Howard asked what the primary reason is for losing them, if housing costs and the cost of living here have anything to do with it, and HR Berry said it is mostly due to retirements and only a couple of firefighters accepted jobs in other states. Chief Hewitt commented it is enticing for some to consider leaving when they look at other states where their initial wage might be high, they can retire at 20 years at 50% of their salary (vs 25 years at 37.5% of their salary here), and

housing costs are a fraction of what they are here, but we have excellent benefits that offset this including our 401K matching. Vice Chair and Treasurer Howard said if housing costs are why we are losing firefighters, we will want to address it, but HR Berry reiterated most of our attrition is due to retirements.

Work Session Concluded: 6:32 p.m.

**Park City Fire Service District
Administrative Control Board – Regular Meeting Minutes
Fire District Administrative Office Building
736 West Bitner Road, Park City, Utah
March 3, 2020**

Administrative Control Board regular meeting called to order: 6:34 p.m.

Board Members Present: Vice Chair and Treasurer Michael Howard, Secretary Alex Butwinski, and Board Member Christina Miller

Board Members Absent: Chair Jay Dyal and Board Member Tim Henney (both excused)

District Personnel Present: Chief Paul Hewitt, DC Bob Zanetti, BC Pete Emery, BC Ashley Lewis, BC Darren Nelson, FM Mike Owens, CFO Del Barney, Human Resources Officer Patti Berry, and Admin. Asst. Debbie Colgan

Additional Attendees: Summit County Human Resources Director Brian Bellamy

I. Public Input

There was no public input.

II. Board Member Reports and Business

A. Correspondence

There was no discussion of the correspondence.

B. Financial

Vice Chair and Treasurer Howard asked about a \$13K check to Target Solutions, and Chief Emery replied it was for the software program we use for training. Chief Lewis added the District is trying to procure some grant funding to help reimburse this cost.

III. Approval of February 4, 2020, Meeting Minutes

Board Member Miller made a motion to approve the minutes of the February 4, 2020, Administrative Control Board meeting. The motion was seconded by Secretary Butwinski and passed unanimously, 3-0.

IV. Old Business

There was not any old business.

V. New Business

There was not any new business.

VI. Staff Reports and Input

There were no comments on the staff reports.

VII. Discussion of Possible Future Agenda Items/Additional Comments

CFO Barney mentioned the independent auditors from Larson & Company were here today and will be here again tomorrow to review records for the 2019 audit; any Board members who would like to speak with them are welcome to stop by. Representatives from Larson & Company will attend the next regular meeting on April 7 to discuss the 2019 audit findings. Board Member Miller mentioned she will not be attending the April 7 meeting.

The open meetings training by LeGrand Bitter has been rescheduled for the May 5 work session.

VIII. Closed Executive Session

Secretary Butwinski made a motion to convene in closed session for the discussion of the character, competence, or health of an individual; deployment of security personnel, devices, or systems; collective bargaining issues; pending or reasonably imminent litigation; purchase, exchange, lease, or sale of real property; investigative proceedings regarding allegations of criminal misconduct; and/or procurement. The motion was seconded by Board Member Miller and passed unanimously, 3-0.

The Administrative Control Board met in closed session to discuss the character, competence, or health of an individual from 6:40 p.m. to 7:00 p.m. Those in attendance were: Vice Chair and Treasurer Michael Howard, Secretary Alex Butwinski, Board Member Christina Miller, Summit County Human Resources Director Brian Bellamy, Chief Ashley Lewis, Chief Peter Emery, Chief Paul Hewitt, and HR Officer Patti Berry.

Board Member Miller made a motion to dismiss from closed session. The motion was seconded by Secretary Butwinski and passed unanimously, 3-0.

Secretary Butwinski made a motion to reconvene as the Park City Fire District Administrative Control Board, it was seconded by Board Member Miller and passed unanimously, 3-0.

IX. Adjournment

Secretary Butwinski made a motion to adjourn, it was seconded by Board Member Miller and passed unanimously, 3-0. The regular meeting of the Park City Fire District Administrative Control Board adjourned at 7:01 p.m.

The next regularly scheduled meeting of the Park City Fire District Administrative Control Board will be April 7, 2020, beginning at 6:30 p.m. in the PCFD Administrative Offices, 736 West Bitner Road, Park City, UT 84098.

Approved: _____

Date: _____