

# MINUTES

## ALPINE CITY, CEDAR HILLS CITY, HIGHLAND CITY, AND LONE PEAK PUBLIC SAFETY JOINT WORK SESSION

**Tuesday, January 31, 2017**  
5582 Parkway West, Highland, Utah 84003

**PRESENT:**

**ALPINE CITY:**

Mayor Sheldon Wimmer  
Shane Sorensen, City Administrator  
Councilmember Lon Lott  
Councilmember Roger Bennett  
Councilmember Troy Stout  
Councilmember Ramon Beck

**CEDAR HILLS CITY:**

Mayor Gary Gygi  
Councilman Ben Bailey  
Councilmember Mike Geddes  
Councilmember Daniel Zappala  
Chandler Goodwin, Interim City Manager  
Charl Louw, Finance Director

**HIGHLAND CITY:**

Mayor Mark Thompson  
Councilmember Brian Braithwaite  
Councilmember Ed Dennis  
Councilman Dennis LeBaron  
Nathan Crane, City Administrator  
Erin Wells, Assistant to the City Administrator  
Gary LeCheminant, Finance Director  
JoD'Ann Bates, City Recorder

**LONE PEAK PUBLIC SAFETY (LPPS):**

Brian Gwilliam, Chief of Police  
Brad Freeman, Fire Chief  
Laurie Adams, Administrative Secretary  
Travis Flagare  
Danny Campbell  
Spencer Edwards  
Shawn Hust  
Landon Flack  
Owen Olsen  
Paul Hill

John Riley  
Rodger Hoffman

**OTHERS:** Brad Wardle, Heart of the Matter Solutions, and Gregg Ludlow, American Fire Department Representing Cedar Hills City.

This meeting was called to order by Mayor Sheldon Wimmer of Alpine City as a Joint Work Session at 6:02 p.m. The meeting agenda was posted on the *Utah State Public Meeting Website* at least 24 hours prior to the meeting.

### **Presentation and Discussion on a Fire/EMS Department Metric Study**

Brad Wardle, with Heart of the Matter Solutions, first explained that he worked in fire service for 30 years. He served as Fire Chief for 11 years, six of those years in West Jordan and five years with Mountain View in California. He has since retired and moved back to Utah. Mr. Wardle then began the presentation of a study that compared Lone Peak Fire District (LPFD) operations and costs to national and local best practices.

Mr. Wardle stated that Fire and EMS departments were designed to successfully respond to and mitigate medical and fire emergencies. This success depends on three critical elements: time, equipment, and personnel. He would address each of these elements in more detail later in the presentation.

Mr. Wardle next addressed the best practices and national standards by presenting National Fire Protection Association (NFPA) standard 1710, which deals with the deployment of fire and emergency services. He noted that the standard is not law, and a city or entity can choose whether to adopt the principles outline or not. Standard 1710 establishes “proper safeguards against loss of life and property due to fire”, and addresses items such as proper dispatch, turnout, and response times. If the standard were applied to the LPFD, they would need 15 to 17 personnel to properly handle operations.

Mr. Wardle continued his presentation by addressing the analysis of the current operations of the LPFD. The first element to a successful operation is time. Mr. Wardle stated that they were still waiting for data regarding dispatch times, which was a concern for him. It is imperative that the Fire Chiefs and Administration can affectively evaluate such information on a monthly basis so that they can determine how well their team is responding. Mr. Wardle noted that they had been waiting for dispatch data for nearly three months. In regard to response times, Mr. Wardle explained that the three fire stations were perfectly situated to address the four and eight minute response times. The second element to success, equipment, was found to meet NFPA and Utah EMS standards. Mr. Wardle had no concerns regarding equipment.

Mr. Wardle then addressed personnel and stated that he had some major concerns in this area. He presented tables outlining the ideal number of personnel at each station. The preferred number of total staffing was 51, with daily staffing at 17 persons. The tables also identified salaries, benefits, and total budget needed. Mr. Wardle then explained that the actual total

staffing for LPFD is only 27, and merely nine daily staff. One of Mr. Wardle's primary concerns was regarding battalion chiefs. Currently they would work full-time as battalion chiefs, and part-time as firefighters, which could cause confusion in regards to leadership and there was a great potential for fatigue.

Mr. Wardle briefly spoke about the budget and stated that the current budget of just under \$3 million was below the proposed budget by \$2.1 million. If the LPFD wanted to increase the budget to the full amount, it would be an increase of 71%. Mr. Wardle admitted that this was not feasible, but they could find a middle ground.

The final slide of Mr. Wardle's presentation outlined his findings and gave some recommendations. He explained that the findings labeled with green were positive, those with yellow were areas that they should be cautious about, and those with red were items of real importance. The recommendations were as follows:

1. Lone Peak Fire District Governing Board should formally adopt policies regarding the level and type of service desired to respond to and mitigate emergencies within its jurisdiction.
2. Lone Peak Fire District Governing Board and Fire Department Administration should develop a comprehensive strategic plan that sets the course to obtain level and type of service set forth in Governing Board's policy.
3. Require Dispatch to provide time metrics to address management and quality improvement needs.
4. Direct Fire Administration to create an organizational and management structure that is consistent with best practice.
5. Direct Fire Administration to develop robust automatic aide agreements with neighboring jurisdictions.

Mr. Wardle concluded the presentation at 6:48 p.m. and opened the discussion for questions.

Councilman Brian Braithwaite commented that Mr. Wardle's opinion of the equipment was that it is higher than the average. He asked if it would be appropriate to downsize on some of the equipment in order to add some much needed personnel. Mr. Wardle said it would be possible; however, the LPFD has already invested in the equipment and recapturing some of those funds would be difficult to do at this point.

Councilman Daniel Zappala asked Mr. Wardle to again explain the personnel charts and chain of command slides, and Mr. Wardle obliged.

Fire Chief Brad Freeman commented on the function of the battalion chiefs by explaining that the each chief functions 24 hours a day and also serves as the company officer. Mr. Wardle added that when the battalion chief leaves the station to serve as a part-time firefighter, he leaves

only two firefighters at the station. This was a major concern for Mr. Wardle. He explained in the event of a fire, it is required that two firefighters enter a burning building together with at least one other outside of the building to give orders and make sure the water is running. With only two firefighters on shift, they would not be able to enter a burning building. They would have to wait for help to arrive at the scene.

Charl Louw, Cedar Hills Finance Director, asked how many square miles each station should cover. Mr. Wardle stated that they don't measure in square miles, but rather success is judged by a stations ability to meet the four minute response time.

There was some discussion comparing the LPFD to fire departments in surrounding communities.

Councilman Daniel Zappala asked if eliminating one of the stations and putting those firefighters in the other two stations would bring them into line with best practices. Mr. Wardle answered that it may help to bring them in line in terms of personnel, but it would compromise the response times. Councilman Brian Braithwaite commented that the LPFD recently added the Cedar Hills fire station for the purpose of improving response times, but they chose not to hire additional employees. Fire Chief Brad Freeman corrected him, stating that they did hire one additional firefighter.

There was a brief discussion regarding options for cutting costs and increasing personnel.

Councilman Ramon Beck asked if the salaries outlined included benefits, and Mr. Wardle answered in the affirmative. Mayor Wimmer asked if those benefits were someone in line with other departments. Mr. Wardle again answered in the affirmative.

Mayor Sheldon Wimmer thanked Brad Wardle for the information and adjourned the Joint Work Session at 7:09 p.m.