



## **CITY COUNCIL REGULAR MEETING**

Tuesday, December 20, 2022, at 7:00 PM  
Court Room/Council Chambers (2nd Floor) and Online  
275 W. Main Street, Santaquin, UT 84655

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### **MEETINGS HELD IN PERSON & ONLINE**

The public is invited to participate as outlined below:

- **In Person** – Meetings are held on the 2<sup>nd</sup> floor in the Court Room/Council Chambers at City Hall
  - **YouTube Live** – Public meetings will be shown live on the Santaquin City YouTube Channel, which can be found at <https://bit.ly/2P71CfQ> or by searching for Santaquin City Channel on YouTube.
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### **ADA NOTICE**

If you are planning to attend this Public Meeting and due to a disability need assistance in understanding or participating in the meeting, please notify the City Office ten or more hours in advance and we will, within reason, provide what assistance may be required.

## **AGENDA**

### **ROLL CALL**

### **PLEDGE OF ALLEGIANCE**

### **INVOCATION / INSPIRATIONAL THOUGHT**

### **DECLARATION OF POTENTIAL CONFLICTS OF INTEREST**

### **CONSENT AGENDA (MINUTES, BILLS, ITEMS)**

#### **Minutes**

1. November 15, 2022 City Council Work Session Minutes
2. November 15, 2022 City Council Minutes

#### **Bills**

3. City Expenditures from 11/12/2022 to 12/16/2022 in the amount of \$3,623,860.40

#### **Items**

4. Fire Department Out of State Travel Request

#### **Resolutions**

5. Resolution 12-01-2022 - Surplus Property (Computers)

### **PUBLIC FORUM, BID OPENINGS, AWARDS, AND APPOINTMENTS**

#### **Recognitions**

6. Employee of the Month - Jared Shepherd

#### **Appointments**

7. Community Services Board:

**REPORTS OF OFFICERS, STAFF, BOARDS, AND COMMITTEES**

**REPORTS BY MAYOR AND COUNCIL MEMBERS**

**EXECUTIVE SESSION** (May be called to discuss the character, professional competence, or physical or mental health of an individual)

**EXECUTIVE SESSION** (May be called to discuss the pending or reasonably imminent litigation, and/or purchase, exchange, or lease of real property)

**ADJOURNMENT**

**CERTIFICATE OF MAILING/POSTING**

The undersigned duly appointed City Recorder for the municipality of Santaquin City hereby certifies that a copy of the foregoing Notice and Agenda was posted on [www.santaquin.org](http://www.santaquin.org), Santaquin City Social Media sites, posted in three physical locations (Santaquin City Public Safety Building, Zions Bank, Santaquin Post Office), and posted on the State of Utah's Public Notice Website.

BY:   
Amalie R. Ottley, City Recorder



## CITY COUNCIL REGULAR MEETING

Tuesday, December 20<sup>th</sup> at 7:00 PM

Court Room/Council Chambers (2<sup>nd</sup> floor) and Online

### MINUTES

Mayor Olson called the meeting to order at 7:00 p.m.

#### **ROLL CALL**

Councilors present included Councilors Adcock, Hathaway, Mecham, Montoya, and Siddoway.

Others present included City Manager Norm Beagley, Recorder Amalie Ottley, Police Officer Mike Wall, Finance Director Shannon Hoffman, Building Manager Randy Spadafora, Assistant Kathy Swenson, Fire Chief Ryan Lind, Jared Shepherd, Andrea Urban, and other various members of the public.

Legal Counsel Brett Rich appeared via Zoom.

#### **PLEDGE OF ALLEGIANCE**

Councilor Mecham led the Pledge of Allegiance.

#### **INVOCATION/INSPIRATIONAL THOUGHT**

Councilor Adcock offered an invocation.

#### **DECLARATION OF POTENTIAL CONFLICTS OF INTEREST**

No council members declared any conflicts of interest.

#### **CONSENT AGENDA (MINUTES, BILLS, ITEMS)**

1. 11-15-2022 City Council Work Session Minutes
2. 11-15-2022 City Council Minutes
3. City Expenditures from 11/12/2022 to 12/16/2022 in the amount of \$3,626,860.40
4. Fire Department Out of State Travel Request
5. Resolution 12-02-2022 – Surplus Property

Councilor Adcock made a suggestion to bring on more full-time engineering within the city so that costs aren't being paid for outside work. Councilor Adcock also inquired about line items in the expenditures report.

Fire Chief Lind addressed the council regarding an out of state travel request in order to pick up a new ambulance that has been purchased. Councilor Montoya and Mayor Olson discussed the costs associated with inspection and delivery of the ambulance.

Councilor Mecham motioned to approve the Consent Agenda items 1 through 5. Councilor Hathaway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

## **PUBLIC FORUM**

6. The Employee of the Month, Jared Shepherd, was honored by the City Council. The following statement was read by Building Official Randy Spadafora.

*Jared Shepherd is our December 2022 Employee of the Month. He started working in Santaquin City's Community Development department in 2007 as an infrastructure inspector. Before working for Santaquin City, he worked for Spanish Fork Community Cable Network.*

*Jared's supervisor, Randy Spadafora, shared, "I have enjoyed working with and watching Jared grow over the years as a person, coworker, Building Inspector and as a great friend. He takes great pride in his job, and the work that he does for the City, in past years as a Fire Fighter, and continuing on with the City in Community Development, in the Building Department as a Building Inspector. Jared has worked hard over the years in obtaining all his Residential, and Commercial ICC Building Inspection Certifications. He is now working on obtaining his Plan Review Certification."*

*Randy continued, "He has also become a great asset to the Santaquin City Building Department as a mentor and trainer to Jon Hepworth. Together they have really improved our department in the inspection process, and Jared has established himself as being known as one of the most knowledgeable, fair, and thorough inspectors in the surrounding area. I'm proud to be able to call Jared my friend, and to have him here in Santaquin in our Building Department. Santaquin City is in great hands for the future."*

*Jared grew up in Spanish Fork and graduated from Spanish Fork High. He has been married to his sweetheart for the past twenty years and they recently celebrated their anniversary in Hawaii. They have two children, a daughter Mckenzie and a son, Ryan. They live in Santaquin and enjoy camping, hunting, fishing, and ATV rides together.*

*"I love my job" Jared said when asked. "I love it because I provide a service which helps residents feel safer in their homes. Santaquin is a great place to work and live. I also love the group of people I work with in the Community Development Department. Santaquin City has great staff."*

*Thank you, Jared, for your dedicated service to Santaquin City as a building inspector. Your time with Santaquin has made a real difference in the lives of many.*

Jared expressed his appreciation for city staff and stated that he looks forward to many more years working for the city.

## **APPOINTMENTS OF COMMITTEE, BOARD, AND COMMISSION MEMBERS**

Mayor Olson thanked members of the community that have served on city committees and boards.

7. Community Services Board: David Harris, Michael Yost

8. Historic Preservation Committee: Damon Bahr, Elizabeth Robertson

9. Library Board: Justin Craig, Anna Shaw, Shauna Shepherd, Alicia Thornton

10. RAP Tax Committee: Kim Bahr, Sarah Jorgensen

11. Planning Commission: Trevor Wood, Michael Romero

Councilor Mecham made a motion to approve the above listed names for their prospective committees, boards, and commissions. Councilor Hathaway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

Recorder Amalie R. Ottley administered the Oaths of Office for the committee members that were present in the meeting.

#### **BUILDING PERMIT & BUSINESS LICENSE REPORT**

Manager Beagley presented the Building Permit & Business License Report. 262 total building permits have been issued in the calendar year 2022. In comparison, 48 building permits have been issued this fiscal year (since July 1, 2022). Five new business licenses have been issued.

Manager Beagley stated that McDonald's has picked up their building permit and the contractor has broken ground on the horizontal subdivision improvement for their building site.

#### **NEW BUSINESS**

12. Discussion & Possible Action: Acceptance of Larsen & Co. FY2021-2022 Audit Report

Jon Haderlie from Larsen & Co. reported on the annual audit that was performed based on government auditing standards. He went through the bullet points of performing a financial audit for a government entity which included:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an

opinion on the effectiveness of Santaquin City's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting principles used and the reasonableness of significant account estimates made by management as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate that raise substantial doubt about Santaquin City's ability to continue as a going concern for a reasonable period of time.

Mr. Haderlie reported that the intent of the audit was to find any significant deficiencies in processes within the city. All opinions were unmodified (aka "clean") and reported back to the State of Utah and Federal Government by Larsen & Co. The Communication Letter specifically addressed the city council focused on compliance with all ethical requirements including significant risks such as improper revenue recognition, cash disbursements, and potential management bias, financial statement estimates, and management's ability to override controls. Mr. Haderlie spoke to credit and debit receivable transactions within the city and corrections being made in journal entries and specific tests focused on weeding out any manipulation in money accounted for in those journal entries. He reported that estimates for proprietary funds, i.e. Utah Retirement System, were also evaluated closely. There were no internal control findings noted in the current or prior years.

Councilor Siddoway motioned to accept the Larsen & Co. FY2021-2022 Audit Report. Councilor Montoya seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

### 13. Resolution 12-02-2022 – Approval of the OSA Annual Fraud Risk Assessment

Finance Director Shannon Hoffman presented the Fraud Risk Assessment for the 2022 Fiscal Year. The score was based on internal controls, giving the city a 350 out of 395 score. Policies in reporting fraud are forthcoming. Jon Haderlie of Larsen & Co. expressed his disapproval of the Fraud Risk Assessment as required by the State Auditor's Office and its inability to take into account mitigating controls in risks. He suggested that the city "piggyback" on the State of Utah Auditor's Fraud Reporting Hotline. Director Hoffman stated she will make that change this week and change that item on the assessment, adding another 30 points to the score. Councilor Adcock inquired about item #3 about billing adjustments.

Councilor Adcock motioned to approve Resolution 12-02-2022 Approving of the OSA Annual Fraud Risk Assessment with the adjustment for the Fraud Reporting Hotline addition to the city's website.

Councilor Mecham seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes

Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

**14. Resolution 12-03-2022 – Financial Policies – Capitalization of City Assets**

Director Hoffman addressed the addition of a definition for “Capitalizations of City Asset” to the Financial Policies document.

Councilor Adcock motioned to approve Resolution 12-02-2022 Amendment of the City Financial Management Policies. Councilor Siddoway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

**15. Ordinance 12-01-2022 – Automotive Service & Repair Parking Amendment**

Mayor Olson addressed the ordinance presented that amended parking and circulation standards in the city code and discussions held recently by the Planning Commission. Manager Beagley spoke to the recent approval to consolidate major and minor automotive into one definition within the city code. He shared the recommendation from the Planning Commission to require 3 spaces per 1,000 square feet (not including service bays), plus 2 stalls per service bay for the temporary storage of customer vehicles. Manager Beagley added that he visited multiple automotive service repair parties in the community and encouraged them to attend the meeting should they have concerns regarding the code amendment. It was noted that no individuals present wished to address the council about the Automotive Service & Repair Parking amendment.

Councilor Siddoway motioned to adopt Ordinance 12-01-2022 Amendment of Title 10, Chapter 20, Section 120 “Commercial Zones” (Permitted Uses) and Title 10, Chapter 48 “Parking and Circulation Standards” (Number of Parking Spaces Required). Councilor Hathaway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

**16. PUBLIC HEARING: Annexation Policy Plan Update**

Councilor Mecham motioned to open a Public Hearing to address the Annexation Policy Plan Update. Councilor Siddoway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

Hearing opened at 7:50 p.m.

Manager Beagley read a statement from Robert McMullin stating the following,

*“Hi Norm,*

*Thanks for talking to me this evening.*

*Our comments on the proposed annexation policy are:*

*McMullin Orchards is opposed to the annexation plan as presented. Any planning North of the Highline canal we cannot support at this time. We understand that it is only a declaration of potential boundaries for Santaquin City but it is still part of the future planning for the city. We at this time do not want to be included in any proposed annexation area of any city in our area. We are in the fruit business and want to farm as long as we can profitably do so. We are a 4th generation farm and the 5th is quickly approaching. We appreciate our relationship with Santaquin City and continue to appreciate its support of agriculture in this area.*

*Thank you for the opportunity to comment.*

*Sincerely,*

*Robert McMullin and family.”*

Manager Beagley addressed the existing agreement between Santaquin City and Payson City declaring the boundary making a congruent line between the cities so that any future annexations that are submitted to either city follow the Annexation Policy. All annexations, in any city, have to go through the State approved process. Councilor Siddoway inquired about potential annexations outside of the boundary line. Manager Beagley stated that discussions would have to be had with Payson City in that specific incident. Mayor Olson stated that looking at the bigger picture, future growth and transportation needs are addressed by the Annexation Policy Plan. Councilor Montoya addressed the proposed map for the plan and the existing boundary map. Manager Beagley pointed out areas that currently overlapped with Payson City and that were now addressed in the updated Annexation Policy Plan being considered by the Council.

Councilor Mecham motioned to close the Public Hearing in order to continue council discussion that addressed the Annexation Policy Plan Update. Councilor Siddoway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

Hearing closed at 7:57 p.m.

The council discussed lines on both the north side and south sides of the proposed annexation plan. Councilor Adcock inquired if the document is legally binding between Santaquin and Payson cities. Manager Beagley confirmed that a document currently exists addressing the boundaries on the northern border.

**17. Ordinance 12-02-2022 – Adoption of the Annexation Policy Plan Update**

Councilor Mecham motioned to approve Ordinance 12-02-2022 Adoption of the Annexation Policy Plan Update. Councilor Hathaway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

**18. Ordinance 12-03-2022 – Detached Accessory Dwelling Units in the R-10 Zone**

Mayor Olson addressed the feedback from the Planning Commission identifying concerns brought up by members of the community with regards to a Detached Accessory Dwelling Unit code amendment. Manager Beagley presented the recommendation from the Planning Commission stating that Detached ADUs will be allowed in the R-10 Residential Zone within the city and that side and rear setbacks be set to 10 feet.

Councilor Adcock expressed his appreciation to the Planning Commission for their efforts in discussing at length Detached Accessory Dwelling Units and the regulations put forth in the amended ordinance.

Councilor Adcock motioned to approve Ordinance 12-03-2022 Amendment of the Santaquin City Code to Modify Regulations for Detached Accessory Dwelling Units in the R-10 Residential Zone adopting recommendations from the Planning Commission. Councilor Siddoway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes



Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

Finance Director Hoffman and Chief Lind addressed new job descriptions that will address expectations for the fire department employees and the potential wage increases. Chief Lind expressed his gratitude to the mayor and city administration for helping him with the report. Councilor Montoya wished to encourage the city’s support of employees engaging in further training and education and encourage further discussion and research suggesting Chief Lind create a selection process and program for tuition reimbursement. Manager Beagley spoke about the proposed agreement for further training and education protocols. Chief Lind informed the council of an AEMT class that is taught in house.

Mayor Olson proposed a 5-minute recess. Councilor Montoya motioned to approve a short recess. Councilor Adcock seconded.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

After a 5-minute recess, the council meeting resumed.

**RECESS CITY COUNCIL MEETING AND CONVENE THE SANTAQUIN COMMUNITY DEVELOPMENT AND RENEWAL AGENCY**

Motion made by Councilor Mecham to enter into a Community Development & Renewal Agency for Santaquin City meeting. Motion seconded by Councilor Adcock.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

The CDRA meeting convened at 8:48 PM

**20. PUBLIC HEARING: Project Area Plan and Budget**

Motion made by Board Member Mecham to begin a Public Hearing for the combined Adoption of the West Fields Community Reinvestment Area Project Plan and Budget. Motion seconded by Board Member Adcock.

Board Member Adcock	Yes
Board Member Hathaway	Yes
Board Member Mecham	Yes
Board Member Montoya	Yes
Board Member Siddoway	Yes

Motion passed unanimously in the affirmative.

The Public Hearing convened at 8:48 PM

Mark Openshaw expressed to the city council his concerns regarding the movement of property and parcels owned by the city in and out of the Community Development and Reinvestment Agency without proper notices to citizens.

Mayor Olson answered his question by stating that the CDRA Plan operates under state guidelines to sell industrial zoned land in the western portion of the city and likewise provides notice as mandated by the State. He stated that the city owns the parcels in question and, in the best interest of the city, develops the land under the CDRA and state guidelines. Mayor Olson expressed the desire for the city to bring in industrial businesses to those parcels in the area.

Mr. Openshaw expressed his support for the CDRA and the plans therein stating his concern for the lack of a bidding system in purchasing the land. He stated that citizens older in age are accustomed to a bidding process and it can be difficult to understand a new process and the specified plats being moved between the city and CDRA board. He inquired why the CDRA Board is City Council members only. Manager Beagley represented that the CDRA Board is guided by Utah State Law that mandates the Board function for the benefit of Santaquin City. Mr. Openshaw felt that the City Council put in the effort not to operate fraudulently and stated his expectation for more advertising and signage relaying information to the public. He expressed his gratitude to the council for making sure the process is followed legally. Lastly, he expressed his feelings that all should be able to participate in a bidding process that allows everyone to have access to the purchase of the land proposed in the CDRA plan.

Motion made by Board Member Mecham to end the Public Hearing for the combined Adoption of the West Fields Community Reinvestment Area Project Plan and Budget. Motion seconded by Board Member Hathaway.

Board Member Adcock	Yes
Board Member Hathaway	Yes
Board Member Mecham	Yes
Board Member Montoya	Yes
Board Member Siddoway	Yes

Motion passed unanimously in the affirmative.

Hearing adjourned at 9:03 PM

**21. Resolution 12-01-2022 CDA – Adoption of the West Fields Community Reinvestment Area Project Plan.**

Manager Beagley presented the West Fields Community Reinvestment Area Project Plan and a map that delineates the acreage included in the plan. Manager Beagley added that increased property tax value will come back to the city as these plats are developed. He indicated that appraisals have been performed on the properties. Manager Beagley stated that potential sales tax and jobs will be provided by bringing in industrial companies to this part of the city.

Motion made by Board Member Mecham to approve Resolution 12-01-2022 CDA Adoption of the West Fields Community Reinvestment Area Project Plan. Motion seconded by Board Member Siddoway.

Board Member Adcock	Yes
Board Member Hathaway	Yes
Board Member Mecham	Yes
Board Member Montoya	Yes
Board Member Siddoway	Yes

Motion passed unanimously in the affirmative.

**22. Resolution 12-02-2022 CDA – Adoption of the West Fields Community Reinvestment Area Project Budget**

Manager Beagley presented the estimated budget worked on by Zions Bank.

Motion made by Board Member Siddoway to approve Resolution 12-02-2022 CDA Adoption of the West Fields Community Reinvestment Area Project Area Budget. Motion seconded by Board Member Hathaway.

Board Member Adcock	Yes
Board Member Hathaway	Yes
Board Member Mecham	Yes
Board Member Montoya	Yes
Board Member Siddoway	Yes

Motion passed unanimously in the affirmative.

**23. Discussion & Possible Action: Award of Utility and Subdivision Design Engineering to Rimrock**

Mayor Olson presented the

Motion made by Board Member Adcock to approve a design contract with Rimrock Engineering and Development in an amount not to exceed \$62,775.00 for utility improvements and subdivision design for the West Fields Community Reinvestment Area project. Motion seconded by Board Member Mecham.

Board Member Adcock	Yes
Board Member Hathaway	Yes
Board Member Mecham	Yes
Board Member Montoya	Yes
Board Member Siddoway	Yes

Motion passed unanimously in the affirmative.

**24.** Discussion & Possible Action: Award of Geotechnical Study for CDRA Subdivision and 5-Acre area east of SR Parkway to RB&G (Rollins, Brown & Gunnell).

Motion made by Board Member Siddoway to approve a contract with RB&G Engineering not to exceed \$29,980.00 for geotechnical engineering work for the West Fields Community Reinvestment Project Area project. Motion seconded by Board Member Hathaway.

Board Member Adcock	Yes
Board Member Hathaway	Yes
Board Member Mecham	Yes
Board Member Montoya	Yes
Board Member Siddoway	Yes

Motion passed unanimously in the affirmative.

Motion made by Board Member Adcock to end the Community Development and Renewal Agency of Santaquin City meeting and reconvene the Regular City Council meeting. Motion seconded by Board Member Mecham.

Board Member Adcock	Yes
Board Member Hathaway	Yes
Board Member Mecham	Yes
Board Member Montoya	Yes
Board Member Siddoway	Yes

Motion passed unanimously in the affirmative

The CDRA Meeting closed at 9:18 PM

#### **RECONVENE OF THE REGULAR CITY COUNCIL MEETING**

**25.** Ordinance 12-05-2022 – An Ordinance Approving the Community Development and Renewal Agency of Santaquin City West Fields Community Reinvestment Area Project Plan.

Motion made by Councilor Mecham to approve Ordinance 12-05-2022 Adoption of an Ordinance Approving the Community Development and Renewal Agency of Santaquin City West Fields Community Reinvestment Area Project Plan. Motion seconded by Councilor Siddoway.

Councilor Adcock	Yes
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Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

**26. Ordinance 12-04-2022 – An Ordinance Approving the Transfer of Certain Real Property to the Community Development and Renewal Agency of Santaquin City**

Motion made by Councilor Hathaway to approve Ordinance 12-04-2022 An Ordinance Approving the Transfer of Certain Real Property to the Community Development and Renewal Agency of Santaquin City. Councilor Siddoway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

Motion passed unanimously in the affirmative.

#### **REPORTS OF OFFICERS, STAFF, BOARDS, AND COMMITTEES**

Councilor Mecham inquired about the projected completion date for the new City Hall building. Manager Beagley stated that projections are based on the laying of asphalt and is anticipated in late spring of 2023. Manager Beagley had no other updates.

#### **REPORTS BY MAYOR AND COUNCIL MEMBERS**

Councilor Hathaway thanked Councilors Adcock and Montoya for their recent representation with state legislators. Councilor Hathaway spoke about the hours that staff, council members, and mayor all put time and consideration into agenda items.

Councilor Mecham had no comments.

Councilor Siddoway spoke about an event that the city participated with Free Bikes 4 Kidz in which 20 local kids were able to receive new bikes and helmets. Councilor Siddoway expressed his gratitude to those who participated in and worked at the Holly Days festivities.

Councilor Adcock addressed the meeting with state legislators and county commissioners and appreciated the acknowledgement of those who appreciate working with Santaquin City. He wished the citizens a good and safe Christmas Holiday.

Councilor Montoya updated council members on recent planning meetings and activities with the Youth City Council. She expressed her gratitude to those who helped take down campaign signs around the city. She also expressed her gratitude to snowplow drivers and Public Works employees who have decorated for the holidays.

Mayor Olson expressed his appreciation to the Police Department and Utah County Sheriff for their work in citing those who have gone into the canyon to vandalize the parking lot and restroom facilities.

He stated that he is meeting with many state and federal representatives in the coming weeks. Mayor Olson spoke to meetings held with MAG to address Main Street and Interstate construction costs.

**ADJOURNMENT**

Councilor Mecham motioned to adjourn the Regular City Council Meeting. Councilor Siddoway seconded the motion.

Councilor Adcock	Yes
Councilor Hathaway	Yes
Councilor Mecham	Yes
Councilor Montoya	Yes
Councilor Siddoway	Yes

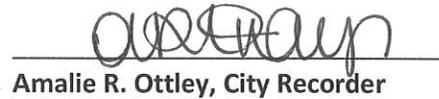
Motion passed unanimously in the affirmative.

Regular City Council Meeting adjourned at 9:33 p.m.

ATTEST:



Daniel M. Olson, Mayor



Amalie R. Ottley, City Recorder

# Fraud Risk Assessment

Continued

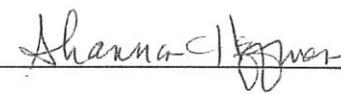
\*Total Points Earned: 370/395 \*Risk Level: Very Low Low Moderate High Very High  
 > 355      316-355      276-315      200-275      < 200

	Yes	Pts
1. Does the entity have adequate basic separation of duties or mitigating controls as outlined in the attached Basic Separation of Duties Questionnaire?	X	200
2. Does the entity have governing body adopted written policies in the following areas:		
a. Conflict of interest?	X	5
b. Procurement?	X	5
c. Ethical behavior?	X	5
d. Reporting fraud and abuse?		5
e. Travel?	X	5
f. Credit/Purchasing cards (where applicable)?	X	5
g. Personal use of entity assets?	X	5
h. IT and computer security?	X	5
i. Cash receipting and deposits?	X	5
3. Does the entity have a licensed or certified (CPA, CGFM, CMA, CIA, CFE, CGAP, CPFO) expert as part of its management team?	X	20
a. Do any members of the management team have at least a bachelor's degree in accounting?	X	10
4. Are employees and elected officials required to annually commit in writing to abide by a statement of ethical behavior?(handbook ack/implementation of specific stmt in process)	X	20
5. Have all governing body members completed entity specific (District Board Member Training for local/special service districts & interlocal entities, Introductory Training for Municipal Officials for cities & towns, etc.) online training ( <a href="http://training.auditor.utah.gov">training.auditor.utah.gov</a> ) within four years of term appointment/election date?	X	20
6. Regardless of license or formal education, does at least one member of the management team receive at least 40 hours of formal training related to accounting, budgeting, or other financial areas each year?	X	20
7. Does the entity have or promote a fraud hotline?	X	20
8. Does the entity have a formal internal audit function?	X	20
9. Does the entity have a formal audit committee? (informal)		20

\*Entity Name: Santaquin City

\*Completed for Fiscal Year Ending: 06-30-2022 \*Completion Date: 12-01-2022

\*CAO Name: Norman Beagley \*CFO Name: Shannon Hoffman

\*CAO Signature:  \*CFO Signature: 

\*Required

# Basic Separation of Duties

See the following page for instructions and definitions.

	Yes	No	MC*	N/A
1. Does the entity have a board chair, clerk, and treasurer who are three separate people?	X			
2. Are all the people who are able to receive cash or check payments different from all of the people who are able to make general ledger entries?	X			
3. Are all the people who are able to collect cash or check payments different from all the people who are able to adjust customer accounts? If no customer accounts, check "N/A".		X	X	
4. Are all the people who have access to blank checks different from those who are authorized signers?	X			
5. Does someone other than the clerk and treasurer reconcile all bank accounts OR are original bank statements reviewed by a person other than the clerk to detect unauthorized disbursements?	X			
6. Does someone other than the clerk review periodic reports of all general ledger accounts to identify unauthorized payments recorded in those accounts?	X			
7. Are original credit/purchase card statements received directly from the card company by someone other than the card holder? If no credit/purchase cards, check "N/A".	X			
8. Does someone other than the credit/purchase card holder ensure that all card purchases are supported with receipts or other supporting documentation? If no credit/purchase cards, check "N/A".	X			
9. Does someone who is not a subordinate of the credit/purchase card holder review all card purchases for appropriateness (including the chief administrative officer and board members if they have a card)? If no credit/purchase cards, check "N/A".	X			
10. Does the person who authorizes payment for goods or services, who is not the clerk, verify the receipt of goods or services?	X			
11. Does someone authorize payroll payments who is separate from the person who prepares payroll payments? If no W-2 employees, check "N/A".	X			
12. Does someone review all payroll payments who is separate from the person who prepares payroll payments? If no W-2 employees, check "N/A".	X			

\* MC = Mitigating Control

# Basic Separation of Duties

Continued

**Instructions:** Answer questions 1-12 on the Basic Separation of Duties Questionnaire using the definitions provided below.

☑ If all of the questions were answered “Yes” or “No” with mitigating controls (“MC”) in place, or “N/A,” the entity has achieved adequate basic separation of duties. Question 1 of the Fraud Risk Assessment Questionnaire will be answered “Yes.” 200 points will be awarded for question 1 of the Fraud Risk Assessment Questionnaire.

☒ If any of the questions were answered “No,” and mitigating controls are not in place, the entity has not achieved adequate basic separation of duties. Question 1 of the Fraud Risk Assessment Questionnaire will remain blank. 0 points will be awarded for question 1 of the Fraud Risk Assessment Questionnaire.

## Definitions:

**Board Chair** is the elected or appointed chairperson of an entity’s governing body, e.g. Mayor, Commissioner, Councilmember or Trustee. The official title will vary depending on the entity type and form of government.

**Clerk** is the bookkeeper for the entity, e.g. Controller, Accountant, Auditor or Finance Director. Though the title for this position may vary, they validate payment requests, ensure compliance with policy and budgetary restrictions, prepare checks, and record all financial transactions.

**Chief Administrative Officer (CAO)** is the person who directs the day-to-day operations of the entity. The CAO of most cities and towns is the mayor, except where the city has a city manager. The CAO of most local and special districts is the board chair, except where the district has an appointed director. In school districts, the CAO is the superintendent. In counties, the CAO is the commission or council chair, except where there is an elected or appointed manager or executive.

**General Ledger** is a general term for accounting books. A general ledger contains all financial transactions of an organization and may include sub-ledgers that are more detailed. A general ledger may be electronic or paper based. Financial records such as invoices, purchase orders, or depreciation schedules are not part of the general ledger, but rather support the transaction in the general ledger.

**Mitigating Controls** are systems or procedures that effectively mitigate a risk in lieu of separation of duties.

**Original Bank Statement** means a document that has been received directly from the bank. Direct receipt of the document could mean having the statement 1) mailed to an address or PO Box separate from the entity’s place of business, 2) remain in an unopened envelope at the entity offices, or 3) electronically downloaded from the bank website by the intended recipient. The key risk is that a treasurer or clerk who is intending to conceal an unauthorized transaction may be able to physically or electronically alter the statement before the independent reviewer sees it.

**Treasurer** is the custodian of all cash accounts and is responsible for overseeing the receipt of all payments made to the entity. A treasurer is always an authorized signer of all entity checks and is responsible for ensuring cash balances are adequate to cover all payments issued by the entity.

SANTAQUIN FIRE & EMS  
DEPARTMENT REVIEW AND PLAN



Prepared by Fire Chief, Ryan Lind, Santaquin City Fire Department  
With assistance from Norm Beagley, Santaquin City Manager

## **PREFACE**

The purpose of this document is to help the Mayor, City Manager, City Council, and residents of Santaquin City understand the current situation the Fire and EMS (Emergency Medical Services) Department is facing. The information in this document will help readers understand the current situation and where we need to go to provide the necessary fire and EMS services for our community. The items that will be outlined herein are the current staffing struggles we face, the average response times to emergencies, and comparable wages and benefits of surrounding agencies. Additionally, addressed herein is a potential plan for staffing, equipment, a new fire station building, and more for a 5-year period.

## **MISSION STATEMENT**

Santaquin Fire and EMS provides services that ensure life safety, incident stabilization, and property conservation.

## **Firefighter/EMT Code of Ethics**

As a member of the Santaquin Fire and EMS, our fundamental duty is to serve the community; safeguard and preserve life and property against the elements of fire and disaster, and maintain a proficiency in the art and science of fire engineering.

I will uphold the standards of my profession, continually search for new and improved methods, and share my knowledge and skills with my contemporaries and successors.

I will not allow personal feelings, nor danger to self, deter me from my responsibilities as a firefighter or EMT

I will, at all times, respect the property and rights of all men and women, the laws of my community and my country, and the chosen way of life of my fellow citizens.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the Fire/EMS service. I will never use my official position to obtain advantages or favors for myself, my friends, or my family.

I will constantly strive to achieve the objectives and ideals set forth, as I dedicate myself to my chosen profession in the saving of life, fire prevention, and fire suppression.

As a member of Santaquin Fire and EMS, I accept this self-imposed and self-enforced obligation as my responsibility.

## **HISTORY**

Santaquin Fire Department was formed in 1948 by several members of the community, many of whom had just returned from World War II. These men consisted of local business owners, farmers, and returning service members. Many had other careers or jobs and performed fire duties in addition to their careers. Despite the varying age span, all were limited in the education and skills of a firefighter.

Emergency Medical Services (EMS) were not provided by the residents of Santaquin until 1965. Residents of Santaquin relied on a responding ambulance from Payson prior to this. In 1965 the first notion for an ambulance was an old station wagon purchased by the police department and staffed with a firefighter or police officer with little to no medical supplies or training. It was not until the early 1980's that members of the community proposed a plan to create a licensed ambulance service in Santaquin. These members were forward-thinking as they created a plan, recruited, and trained members of the new ambulance association with limited funding. Initially, the ambulance was staffed with homemakers, nurses, and business owners who were only available part-time. Tom Augustus and Ralph Ursalich understood the challenges that this limited availability created and started a new schedule that allowed members to be "on-call" for 12-hour shifts to ensure that adequate coverage was provided for EMS services. This same type of "on-call" schedule is still used by the department today, along with part-time, daytime staffing. In 1982, Ralph Ursalich, Tom Augustus and Jim Guynn attended the Basic EMT class and became the first certified members of the EMS Department

Over the years, both Santaquin Fire and EMS departments have grown and matured into what we are today. We provide the same services that any full-time career fire department provides. One key difference is how we deliver these services and that is through our staffing. Staffing of the Fire and EMS department has become increasingly difficult for several reasons.

Our department has always relied on on-call and volunteer members. Today, most families rely on two or three sources of income to make ends meet. This reduces their availability to cover on-call shifts, because people are not home for long stretches of time. Finding members who are willing to commit to low compensation for hours worked, time commitments for available shifts, training commitments to maintain certifications, hours worked, working conditions, emotional and physical stresses, as well as time away from family, all contribute to our current staffing issues.

As our community grows, and the calls for services continue to increase, the need for adequate staffing must increase with the growing demand. Fortunately, we have tried to stay ahead of the game as we have planned and looked to the future for our staffing model. For many years, we were an all-volunteer/on-call department. Staff members received an annual paycheck for calls and training attended during the entire year. This annual pay was changed ten years ago to quarterly pay at the request of department members. Today, we have five (5) part-time members staffing the station. This is supplemented with on-call members to assist and backfill and to provide additional resources.

Santaquin Fire and EMS moved to this part-time staffing due to the lack of volunteers, especially during the daytime hours, when many volunteers were at work at their primary jobs. As more of our members have had to take on full-time jobs to pay their bills, we have noticed a decrease in the number of responders that are able to respond to calls for service. In years past, the fire department would have 8-12 members respond to a traffic accident, compared to the 2 or 3 that may be able to respond currently.

Santaquin Fire and EMS started our part-time program with 2 staff members during the day to cover ambulance shifts, as on-call members' daytime availability decreased. We have slowly

increased this number over the last several years. Currently, we have 5 part-time positions that cover from 07:00 to 17:00 (10 daytime hours), Monday through Saturday. This level of part-time staffing allows us to provide fire and EMS responders while still relying on on-call members to assist if needed and when available. We have had tremendous success with being a daytime, part-time staffed station. Several recent major medical calls, including cardiac arrest, major traumas, and strokes were resolved with positive outcomes simply due to our quick response time and timely treatment. We have recently had several working structure fires where an engine was on the scene within 5 minutes of dispatch, which saved these structures. These calls may not have had the same positive outcome if we had not responded with our daytime staff.

Today, Santaquin's Fire and EMS are looked at as leaders in Utah County. We have been forward-thinking and have blazed a trail that many of the smaller communities around us have now started to follow. This includes obtaining our paramedic license, part time, daytime staffing of the station, and offering in-house EMS certification courses. Our forward thinking has not only benefited our staff, but Santaquin residents as well

Larger agencies such as Mapleton, Payson, Spanish Fork, and Springville are increasing their levels of service and staffing levels to provide the required services for their communities. This is negatively impacting our department. This is due to the recruitment efforts of these other departments to bring on qualified individuals to work for them.

Communities across the nation are in a crisis as the number of volunteer Fire/EMS members has drastically decreased. This is not just a Santaquin or a Utah County issue. This is an issue plaguing Fire and EMS communities nationwide.

Santaquin's Fire and EMS Department has tried to find ways to keep membership up and to keep staff members involved in the department. As with everything, life changes for many of our members. Firefighters or EMS providers who were once newlyweds now have children. Others may have been through a divorce, have blended families, or are taking on second and third jobs just to try to make ends meet. As the economy has struggled and with inflation on a steep incline, many of our members who were consistently responding to calls as volunteers are now working other part-time jobs, or are watching kids so their spouses can work, to pay the bills. Many of these members have stated the number one reason they are not responding is due to financial constraints. Santaquin Fire and EMS, along with Santaquin City, have not been as proactive as we should have been to help retain our staff members. Now is the time to look at how we can work better to retain our current employees and to recruit others to our department.

Along with this report, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was performed by Chief Ryan Lind to help identify areas where the Fire and EMS Department has strengths and weaknesses and how and where the department can improve. A summary of the SWOT analysis findings is contained within this report.

## **LEVELS OF SERVICES AND PROGRAMS PROVIDED**

Santaquin Fire and EMS offers full administrative services including plan reviews, fire inspections, fire cause and origin investigations, code enforcement, public education, vehicle and

building maintenance, fire and medical response, emergency preparedness, hazardous materials response, Community Emergency Response Team (CERT) training & coordination, as well as assisting other departments, both internally and externally with other functions. This includes fuel mitigation locally and wildland fire response across the western United States.

Our firefighters are certified and tested under the Utah Fire and Rescue Academy (UFRA) certification programs. Our firefighters are certified as both Firefighter 1 and 2, with both Hazardous Materials Awareness and Operations certifications. Of the 44 firefighters on staff, 42 are certified as wildland firefighters under the National Wildland Coordinating Group (NWCG). 11 EMS members currently do not hold this certification. This equates to 77% of the Fire/EMS department staff having this certification. EMS personnel are not required to hold this certification unless they are working on the fire line of a wildland fire.

Members of the department also hold varying levels of EMS certifications, including EMT, Advanced EMT (A-EMT), and Paramedic. Department members who are non-certified participate in EMS training and respond to calls but are utilized only as ambulance drivers and for other duties that they can perform that do not require certification. We have 3 RNs (Registered Nurses) in our department as well. This equates to 80% of the department holding EMS certifications. Currently, we have 12 Paramedics, 17 Advanced EMT's and 14 EMTs. We also have two A-EMTs that are currently attending Paramedic school. These two A-EMTs will graduate and obtain their paramedic certification within the next 30 days.

Our Fire/EMS members, both part-time and on-call, face increased demands within the Fire and EMS department. These demands stem from an increase in the number of emergency responses, ongoing training, required recertification, and the increased need to undertake specialized training to improve medical care and fire and rescue activities.

## **STRENGTHS**

Santaquin Fire and EMS provide round-the-clock services equal to what full-time career agencies provide. Santaquin Fire and EMS members provide a service to the community at a much lower cost than that of a full-time agency because of lower overhead costs.

By providing staffing and equipment resources to several outside State and Federal agencies, additional outside revenue flows to the city and the fire department. This helps to fill potential budgetary gaps. This additional outside revenue helps to limit some of the overall departmental costs to residents while also not having to reduce services to residents.

Santaquin Fire and EMS has a part time Emergency Manager and a part time Fire Marshal. Both are dedicated to providing services to our residents, including fire prevention, education, and enforcement as well as training and other services that improve and strengthen the department.

## **WEAKNESSES**

With our current on-call and part-time staffing limitations, we are, at times, unable to fulfill some of our obligations and responsibilities as a department. This includes our fuel mitigation obligations with our Forestry Fire and State Lands agreement. While we do have part-time staff working 6 days per week, these staff members cannot necessarily cover our daytime fire and EMS needs while at the same time trying to cover this fuel mitigation effort.

Hours (and budgeted wages) for our Fire Marshal and Emergency Manager are currently limited to 29 hrs hours per week. With the continued growth of the city, both members are seeing an increase in workload and additional responsibilities. Both positions are labor-intensive and require special skills that cannot be delegated to others. Their positions are dedicated positions which limit them from being available to use in other capacities.

## **OPPORTUNITIES**

There are several ways to improve the services we provide. We can begin with having an “on-call” paramedic 24/7. This paramedic would be able to respond to all medical calls to assist with patient care when needed. Second, working towards staffing our station 24/7 to reduce response times. This would not necessarily mean hiring full-time members right away. The use of part-time members covering 12 or 24-hour shifts would ensure a minimum coverage that would be supplemented by our on-call members. Third, hiring a dedicated fuels mitigation/wildland crew during summer season would be a great benefit. This program would not only allow us to complete fuel mitigation work each week but would also allow Santaquin Fire/EMS to put an additional resource up for large-scale wildland incidents. Fourth, updating City policy to allow for full tuition reimbursement or sponsorship to Paramedic school. This Paramedic program takes a full year to complete and is expensive for most members.

## **THREATS**

As with any skilled worker, they are always in demand. Our department has lost several employees to other, better opportunities within surrounding agencies. Because our members are highly trained and educated, surrounding departments are approaching them and enticing them to leave Santaquin to work for their agency.

## **CURRENT FACILITIES**

Construction of the existing Santaquin Public Safety Building began in October of 2005 and was completed in 2006. This facility was designed and built to house the Police and Fire Departments. When the facility was built, it was near the center of the community, making it an ideal location for a fire station as per the Insurance Services Office (ISO). The building is roughly 17,000 sq ft, 5,800 sq ft is fire apparatus bay space. The police department currently

utilizes 4,200 sq ft of the building space as per the City's current Public Safety Impact Fee Facilities Plan. This facility is also currently being used as the city hall. Along with the police department and Fire/EMS Department, the City's Justice Court, Community Development, and City Administration also occupy portions of the building. The use by the Community Development and City Administration was originally planned for as a 3-5-year temporary location. This has not been a major issue until recently, as both the Fire/EMS Departments and the Police Department have needed additional space for recent staffing increases.

When this facility was constructed, the Fire and EMS were 100% on-call and did not need multiple offices. As the Fire/EMS department has grown from 100% on-call/volunteer to having part-time, daytime members and a full-time chief, the need for office space has drastically increased. Currently, the fire department has one small office space off the bay for crew workspace. In the basement, the department has 3 more small offices, one for the crew with two computers, a partial makeshift office under the stairs, and one office used by the Fire Chief and 3 other people. The current Fire/EMS office space is not accessible to the public without them walking down the stairs or taking the elevator and then being permitted into the large training room, through a locked door.

The Fire Chief's office does not have sufficient space to accommodate guest chairs, and currently only has a folding chair for anyone that needs to conduct business with the Fire Chief. The basement also houses a single fire department storage room for training equipment and extra gear. The large basement training room is currently shared by all departments in the building and is often used multiple times throughout the day, both internally and externally by outside agencies. This training room will continue to be a shared space by Police and Fire/EMS upon the Community Development and City Administration moving into the new City Hall in 2023.

When City Administration and Community Development move out of the building mid-year of 2023, some but not all of the space constraints we currently encounter will be alleviated.

## **STRENGTHS**

This facility has served us for many years without major issues. There has been, and currently is, sufficient bay space for our department vehicles and apparatus.

## **WEAKNESSES**

Space is limited. When the facility was built, the department consisted of 100% on-call/volunteer members. The need for living quarters and offices was planned for future growth within the building. As the department has increased in size, with additional responsibilities and demands, the future allocation of both office space and living quarters is essential to the future success of the department. With limited cell phone service in the basement and offices that do not have phone jacks or IT hookups, our productivity is limited. Currently, the Fire Chief is sharing an office with 3 other members. This office is also next to the workout room that is used multiple times throughout the day. The noise is extremely disruptive to those in the offices in the basement.

## **OPPORTUNITIES**

With the addition of part-time members during the day, the need for appropriate facilities including locker/change rooms, showers, restrooms, and a day room has increased significantly. The original design of the Station 141 building allowed for this on the second floor (upstairs), with an area for a kitchen, dorms, and facilities. This area is currently used by the City's Justice Court, and the use of this area is often unavailable for other than court uses, especially on days when court is in session.

The current community development portion of the building was originally slated to be the fire department's living quarters. These living quarter facilities will be essential in the future as we work to provide adequate staffing with on-call members. The addition of living quarters will allow us the ability to house members who may not reside in Santaquin for either on-call or part-time staff, in the station. This will also allow us to meet NFPA 1710 and 1720 standards by decreasing response times to calls.

## **THREATS**

With the future growth of the city, our response times will likely continue to increase in areas to the south and east boundaries of the City. This was identified in the most recent Insurance Services Office survey of Santaquin City in 2018-2020. These surveys are conducted every three to four years and have several characteristics that are taken into consideration. Characteristics that are screened and monitored include response times, fire department training, water distribution, communications with other agencies/dispatch capabilities, fire hydrant spacing and testing, fire department apparatus, age of apparatus, pump certifications, ladder certifications, testing of required personal protective equipment, number of fire stations, locations of fire stations, number of required hours of training in several aspects including hazardous materials training, live fire training, facilities training, apparatus driver training, and community involvement.

This 2018-2020 survey ranked Santaquin City 4 out of 9 (1 being the best score possible) and identified several areas where we could improve. One area for improvement is with a second fire station. Both NFPA (National Fire Protection Association) and ISO utilize a formula for locations where fire stations need to be placed.

ISO performed this survey for Santaquin Fire/EMS during 2018-2020. The survey results found that we are not meeting ISO standards in several areas. One of the areas highlighted was the number of fire stations. Santaquin had an ISO rating of 4 prior to this 2018-2020 survey. With this new survey, the ISO inspector was expecting Santaquin to drop to a 3 (keep in mind that 1 is the best score possible), until he drove around the community. This inspector indicated that with the growth of the southwest area of Santaquin (the Summit Ridge area), we could not drop to a survey rating of 3, because of the longer distance to our only existing fire station. This inspector stated that

the homes in the Summit Ridge development were greater than 1.5 to 2 road miles away from a fire station, making response times too long for this area to allow us to drop to a 3 in our ISO rating.

NFPA has established criteria which states that a fire engine should be located within:

- 1) Two miles of residential property
- 2) With-in one and one-half miles of commercial areas
- 3) With-in one mile of major industrial development, which would require a flow of water greater than 5,000 gallons per minute (GPM) (3000 if accompanied by sprinkling)

ISO has a more complicated formula when determining fire station locations. ISO utilizes a formula of  $1.7 \times \text{Distance} + 0.65 = \text{travel time}$ .

ISO's criteria state that a built-upon area of the community should have a first-due engine company within 1.5 road miles of the protected properties and have a ladder service company within 2.5 miles. Santaquin City is deficient in not currently meeting either of these criteria. We do not currently have a ladder service company; the closest ladder truck resource would come from Payson.

ISO identified that the entire Summit Ridge area was outside of their standard limits and is in need of a fire station soon.

Regarding apparatus, it should be noted that there is/are no ISO/NFPA "police" that are going to come ding the City or shut our department down for not meeting all of their recommended criterion. Rather, these standards are their recommended criterion which can help us be the very best we can be to serve our residents and businesses.

## **FUTURE STATION NEEDS/ LOCATIONS/ TIME FRAME**

For our new fire station, Station 142, that is identified in our public safety master plan, the site work and concept plans are underway. This work is an ongoing effort to prepare Santaquin City for the construction of Station 142. This facility is something the community, and principally those residents living in the Summit Ridge development need sooner rather than later.

The preparation for this project is not a new concept, but one that has been planned for many years. This new station is also identified in the Public Safety Impact Fee Master Plan as a facility that needs to be built within the 2026-2030 time frame. This 2026-2030 time frame is according to the 2020 master plan and the anticipated growth rate, including service calls, that are directly linked with anticipated our population growth. This study was completed several years ago in 2020. However, this was prior to the explosive growth that has taken place in the southwest portion of the community in 2020, 2021, & the first half of 2022. This new station will allow Santaquin Fire and EMS to provide better coverage to not only the southwest area of the community, but also the southeast area as well.

With future growth expected towards the north, it is anticipated that another future station will also be needed located north of the Highline Canal. With the anticipated annexation line of

12400 south (currently a Utah County road), the city will eventually be required to have this third fire station. This is also dependent upon the density of housing, anticipated land use, (i.e., commercial vs residential), as well as call volume in that north area of town. These things should be taken into consideration during developmental agreement negotiations with the landowners and within future updating of our Public Safety Master Plan.

## **STRENGTHS**

Station 141 has met the fire department's needs until recently. With the growth of our community, the need for a second station has come. Station 141 was built in the core area of the community. At the time of construction, this allowed for a quick response from the volunteers as most lived in the core area of town, or the east bench. The location was large enough to accommodate the design of our building.

## **WEAKNESSES**

As the community has grown and expanded to the southeast and southwest, the travel distance to call locations has increased, which equates to a longer response time. This response time is not just limited to responding to calls, but also the response time of our members traveling to the station. As the housing market in the core portion of the town has slowed, many of our newer, on-call members live farther away, which increases their response time to the station and therefore our overall response time.

## **OPPORTUNITIES**

Currently, we are working on concept designs for Station 142. This new station is planned for an area in the Summit Ridge development on land that will be deeded to the city as part of the developmental agreement with Summit Ridge. This area is located just west of Summit Ridge Parkway, on the future westbound extension of Sageberry Drive. Placing Station 142 here allows for quick response to calls in the Summit Ridge area, as well as easy access to the east side of Interstate 15 via the recent completion of Highland Drive. Placing Station 142 here also allows for quick access to the core portions of town via the Summit Ridge Parkway extension, or 300 West, as well as access to Interstate 15 northbound and southbound. With anticipated future growth, both northwest and southwest of this placement of Station 142, the station would be centrally located for the future build-out of the Summit Ridge development and adjacent lands.

The concept of this new additional fire station in the Summit Ridge development is also identified in the Santaquin Public Safety Impact Fee Facilities Plan (IFFP). This plan states that “within the impact fee planning horizon (2030), the city plans to construct an additional fire station (15,000 SF) at an estimated cost of \$6,000,000 to serve future growth.”

This new station will be designed to accommodate a crew of 6 full-time firefighters, with appropriate amenities as per national standards for career fire stations. These include

individual dorm rooms, restrooms, a workout room, a training room, and equipment rooms, as well as a designated room for turnout gear storage and cleaning.

Fire stations take time to build and can also create concerns within a neighborhood. If this new station can be started prior to the development of land surrounding the area, this may alleviate some of the perceived negative impacts or misconceptions experienced by residents of those new developments.

## **THREATS**

Travel distance and time equate to fire size and extinguishment capabilities. With today's lightweight building materials, fire growth and spread can rapidly increase over a very short period of time. This limits the ability of the suppression crews to make entry into structures. For example, residential structures are built with lightweight engineered floor trusses. These trusses can fail when exposed to fire in less than five minutes. If a home in Summit Ridge has a fire, by the time fire suppression crews arrive, the ability of crews to make interior access is limited or not even available. We had this very situation in Summit Ridge several years ago. Upon arrival of the first engine, one firefighter made it 5-10 feet in from the front door and had to retreat due to the partial collapse of the floor. This home was a total loss and had to be rebuilt from the foundation up. Thankfully, no persons were injured as a result of that fire.

## **RESPONSE TIMES DAY/NIGHT**

Incident response time consists of the following: the time from dispatch notification, response to the station, wait time for a complete crew, and travel time to the location of the call.

During the daytime hours, since we currently have staffing at the station, our response time from dispatch to arrival within Santaquin City is just under 6 minutes. These times vary depending on the location (i.e. Summit Ridge or the Foothill subdivision), compared to the core part of town. Our turn out time, which is the time that we take from the dispatch to being enroute to the call, is under 60 seconds. This is comparable with most full-time career stations.

There is a significant increase in these response times at night. From dispatch to enroute, we are averaging over 7 minutes. Dispatch to arrival time is averaging 12-14 minutes. These response times are for areas within the city limits, not including calls for service in Genola, Goshen, or further out.

This response time may not seem to be too bad, unless it is your home that is on fire, or it is your loved one that is ill and in need of immediate medical attention. Recently we had a significant structure (home) fire that multiple stations responded to. I am fortunate that I can respond straight from home. To illustrate, I will share the time it took me to respond to this call. Dispatch paged our crews at 03:33 in the morning. I checked enroute to the call at 03:37. It took me almost 4 minutes to get up, use the restroom, find my shoes, coat, and glasses, and get to my truck. I arrived 4 minutes later. A total of 7 minutes from my home.

Engine 145 was paged at the same 03:33 am and did not go enroute from the station until 03:41. 8 minutes to go enroute, and another 4 minutes to arrive on scene. This is 12 minutes for our first engine to arrive with a crew of 5.

Compare these response times to another structure fire we had in Santaquin earlier this year that happened during the daytime hours, when the station was staffed. From the time of dispatch to enroute was under 90 seconds. Time from dispatch to arrival of the first engine was 4 minutes. This fire was contained to the area of origin in the garage. The fire growth and extent of damage was thereby limited due as a direct result of the quick response.

The response times for EMS calls are similar in nature. During the daytime hours with a staffed station, response times, and arrival times are quick (enroute in less than 90 seconds, on scene in under 6 minutes). These quick response times help make a difference during a cardiac arrest, trauma, stroke, diabetic emergency, and many other medical emergency emergencies.

### **STRENGTHS**

Having daytime coverage in the station six days per week has reduced our response times to both fire and medical calls. These quick response times increase positive patient outcomes and reduce the size of fire growth. These crews also train on Fire and EMS topics to better prepare themselves for calls they may respond to during the day.

### **WEAKNESSES**

With on-call staff responding from various locations throughout the city, the time from dispatch to arrival can increase by 7-10 minutes. This is simply due to the fact that distance equals time to get to the station before they can even respond to a call.

### **OPPORTUNITIES**

Prepare the station with living quarters allowing for staffing 24/7. This does not necessarily need to include full-time firefighters and EMTs but could be accomplished using coverage with our on-call members and part-time staff.

### **THREATS**

As life safety is always on the line, minimal response times are crucial to having positive outcomes. We should do all we can to reduce response times on calls for service.

### **CURRENT STAFFING**

Santaquin Fire and EMS are considered a combination department. This includes the use of part-time staffing and on-call staffing. Santaquin Fire and EMS started our part-time staffing eight years ago with 2 part-time positions, from 0700-1700hrs, Monday through Saturday. This part-time staffing was put in place to augment the on-call staffing, as we were unable to get an adequate response from members to respond on the ambulance in order to maintain the required

certifications. Over time, a third part-time member was added to the ambulance staff as the on-call members were unable to provide proper coverage. In July 2022, two more part-time spots were added to provide daytime fire coverage. These 10-hour shifts are currently used to staff the department Monday through Saturday, for ten hours (0700-1700hrs) per day. The remaining hours are filled by on-call members who sign up to cover the ambulance shifts with three members. The fire coverage had not been scheduled until November 2022. Today we have four (4) slots on the calendar for members to sign up for, and seldom do we have more than two (2) of those slots covered.

Daytime Fire/EMS members are getting harder to find. As local private businesses have higher demands on their employees, they are reluctant to allow members to leave work to respond to calls. We also have fewer members who work from home or own businesses in town.

Nighttime, on-call members are getting harder and harder to find as well. These members have significant demands on their time from many different directions. With the significant amount of time required for members to maintain minimum training requirements, for them to maintain their certifications, and to balance their family time, and on-call time requirements, many of our members are struggling to meet the demands of these multiple commitments. With these demands, we have seen participation in the department decrease, resulting in fewer members available to respond to calls. This is not just a Santaquin issue, but one faced by most agencies across the county, state, and nation.

With the hiring of part-time members, Santaquin Fire/EMS has seen a significant improvement in our response times to both fire and EMS calls during the daytime hours. During those daytime hours when we have a part-time staffed crew, our response times in the city average just under 7 minutes. This time is significant, as the size of any fire typically doubles every 60 seconds. For medical calls, every second counts. The average response time in the nation with an unstaffed (all volunteer) station is just under 13 minutes. This delay in response time comes from many factors. On-call members need to wake up, get dressed, respond to the station, and wait for additional members to complete the crew before they can respond. Our members could be responding from Summit Ridge, the east bench, or the core part of town. Our staffing, per state EMS rules, requires a minimum level of certification on each ambulance, prior to responding to a call.

## **STRENGTHS**

Our employees are the backbone of the organization. Our members have certifications that are exactly the same as those of full-time career agencies. Our current part-time staffing model results in significantly lower overhead costs for the residents.

## **WEAKNESSES**

The lack of available on-call members is a significant weakness. This is especially evident on structure fire calls, when we have multiple patients on one EMS call, or when multiple calls come in at the same time. Not having the consistency or adequacy of

members available to respond, or members with needed qualifications, can result in increased property damage, injury, or death to our members or the citizens we serve.

## **OPPORTUNITIES**

In the near term, we need to find ways to keep our on-call members engaged and willing to respond when needed. This is an area that we are constantly working on. Items such as educational opportunities, wages, and benefits are things that should be budgeted for. If we don't have our on-call members, it will cost the city significantly more to staff the department 24/7 with part-time or full-time staffing.

## **THREATS**

Failure to keep our on-call members would result in significant cost increases to the city, and ultimately the residents. If we don't have adequate staffing, we are unable to fulfill our obligations to the community. As a matter of safety, the fire department follows standards set forth by NFPA, which include minimum staffing and manpower requirements to perform basic firefighting responsibilities. One of the most common, and most significant standards is NFPA 1500. This standard deals with health and safety and has a "two-in" and "two-out" requirement for interior fire operations. For example, for a fire crew of two to make entry into a house fire, to search for persons or suppress a fire, two additional members must be on the outside of the building as a safety team. These 4 members plus an engine/equipment operator equates to a minimum of five firefighters for a basic room and contents fire or rescue operation.

Santaquin Fire and EMS does not require individuals to be dual certified (i.e. having/holding fire and EMS certifications) and this also limits us in some aspects of firefighting operations. We need to have adequate staffing to maintain standards for crew safety and the best possible outcomes.

## **CURRENT APPARATUS**

### **APPARATUS AGE AND ROTATION SCHEDULE**

Fire department apparatus and equipment are not cheap and don't last forever. Often, members of the city council and the public are shocked when they hear about the cost for new apparatus.

Santaquin Fire and EMS have a great fleet of both fire apparatus as well as EMS vehicles. What members of the council and the public may not understand is the industry standards and life cycles of these vehicles.

Each vehicle in our fleet is designed and built for a specific purpose and need. Thanks to good maintenance and care, our current vehicles are in great shape. This is especially true for some of the older apparatus we have.

In terms of the age of fire apparatus, Howard and Margaret Chatterton, recommend that fire engines be in front-line service for a period of 15 years followed by 5 years of reserve status.

They recommend the same time periods for aerial apparatus. They recommend 7 years of service for ambulance vehicles. (“Making & Managing Money – A Financial Workbook for Volunteer Departments”, Chatterton, 1994, p. 28). Steve Pollock, in his Applied Research Project entitled “Fire Apparatus/Capital Equipment Replacement and Alternative Funding Methods”, determined that: The fire service should plan for a service life of 10 to 15 years for first-line apparatus, followed by 5 years of reserve status. This means that engines or ladder trucks should be replaced after a maximum of 20 years. A 10-to-15-year life expectancy is normal for first-line pumping engines. “In some types of service, including areas of high fire frequency, a limit of only 10 years may be reasonable for first-line service”. (Pollock, 1999, p. 25). Fire apparatus and other types of equipment should be on a systematic replacement schedule. “A rational replacement schedule is essential to sound resource management.” (ICMA, 1988, p. 178).

Add narrative per NFPA 1911 (see task sheet)

Our current apparatus are listed below, along with the average life expectancy and the current rotation plan for these vehicles.

Engine 145, 2015 Pierce Pumper	(Move to reserve in 2030)
Quint 141, 2001 Pierce Quint with 55’ boom	(Replace with 105’ Aerial by 2026)
Engine 142, 1994 Pierce Pumper	(currently in reserve status)
Brush 141, 2019 Dodge 5500 custom built body	(Replace/remount in 2030)
Brush 142, 2000 F-350 with 300gal tank, in process of upgrade	(replace truck in 2028)
Tender 141, 2008 3000-gallon water tender	(Replace tender in 2025)
Heavy Brush 144, 1991 Military BYM with 900 gal.	(No replacement currently planned)
Ambulance 141, 2016 Osage Ambulance Warrior on F-450 4x4	(Move to reserve in 2026-2027)
Ambulance 142, 2006 Wheeled Coach Ambulance on a F-350 4x4	(Moving to reserve in 2023)
Ambulance 143, 1998 Wheeled Coach Ambulance on an E350 (new Osage Ambulance that is on order)	(Replacing in early 2023 with new Osage Ambulance that is on order)
Battalion Chief, 2015 Ford Expedition SUV	(Upgrade to truck in 2026)
Staff/Utility F-150, 2011 F-150 4x4 truck	(Replace in 2023)
Emergency Management, 2014 Ford Expedition	(Replace in 2024)
Fire Chief, 2022 F-250 4x4, 7-10 years of service, replace in 5 and rotate to Fire Marshal/Staff use within department.	

## STRENGTHS

Our members take pride and ownership in our fleet. All vehicles are inspected and maintained regularly. The vehicles have low mileage for their age. This is due to the call volume and staffing model we currently have. These vehicles are not driven 30-100

miles per day compared to some career agencies such as Provo and Orem. The apparatus met the needs of the community at the time they were purchased and continue to do so today.

An effective and efficient rotation plan for the ambulances has already been set up. These vehicles will be used in a front-line capacity for 10-12 years before moving to reserve status for 3-5. With the purchase of the Osage brand Ambulance package, our ability to re-mount the patient care box to a new vehicle/truck will save the city roughly \$70-90K each time we do so. Osage still provides their lifetime warranty on the box, even when remounted on a new chassis.

We will take delivery of a new ambulance in January of 2023. This ambulance was originally ordered in 2021 but will arrive in January of 2023. This new vehicle was delayed due to supply chain issues with the Ford F-550 chassis. This will phase out the 1998 ambulance that can be surplused and sold. This rotation will also rotate our 2006 ambulance into reserve status. The future purchase of a third Osage Ambulance in 2027 is anticipated. Then our plan to remount existing boxes on newer chassis will begin moving forward.

Having a 2015 pumper allows us to run this vehicle for several more years as a front-line service vehicle, then it will be moved to reserve status.

Our brush trucks are in great shape. We are in the process of refurbishing Brush 142 to extend its life expectancy.

## **WEAKNESSES**

Our reserve engine, as well as the Quint 141, are past their 20-year life expectancy. The 1994 reserve engine still functions well, but it is becoming more and more difficult to find parts for repairs. Our Quint 141 is old and is starting to need more frequent repairs as well. This vehicle was used hard for the first five years of its life in a career agency, being driven and used daily. This vehicle does not provide the needed capabilities of an aerial device. It also does not have the abilities needed to perform rescue operations. The vehicle was not purchased by the original agency as an aerial device, but rather as an elevated master stream and light tower. The lack of a true aerial device with appropriate reach and rescue abilities is concerning to the fire department. We continue to have taller buildings and developments with multi-family, multi-story occupancies within our response area. Now, more than ever, the need for a true ladder/aerial truck is crucial for the safety of these residents and our firefighters.

## **OPPORTUNITIES**

Now is the time to order a new ladder/aerial truck. With the current lead times, ordering the vehicle in 2023 will allow us three (3) to four (4) years before any payment needs to be made. Once the order is placed, the vehicle price is protected, and we would not be subject to increased costs over the years before delivery. If something drastic changes

between the time this ladder/aerial apparatus is ordered and delivered, we could potentially sell or acquiesce this vehicle to another agency. Delaying this order now only puts the city further behind in the procurement/acquisition process and limits the future ability of the department to meet the growing demand for services.

## **THREATS**

As the number of multi-story buildings increases, the need for a new aerial apparatus also increases. Most of these multi-story developments in the city are not fully fire sprinkled and the risk of entrapment is therefore increased. The need for a new ladder truck is something that has been discussed several times in previous budget meetings. The lack of a ladder/aerial apparatus also causes a lower rating in our ISO survey.

Currently, there is a 36 to 48-month order and build time for a new ladder/aerial apparatus. This is coupled with the increased costs that manufacturers are adding 3 to 4 times a month. What was once a \$1.3 to \$1.5 million dollar cost for a ladder/aerial apparatus vehicle is now a \$1.5 to \$1.7 million dollar vehicle.

## **HISTORY OF WAGES**

Members of Santaquin Fire and EMS are paid based on their certification levels. Members are paid for all training attended, working hours, calls, events, and other duties at their current hourly rate, plus a minimal on-call rate. The current wage range for all members was updated last year. This was paid from operating funds within the department and was done to bring every employee with a minimum level of certification up to at least \$15/hr. Any employee certified as an EMT Basic, or Firefighter 1 receives a minimum of \$15/hr. EMS members who receive higher/additional certifications receive a pay increase as well. Members with an Advanced EMT earn \$16-\$17/hr. and our Paramedics earn between \$17-\$19/hr. Those members who are strictly on the fire side start at \$15/hr. and can earn increases for each additional fire certification they obtain. Our top-out employee is currently making \$19/hr. That employee has multiple certifications, and almost 20 years of service and expertise in the field.

Members receive a very minimal "on-call" wage when they commit to being in town and are willing to respond from home in their own vehicle to the station in less than 7 minutes when the pager goes off. These on-call members make up the crew each night from 1700-0700 hours, as well as all day Sunday. Members have received this same "on-call" wage rate for the last 20 plus years with no increase. This is the top concern I hear from department members. As calls have increased, and the chances of getting up nightly have increased, those willing to sign up and cover night calls have dramatically decreased. The hourly "on-call" wage starts at \$1/hr. for a firefighter or non-certified EMS member. A Basic EMT earns \$1.25/hr. while on-call. An Advanced EMT earns \$2/hr. while on call. A Paramedic earns \$2.50/hour while on-call. While this may not seem bad, these members also have full-time employment and other obligations that require their time and commitment. We, as a department, have failed our members by not staying up on this rate. I can remember when I first started 20 years ago as a volunteer. I was lucky to be awarded two-night shifts a week and lucky to pick up a Sunday day shift. There were 8-12

members who would sign up for these shifts. Fast forward and today I spend 30-60 minutes per day trying to find adequate coverage for the open, after hours and Sunday ambulance shifts and pray that if a fire call comes out at night, we will have a crew of at least four firefighters arrive at the station.

Recently we have had several calls with a bare minimum of coverage. This may affect the call's outcome and the safety of our employees. There have been several fire calls in the last 3 months, at night, when we have not been able to meet our minimum number of firefighters responding. Our minimum coverage for a fire engine is four members. This allows us to meet the NFPA "two-in, two-out" standard. Having less than four certified members on scene limits the activities and functions we can perform at a fire. This problem has been approaching for several years and has been becoming increasingly frequent. We are also seeing a decrease in the membership signing up for nighttime Fire and EMS shifts as well. Most of our members have other full-time employment and being on-call overnight requires them to choose a good night of sleep vs being up at night and then dragging the next day at their full-time employment. Many of our members have personally voiced this concern to me as the reason they are not signing up at night.

Santaquin Fire and EMS needs to do something more to retain our current employees, as well as recruit the next generation of Fire and EMS employees. We find ourselves competing with several other communities such as, Payson, Springville, Spanish Fork, Juab County, Lehi, American Fork, and Saratoga Springs that are trying to recruit our employees away. This is just like what is happening with law enforcement officers. Communities listed above are offering better pay, 24-hour shifts, 401k, as well as other benefits and incentives to attract our members to come work for them. In the last four months, Santaquin Fire and EMS has lost one paramedic to Juab County and another FF/A-EMT to another department for part-time work over the pay, longer shifts, and more consistent shift schedules. Our members have the same certifications as these other full-time career agencies and are consistently being recruited or contacted to come to work for them. We are not any different. As Fire Chief, I am always seeking qualified firefighters, EMTs, and paramedics to come work for Santaquin. At times, all I hear is that we do not pay enough or work long enough hours/shifts to make it worth their time.

While any increase in wages is a huge expense to the city and community, we need to educate everyone on the difference between having a staffed station, compared to a volunteer/on-call response. Currently, during the hours of 0700-1700 Monday through Saturday, if a 911 call is dispatched, Santaquin Fire and EMS can arrive on the scene within city limits within 6-8 minutes of the dispatch, with a minimum of 4 members, for a fire or EMS call. Compare this to during the hours of 1700-0700, any night and all-day Sunday, when the station is not staffed, where the time of arrival is 12-19 minutes. This may not seem like a long time unless it is your house that is on fire or your family member is having a medical emergency. The average en-route time for the "On-Call" crew is 8 minutes. The average number of responders at night is much lower (typically half) than during the daytime.

Members of Santaquin Fire and EMS dedicate and give a lot of their time to ensure the safety and well-being of the community. Each member must maintain their certifications. For those with firefighter certifications, at least 25 hours of training is required each year. These

certifications are good for four years. Members with EMS certifications must maintain at least 30 hours of training each year. These certifications are good for three years. For members with both Fire and EMS certifications, they spend 50-60 hours of training time each year. An Advanced EMT or Paramedic also has specialized classes that must be documented each year as per certification standards. Other certifications require additional hours. The EMS training officer, fire marshal, and chief have additional requirements to maintain their specialized certifications.

We just finished our quarterly payroll for the first quarter of the fiscal year 2022-2023, and members of the department had just over 7,000 hours of on-call time during that quarter. These hours do not include the part-time, daytime staffing at the station. This type of response plan saves the community significant funds, but it comes with a cost. These costs can include delayed patient care, delayed fire extinguishment, increased fatigue in members, increased burnout, and losing employees who love the job.

Another area that has played a significant role in the wage gap is related to the cost-of-living adjustment. In years past, the Fire and EMS departments were considered volunteers. About 8 or 9 years ago, we started our part-time program to staff the daytime coverage on the ambulance due to the decreased on-call coverage availability and required licensing requirements. Today, all fire and EMS members are considered part-time in the eyes of the city. Those members that are working scheduled, part-time shifts, being paid every two weeks were previously eligible for an annual cost of living adjustment, but those members who were "on-call" did not get the annual cost of living adjustment. This created a wage disparity amongst the department members, even in some households where both spouses were fire or EMS staff members. We have at least two married couples working in the department. Both have the same fire and EMS certifications, but their difference in wages, from part-time to on-call is almost \$2.00/hour. This creates tension in the ranks. I am responsible for stopping this annual cost of living adjustment for the last year to work towards finding an equal solution for ALL members of the department. Hopefully, the proposal that follows will address this issue, by starting everyone at a higher rate and allowing us to budget for a modest cost of living adjustment for all members, not just a select few.

## **WHERE DO WE GO FROM HERE**

As our community grows, and the calls for service continue to increase, we need to look at changing our staffing model. We need to plan and be ready to start offering 24/7 coverage from the station as soon as possible. This does not necessarily mean full-time members across the board. While there may eventually be a few full-time Fire and EMS members, the majority will be part-time members who would staff the station 24/7. These shifts could be broken into 12-hour shifts with a day and night shift, or a 24-hour shift. An additional next step would be securing and providing a place for these members to decompress, sleep, shower, cook and prepare meals to eat, which is a priority for me as the chief. Currently, our day shift members are crammed into a 42-square-foot office off the bay, with two other offices downstairs to use. Members can also be found sitting on benches or even on the floor in the bay when there may not be room in the other offices to utilize, especially if the downstairs training room is occupied by other departments or outside agencies.

The goal of the Fire/EMS department is to be able to have a staffed station 24/7 in the next 24-36 months with part-time members. This would be a great improvement for better coverage and better response times. It is also the goal of the department to start having a few full-time positions in the next 36 to 48 months. These positions would staff the station and be the front-line supervisors, as captains, for the part-time crews.

Initial site design work is on-going for Station 142 in the Summit Ridge area. This station will serve the south area of the community and is greatly needed. The goal is to have this station under construction in the next 5 years with work being done in phases. This station is critical to the city and will help to reduce our ISO ratings by providing quicker response times to the southern areas of Santaquin.

## **2022 CURRENT MARKET CONDITIONS**

As agencies in Utah County seek qualified individuals, we often find ourselves competing for the same candidates. These candidates compare agencies' wages, benefits, department size, and reputation as well as future growth opportunities when deciding which agency they should go to work for. Several years ago, many full-time career agencies had a paramedic test for full-time employment. At that time, 50-100 people were testing for one to five positions. Today's labor pool has changed and now departments are offering lateral transfers as they are not able to get as many as three paramedics to test for the same one to five positions. Many full-time career agencies are taking untrained individuals with a high school diploma and putting them through the fire academy to get their Firefighter 1 and 2 certifications, as well as their Basic-EMT. This takes about one year to get these individuals trained up to just a basic entry level of competency. While this approach may work for these full-time career agencies, it does not work for Santaquin. Santaquin cannot provide individuals with full-time employment now.

Santaquin is no different from these full-time career agencies in our struggle to attract qualified applicants to work part-time or on-call. We have been struggling to attract qualified individuals to join our department. We have hired a few part-time employees who work for other career agencies full-time. These members currently make up a sizable portion of our part-time staff. These same members often give up shifts in Santaquin, to take overtime shifts with their full-time career agency, potentially leaving us short staffed some days. They take on these overtime shifts with their career agency because money talks. A simple solution would be to hire more people. While this may sound like an easy approach, it is far from easy. Currently, both the on-call fire and EMT positions are posted for recruitment, and we have had several applicants. Out of 17 applicants for the on-call EMT spot, only 2 live in Santaquin, and neither of the applicants is currently certified. Out of the 18 applicants for the fire position, five live in the city, with only one applicant working through the certification process.

We have been creative in trying to solve this issue. Last year we offered an EMT basic class that was co-coordinated by Captain Susan Farnsworth and instructed by our members. We had a few members from the department who completed this class, and a few that completed their certification. This class now allows Susan to coordinate and offer EMT classes in-house to our department members and to the public to get them ready for certification so they can join our

ranks. We currently have an EMT class underway with 17 students. None of the 17 students are currently a member of the department. However, we are still evaluating some of these students as potential candidates. We are also working with the Utah Fire and Rescue Academy (UFRA) to host a Firefighter 1 and 2 class twice yearly to help get more members trained to be firefighters.

## **WAGE SCALE FOR UTAH COUNTY FIRE/EMS**

Just like the police agencies across the county and state, the fire departments are all different in how they staff and the level of services they provide. We are not necessarily able to compare apples to apples, or even apples to oranges. The Santaquin Fire and EMS Department is in a unique situation. Typically, full-time employees are based on a 40-hour work week in compliance with the Fair Labor and Standard Act (FLSA). Fire Departments are not, we are based on a 53-hour work week. Due to what is called the 7K exemption, full-time agencies can set longer work hours and pay cycles to limit overtime hours. Several agencies utilize an 18-day work cycle, or a 56-hour week for their full-time employees, before they are eligible for overtime. This is reflected in the hourly rates of full-time firefighters/EMTs. These numbers reflect a lower cost per hour compared to an employee who makes the same annually but is based on a 40-hour work week. Santaquin Fire and EMS Department is not at that stage yet. Therefore, the best way to show an average pay rate is to take comparable yearly salaries and break them down to a 2,080 hour work year. Many full-time agencies use a 2,880 or 2,912 hours per year system.

Santaquin Fire and EMS cannot compete against larger cities like Provo, Orem, American Fork, or Lehi. We understand that from a budget standpoint. However, our members are willing to travel to go work for these agencies as they are close and offer better wages, differing schedules, and some level of benefits.

For comparison purposes, graphs showing wage comparisons with other local agencies can be found in the appendix. However, it should be noted again that not all wages shown in the graphs compare “apples to apples”. One reason for this is because there are not a lot of all part time/volunteer agencies for us to compare evenly or across the board to. Some of the wages shown in the graph come from much larger, full-time, career agencies. As such, those wages shown in the graphs are not necessarily perfectly comparable to Santaquin’s Fire and EMS Department positions.

The average starting wage for a Firefighter/EMT in Utah County is \$20.84/hr. American Fork starts a FF/EMT at \$20.51/hr. Compare this to the \$15/hr. that Santaquin currently pays. These rates are based on 2,080 hours per year for both agencies.

The average starting wage of a Firefighter/Advanced EMT in Utah County is \$21.23/hr, with Lone Peak starting at \$26.48/hr. and Spanish Fork starting at \$23.22/hr. These rates are based on 2,080 hours per year for both agencies.

The average starting wage of a Paramedic/Firefighter in Utah County is \$24.29/hr, with Lone Peak starting at \$24.74/hr and Spanish Fork starting at \$25.80 hr. These rates are based on 2,080 hours a year for both agencies.

Different full-time career agencies offer varying levels of benefits for members, including retirement, health insurance, time off, and dental and vision insurance. Each of these benefits costs the agencies more. These benefits are estimated at an average of 1.5 times the hourly wage for full-time employees.

Santaquin City can save hundreds of thousands of dollars annually by not having a full-time department for several more years. We can move towards more part-time staffing while providing 24/7 coverage. This approach, along with an increased wage, will help us to attract and retain members in a short to mid-term timeframe. The approach of paying a slightly higher part-time wage and attracting members from other departments will save money in the long run. This will help residents of Santaquin to have shorter response times because of better coverage while saving a significant amount of money over the next two to three years.

There are several agencies across Utah County that are hiring part-time members at significantly higher wages than what Santaquin currently pays. For example, Mapleton is hiring a paramedic only at a starting rate of \$21/hour. They are starting a paramedic/firefighter at \$23-\$25/hr. American Fork is hiring part-time AEMT/FF at a starting rate of \$18-\$20/hr. Gold Cross Ambulance starts a basic EMT at \$17/hr. and an Advanced EMT at \$19/hr. UFA just increased the part-time pay for paramedics to \$26/hr. working 12-hour shifts.

## **PROPOSAL TO THE COUNCIL AND MAYOR**

We need to be competitive enough to retain, and recruit new members to Santaquin Fire and EMS, ensuring the highest level of service possible, coupled with the skill level to back it up. We can accomplish this by increasing the hourly wage we pay our members based on their certifications, qualifications, years of service, and their experience.

We also need to increase the pay for our on-call members. I propose that we pay our on-call members  $\frac{1}{4}$  of an hour per hour that they are on-call. For example, 3 hours of regular pay for each 12-hour shift. Currently on-call members are paid between \$1-\$2.50 per hour, depending on their certification level, just to be on-call. If they respond on a call, they will then be paid hourly for the duration of the call to the equivalent of their certification level. An example would be one of our members while on call for 12 hours, that is currently making \$2.00/hr. for their commitment to the department. Under the proposed option, this member would make \$4.12/hr. at their current rate of \$16.50 (or \$4.75/hr if their wage increases 15%).

### **Proposed Wages**

Simply put, Santaquin City, and Santaquin Fire and EMS is behind in wages paid to certified firefighters, EMT's, and paramedics. We can't overlook the issue any longer. If we don't act soon, we will not be able to provide the level of service required for our community.

Please keep in mind that ambulance transports provided by our Fire/EMS department are revenue generating. Every patient transport is billed through our third-party billing company. They do an amazing job assisting Santaquin Fire and EMS in collecting a higher-than-average collection rate and cost per transport. We have utilized First Professional Services for a little over

two years now. Our collection rate has increased from 55% to 74% of all invoices billed, with an average rate per transport of close to \$900. This is up 32% from previous years and has brought in more revenue for the city and fire department. Current revenue projections for this fiscal year are above last year's figures and all trending values are on the same track. This is great news. As we become more proficient and provide higher levels of service, we can increase our billing rates and generate more income for the city to help offset operational costs. If we lack adequate and professionally trained and certified staffing, we will not be able to meet our current level of service, and risk losing these funds generated. If this happens, we will not have this revenue to help offset operational costs.

Two graphs, one showing call volume and one showing billing information as discussed herein can be found in the Appendix.

I am seeking a 15% - 17% wages budget increase. Not all members will automatically receive a 15%- 17% wage increase. Wage increases would be based on participation, certification, years of service, experience, and qualifications.

For members who are certified firefighters, wages would start at \$17/hr., up from \$15/hr., and then add \$.25 - \$.50/hr. for additional certifications, as is our current practice/policy.

Below is a simple table showing current ranges and on-call rates for each position in the department. The table also shows proposed wage ranges based off of data gathered from surrounding agencies.

	Firefighter	EMT Only	A-EMT Only	Paramedic Only	FF/EMT	FF/A-EMT	FF/Paramedic
Current Hourly Range	\$15-17.50	\$15-\$16	\$16-\$17	\$17-\$19	\$15-17.50	\$16-\$17.5	\$17-\$19
Proposed New Hourly Range	\$17-\$20	\$17-20	\$18-22	\$20-24	\$18-23	\$19-\$24	\$21-\$26
Current On-call	\$1.00	\$1.25	\$2.00	\$2.50	\$1.25	\$2.00	\$2.50
Proposed On-call range	\$4.25-5.00	\$4.25-5.00	\$4.50-5.50	\$5.00-6.00	\$4.50-5.75	\$4.75-6.00	\$5.25-\$6.50

These wages and on-call plans will help our members feel more valued for the time they give to Santaquin City and its residents. In addition, this will help staff members with needed economic support needed in hopes of retaining these valuable individuals in our department.

Using this FY's first quarter total of on-call hours, we can show some estimated costs for this plan. Members provided 7,000 on-call coverage hours during this quarterly period.

If we use a modest \$4.00/hr as an average hourly on-call wage, we produce the following numbers:

Increased cost:  $7,000 \times \$4.00 = \$28,000$ /quarter for on call wages

However, we are already paying, on average, an on-call wage of approximately \$1.80/hr for on-call wages. Therefore, the actual budgetary increase would be  $\$4.00 - \$1.80 = \$2.20$ /hr.  $\rightarrow 7,000 \times \$2.20 = \$15,400$  per quarter. This amount needs to be multiplied by an additional 20% in order to cover wage burden costs (I.e. workers compensation, payroll taxes, etc.).  $\rightarrow \$15,400 \times 1.2 = \$18,480$  quarterly, or \$73,920 potential annual increase for on-call wages under this proposed plan.

Each quarterly on-call payroll is different. The following discussion about on-call pay covers those members that are normally on call (the 7,000 hours discussed above) but then begin working on an active call and are therefore eligible for their full hourly wage during that time. Please note that each quarterly amount is dependent upon the number of calls for service and activities that require Fire/EMS participation. Using the on-call quarterly pay information from the last two years and increasing these totals by 20% to account for an increase in call volume,

each quarter would increase approximately \$3,000. Using a maximum of \$3,000 increase each quarter, the increase would be \$ 12,000 x 1.2 (burden rate adjustment) = \$14,000 annually.

Added to this annual estimated call volume increase would be an increase in all on call wages of approximately 15-17%. This would add an additional \$25,000 to the overall annual cost increases for on call wages.

Using our last five bi-weekly payrolls for part-time wages as an example, our average bi-weekly wages total would be \$11,112.00. With an average anticipated 20% increase in call volume for the part-time crew would mean about an additional \$2,222 in part-time wages very two weeks.

$\$2,222 \times 26 \text{ pay periods} \times 1.2 = \$69,326/\text{year}$  increase in part time wages, including wage burden costs.

With the increased wages for part time and all on-call pay, we would be looking at \$182,000 /year for approximately a 15%-17% budgetary increase while accounting for a 20% increase in call volume during on call hours. This amount also accounts for the proposed on-call increase discussed above.

The above wage scenarios consider hours while members are on-call, hours that on call members are actually working calls for service, hours worked by part-time staff, and training hours.

As one half of the year has passed, these numbers would be cut in half, if approved, allowing the increase to move forward in our third quarter of the fiscal year. This period for our members starts December 19th, 2022, and ends March 19<sup>th</sup> of 2023.

For comparison purposes, one full-time firefighter/paramedic's average wage in Utah County right now is between 102,000 and \$126,000 including all the retirement and benefit packages offered to full time firefighter/paramedics. Using these figures, we could only hire 2 full-time members for the same rate as increasing our current on-call, and part-time staff wages as discussed above. If we hired two full-time members, we would not have nearly the coverage levels required.

### **Certification Levels and Training Requirements**

For a firefighter to become certified, they must complete both the Firefighter I and II certification levels and pass an accompanying exam. Additionally, each candidate must complete HazMat Awareness and Operations levels and pass the accompanying exam to become a certified Firefighter. This course typically requires 8–12 hours per week for 4–6 months.

An EMT Basic requires between 150 – 170 hours of classroom instruction and practical skills with 12–36 hours of clinical time and must pass the National Registry of Emergency Medical Technicians (NREMT) exam to work as an EMT.

An Advanced EMT requires an additional 140 – 180 hours of classroom time and practical skill with 48-120 hours of clinical time and must pass the NREMT exam.

A Paramedic requires 1,200–2,000 hours of classroom time with 6 to 9 months of clinical time working in the ER, OR, Labor and Deliver, Psych Unit, ICU, and EMS Shifts, and must pass the

NREMT exam. Most paramedics also have a Bachelor of Science degree in Emergency Care. Several of our current paramedics have these bachelor's degrees, with others only a few classes from completion.

Santaquin City's Fire and EMS license requires at least one Advanced EMT or Paramedic and a second certified EMS member to respond to all calls for medical service.

During the daytime, we have two members on the ambulance, with an engine or brush truck responding for assistance. At night, we have 3 members available on the ambulance and only utilize the fire apparatus if/as needed for additional help or for traffic accidents.

Each EMS certification requires 25 hours of continuing medical education (CME) each year for recertification. These certifications are valid for a two-year period.

Our Firefighters must maintain 25 hours of continuing education (CE) each year for recertification. These certifications are valid for a four-year period through UFRA. In addition to these structural fire certifications, each member

### **Future Staffing of the Fire and EMS Department.**

As the department continues to grow, and call volumes continue to increase, we will consider further staffing needs. These future needs would consider both EMS coverage and fire suppression. I do not feel that Santaquin is ready to move to a full-time agency, utilizing only full-time members. I do see the need to prepare for 24/7 coverage using our part-time members, and on-call staff to back fill and supplement our staffing needs.

As we move forward, we will be looking at options for staffing with a minimum crew of five members. This will allow us to meet the NFPA standard of 2-IN/2-Out. Currently we have several members who only carry a single discipline certification, some are EMS only, and others fire only. These members need a slot available, allowing them continued employment opportunities. There is no reason to lose these valuable members.

In the future, as we look at hiring full-time employees, these members will be required to have both fire and EMS certifications. This will allow the greatest flexibility when staffing our station.

As we continue to advance and improve the department and staffing, my goal would be to eventually hire three full time Captains. These captains would be required to have both their paramedic and firefighter certifications, and several years of experience. These individuals would also be on a rotating shift schedule. The rest of the daily crew would be part-time members. We would then slowly add additional positions as the need arises. These positions are anticipated in the next three to five years, depending on the participation of our part-time and on-call members and dependent upon funding availability.

### **How do we fund this???**

Additional funds for this will not magically appear. We understand that and know that it comes with a cost. After evaluating our current budget, we have identified a few areas that can be postponed. This includes the construction of a pump test pit tentatively budgeted for at the PW

building. We also did not use a sizable portion of our Wildland line item this year. This was due to a quiet wildland fire season. However, we also did not bring in anticipated Wildland fire revenue as in past years due to this slow season. A new revenue stream for EMS calls in Utah County can somewhat help to offset the initial cost of proposed wage increases. With House Bill 303 taking effect this year, City and County agencies (specifically Utah County) are required to provide, or contract with a provider of Emergency Medical Services (EMS). These services have been provided to the un-incorporated areas of Utah County within our licensed area without compensation for over 20 years. We recently updated our Utah County Fire contract, which now includes EMS re-imbusement for calls in these areas. To date, I have invoiced \$13,860.00 to Utah County for these services. This invoice amount covers from January 1, 2022 to November 19, 2022.

While these may be small amounts, we need to contribute to this program. We are also willing to contribute \$50,000 from the Fire Department Reserve Fund to make this possible for the 2022-2023FY. While this fund has some funds available, we need to use caution and be mindful of the intent of this fund. This fund was originally started to save money for future needs within the department, mainly a new Ladder Truck. Over the last few years, we have had to use some of these funds on an emergency basis to replace or repair broken equipment. This current budget year, just over \$100k of this reserve fund was used to purchase portable radios and extrication equipment that was needed for the department. This was almost 10% of our annual department budget.

## **GOALS FOR DEPARTMENT WITH TIMELINE**

### **FY 2022-2023 (Current FY)**

- Increasing FD wages to meet market conditions and staffing needs (\$182,000 annually)
- Order a new ladder truck (36–48-month lead time). There would be no funds required upfront or out of pocket to order this apparatus. Placing the order asap allows us to get in the order line, and to lock in the current price of the apparatus now. Prices have increased by 20% over the last 12 months. This is an item that will need to be bonded for, either combined with Station 142 or with a separate bond.

### **FY 2023-2024**

- Increase staffing levels for both on-call and part-time members. This proposed increase in staffing level includes
  - Having an on-call Paramedic 24/7 with an existing vehicle
  - Scheduling a minimum of four on-call firefighters at night to ensure that we have at least one staffed fire apparatus that is able to respond to calls
  - Increasing the wage of the Fire Marshal to reflect the time spent with those specific duties
  - Hiring an office assistant to help with office-related duties, and to assist with the front window when the administration moves to the new building, which will allow the chief more time spent with the crew, performing daily tasks and training to increase the knowledge and skills of our members
  - Reclassifying Emergency Manager from part-time to part-time with benefits because of the increased workload overseeing grants, and other projects
- Additional office space for Fire Chief, Fire Marshal, and Emergency Manager. Continued use of the office space downstairs for the crews, and Battalion Chiefs.
- Modification of existing public safety building facilities for sleeping quarters and other needed uses to provide round the clock coverage.

### **FY 2024-2025**

- Creation of additional facilities for staffing of FF/EMT's 24 hours per day. This includes individual dorm space and day room and having access to adequate restrooms.
- Planning for bonding and construction of Station 142. This bond could include funding for a new ladder truck.
- Consider the hiring of 3 full-time captains. This would allow a consistent supervisor each day who would oversee the shift personnel.

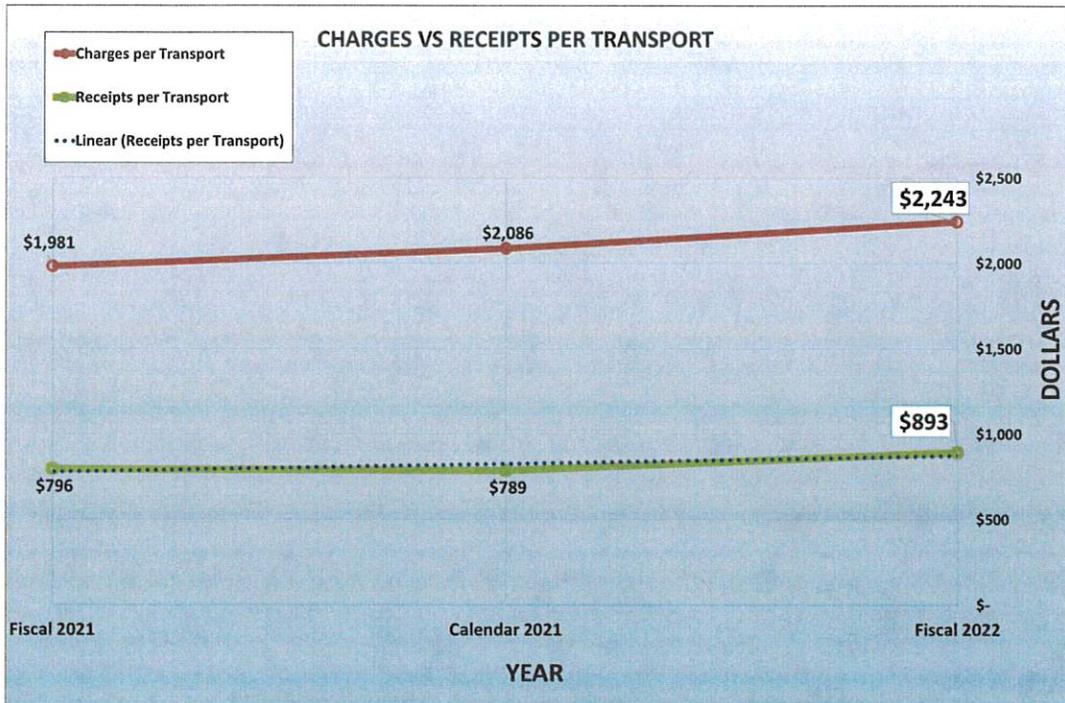
### **FY 2025-2026**

- Start construction of Station 142.
- Take delivery of the new aerial truck.
- Hire 3 full-time FF/PM/captains to help manage crews, 24/7 coverage with part-time members for one station. This would be a crew of 5 dual-certified members or 4 dual-certified members with 1 EMS-only member (2-In/2-Out).
- Replacement of engine for rotational purposes

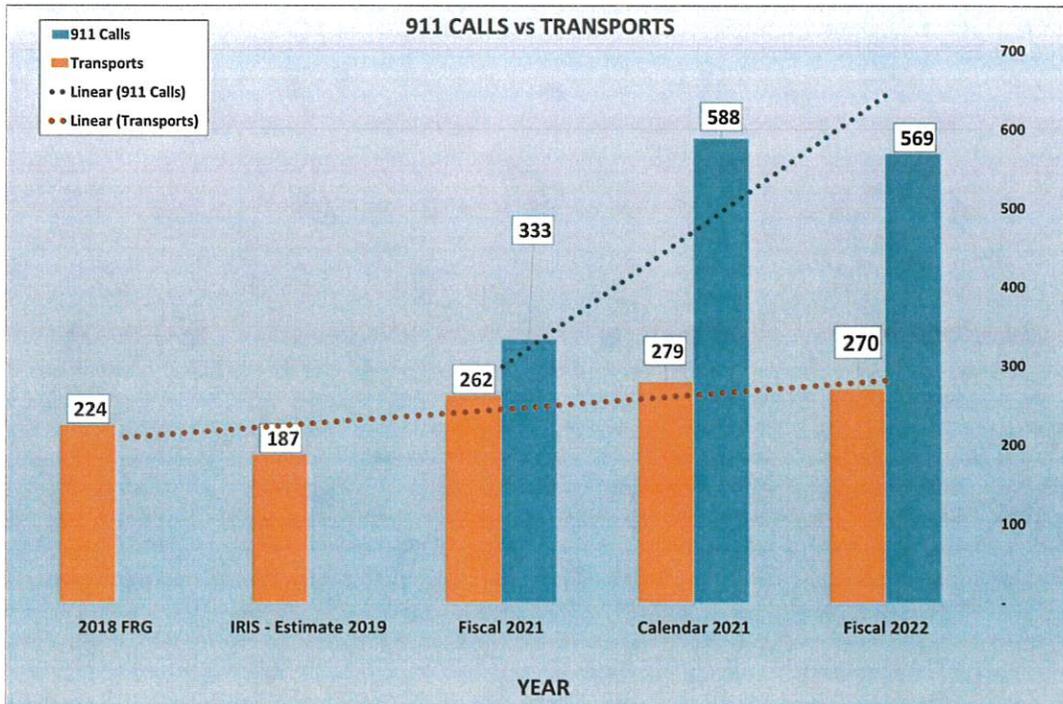
**FY 2026-2027**

- Open Station 142
- Purchase new Osage ambulance
- Additional staffing based on call volume

## APPENDIX

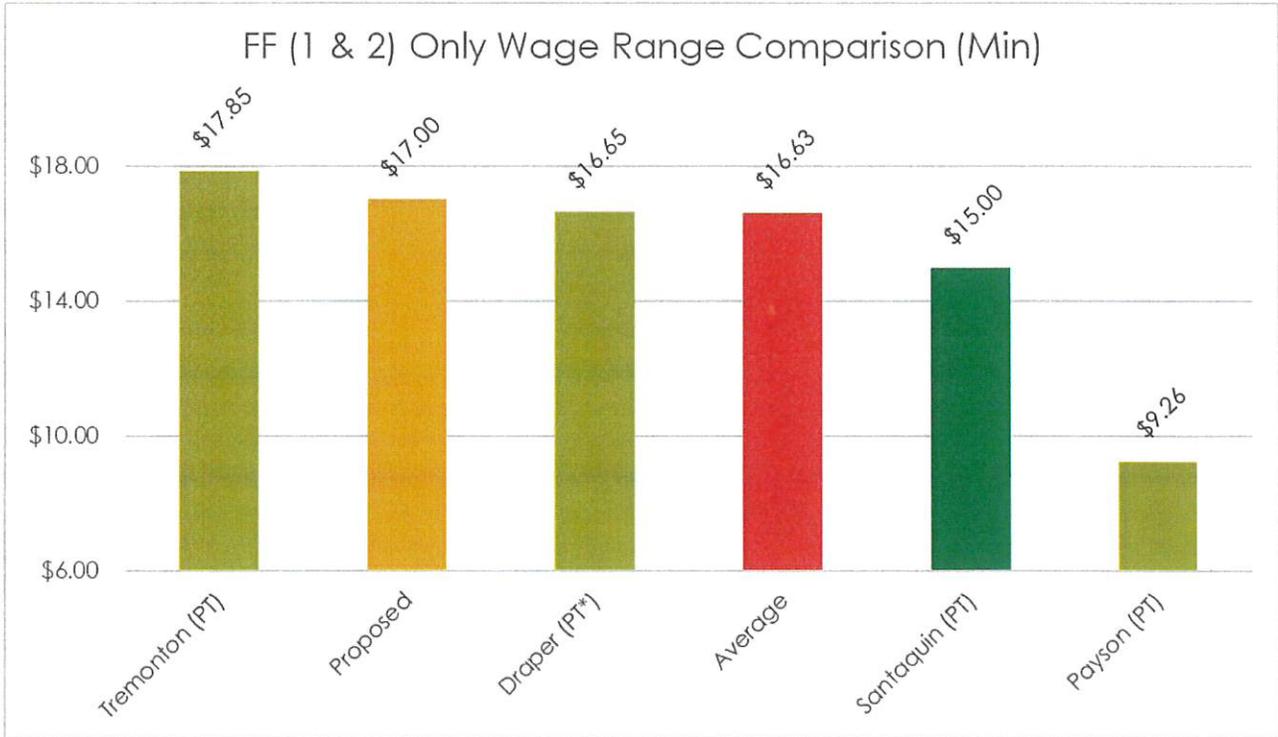


See "Dashboard Data" tab for supporting data.

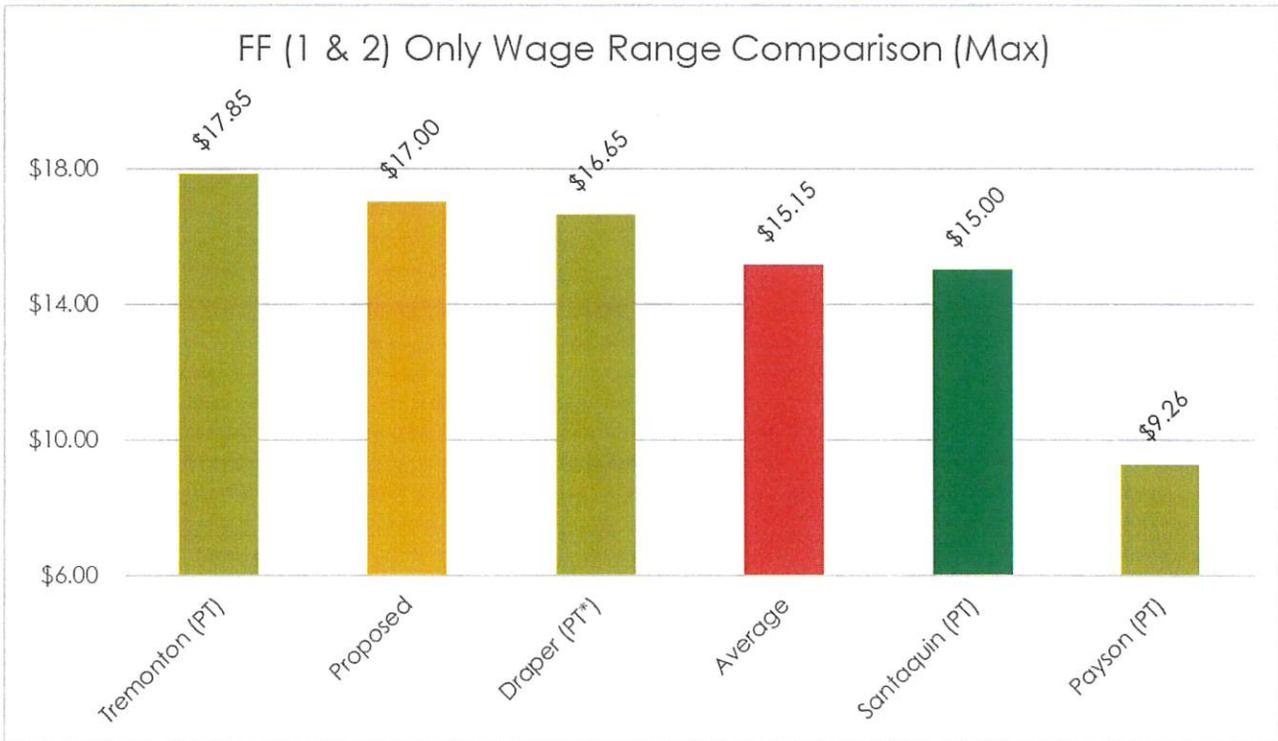


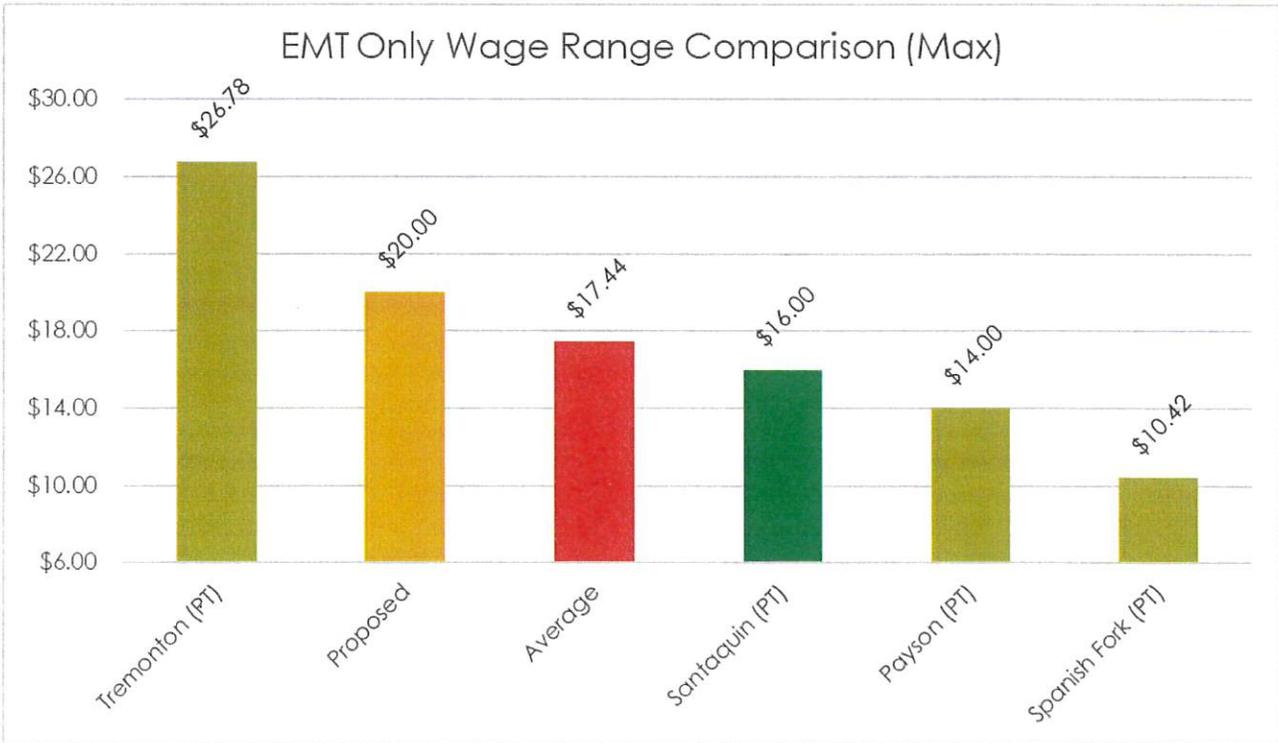
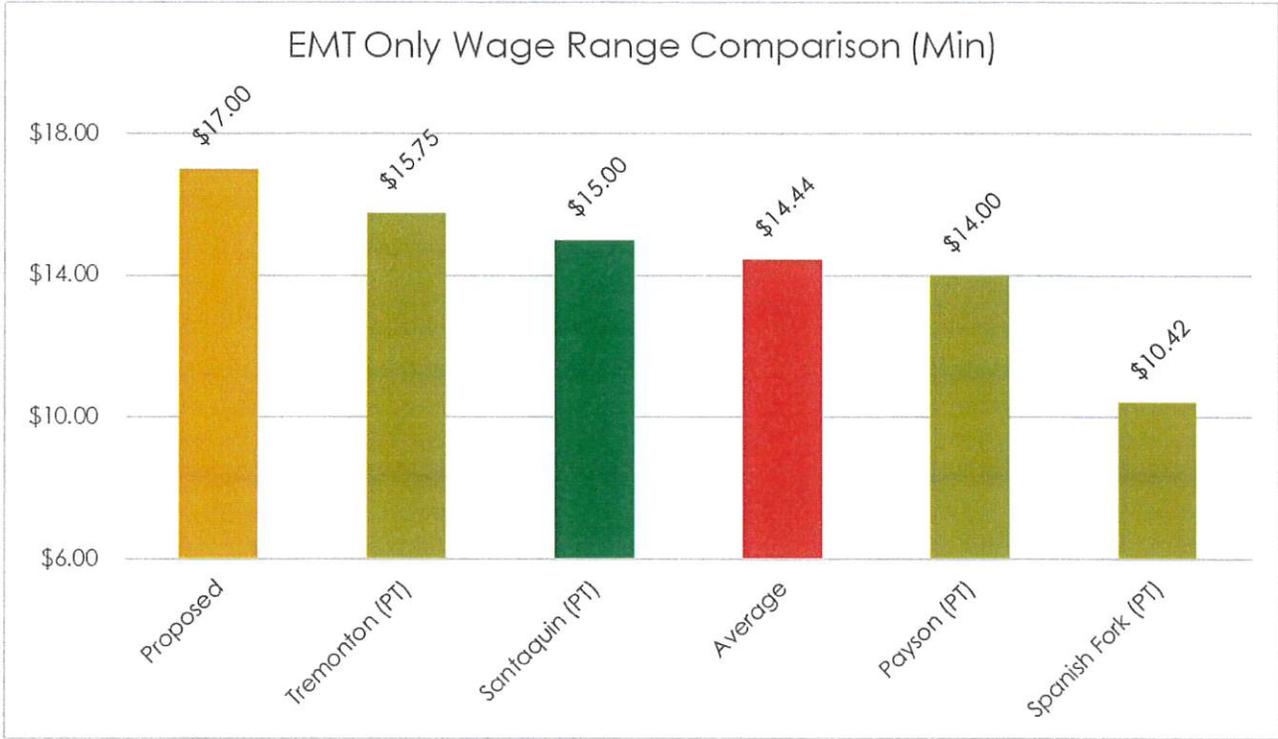
# APPENDIX

FF (1 & 2) Only Wage Range Comparison (Min)

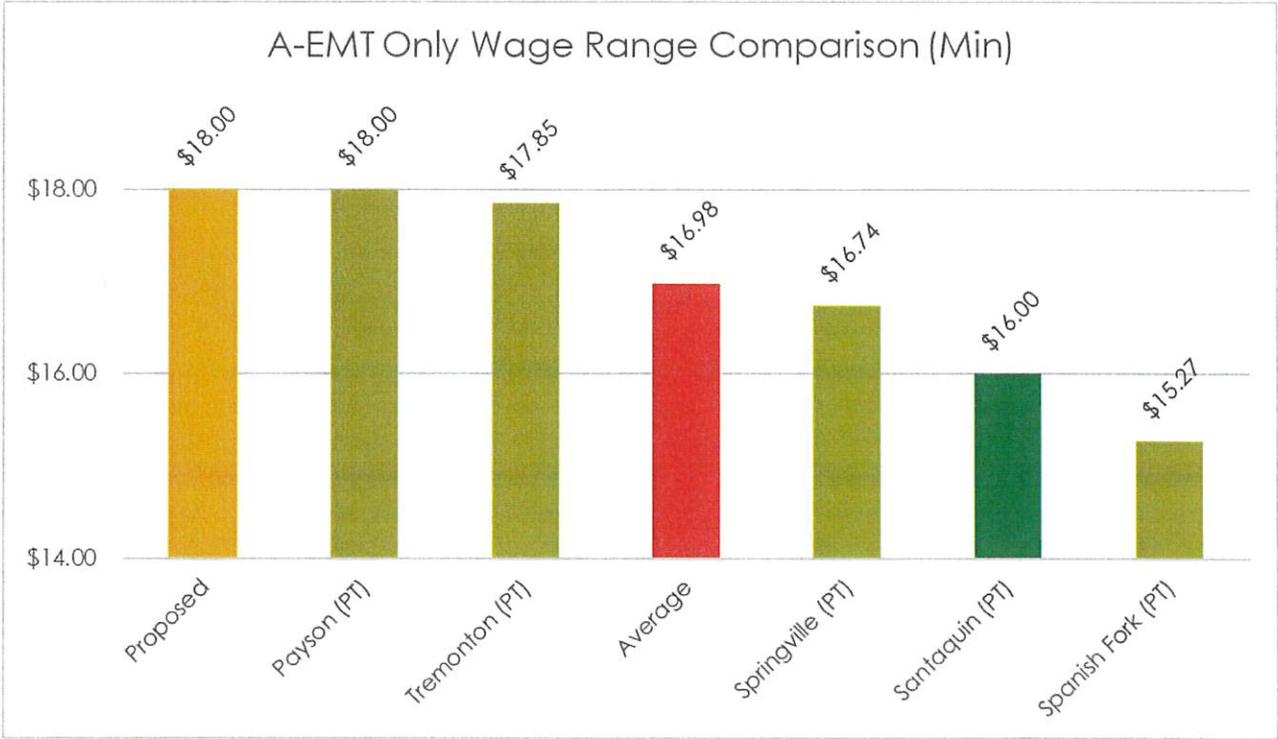


FF (1 & 2) Only Wage Range Comparison (Max)

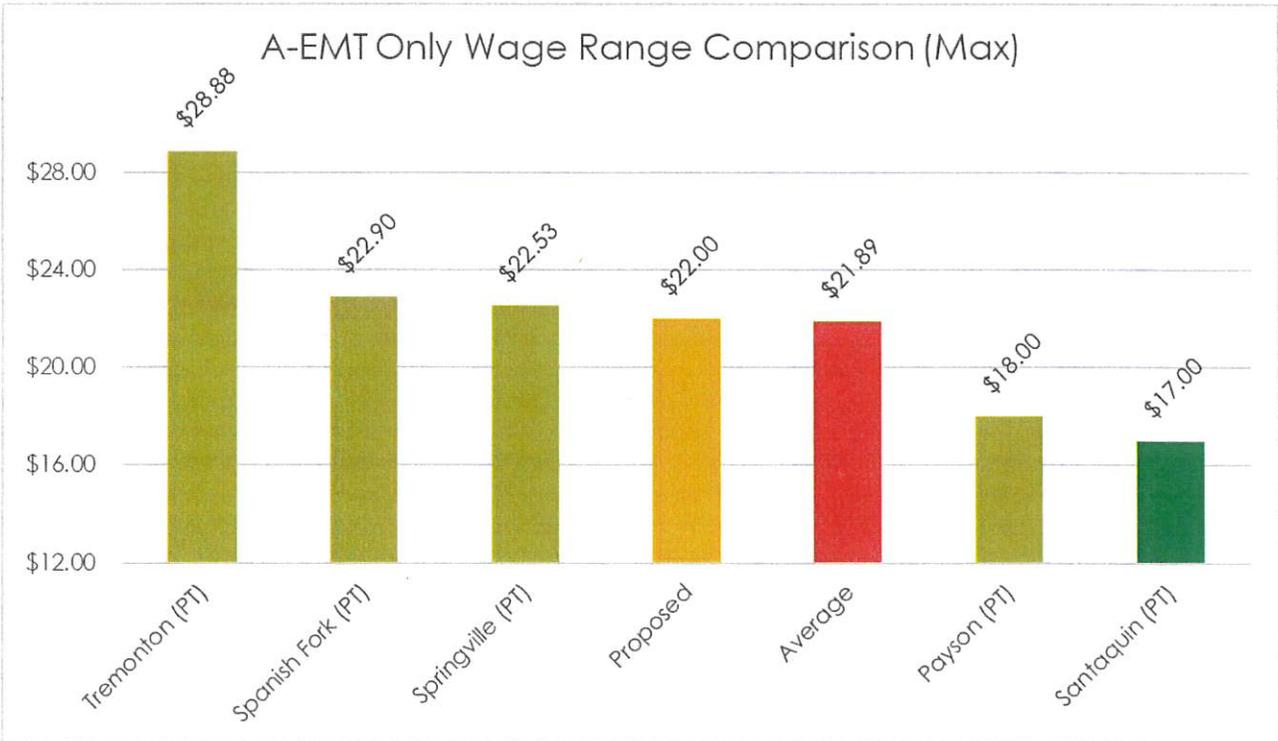


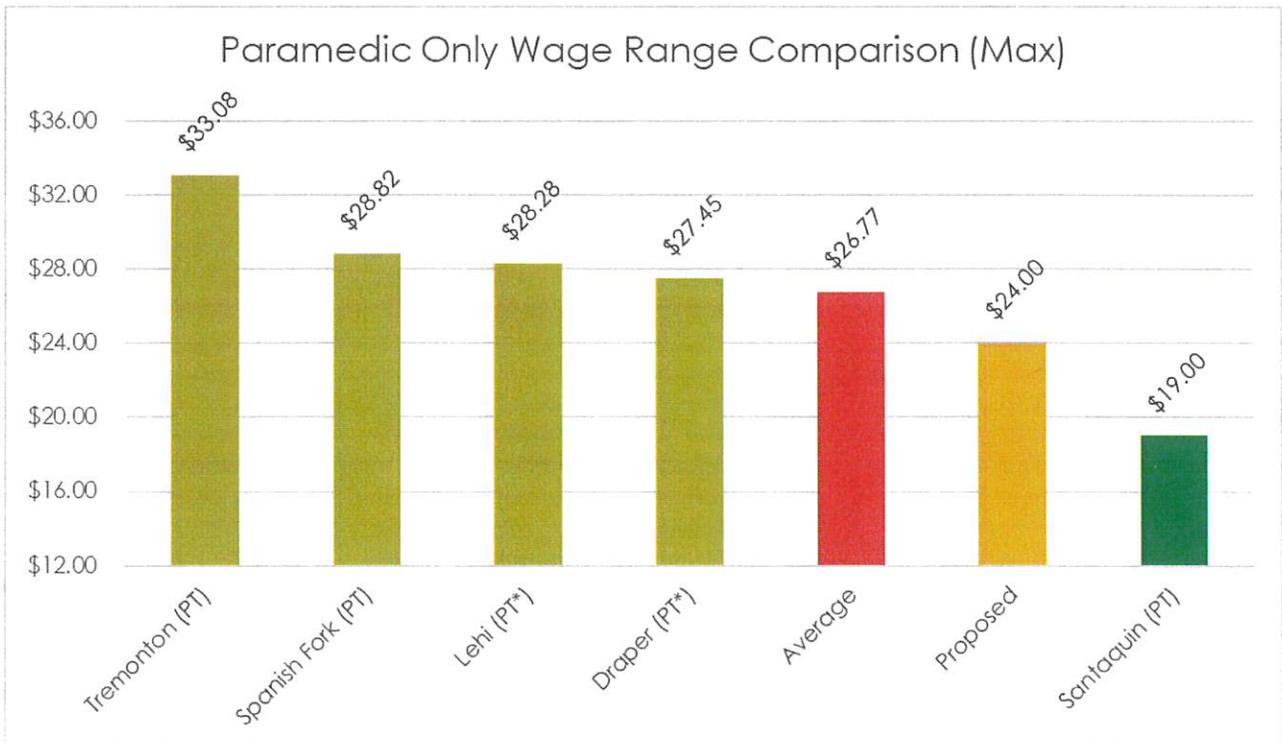
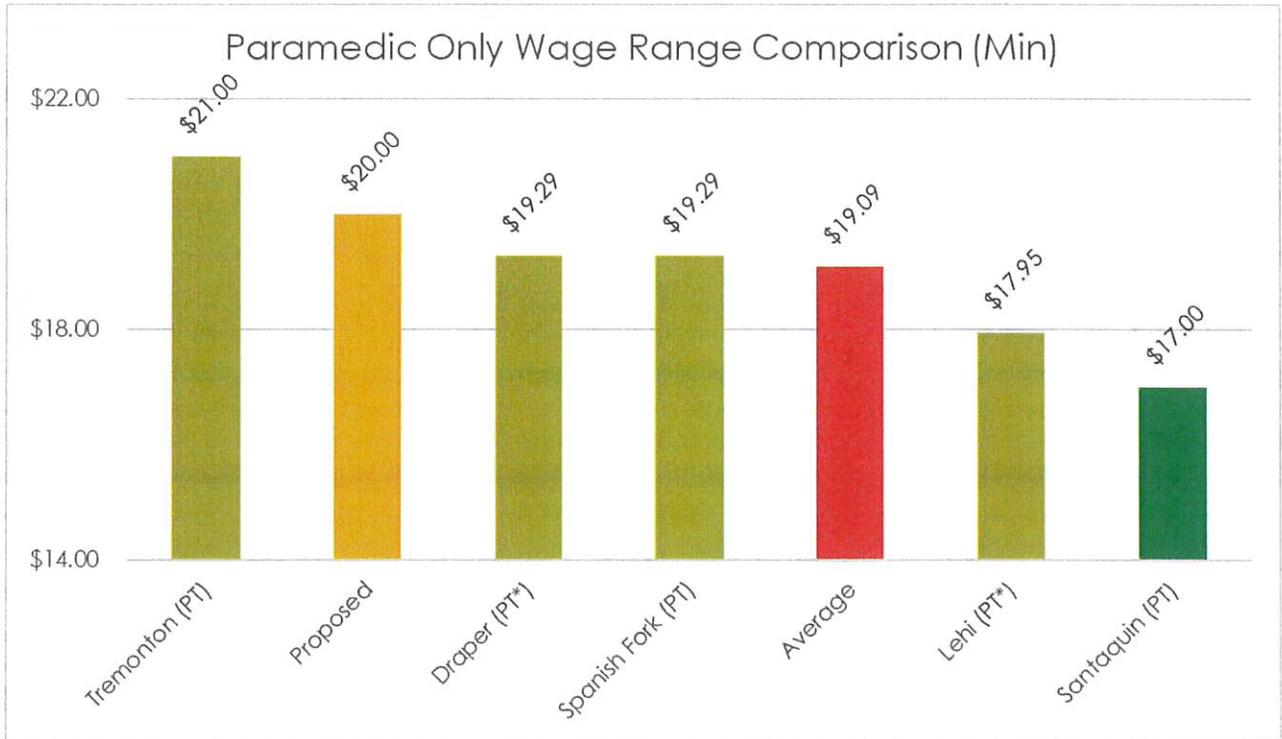


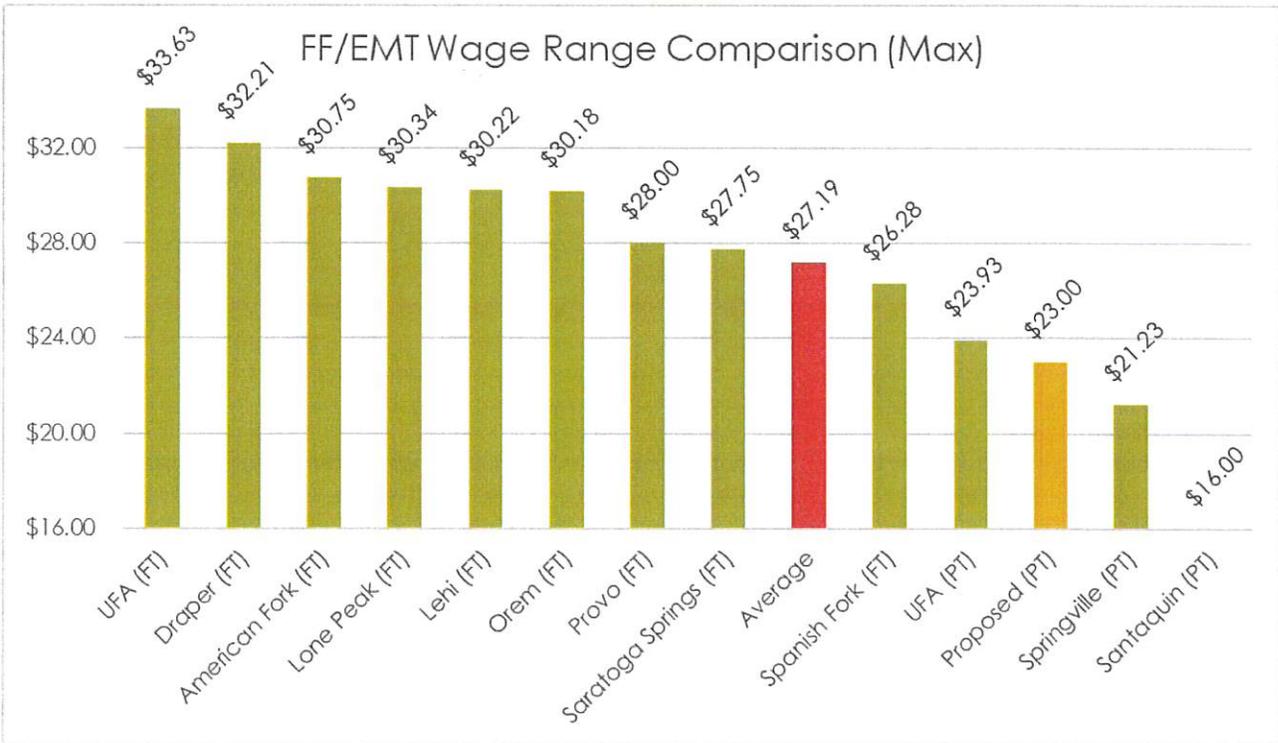
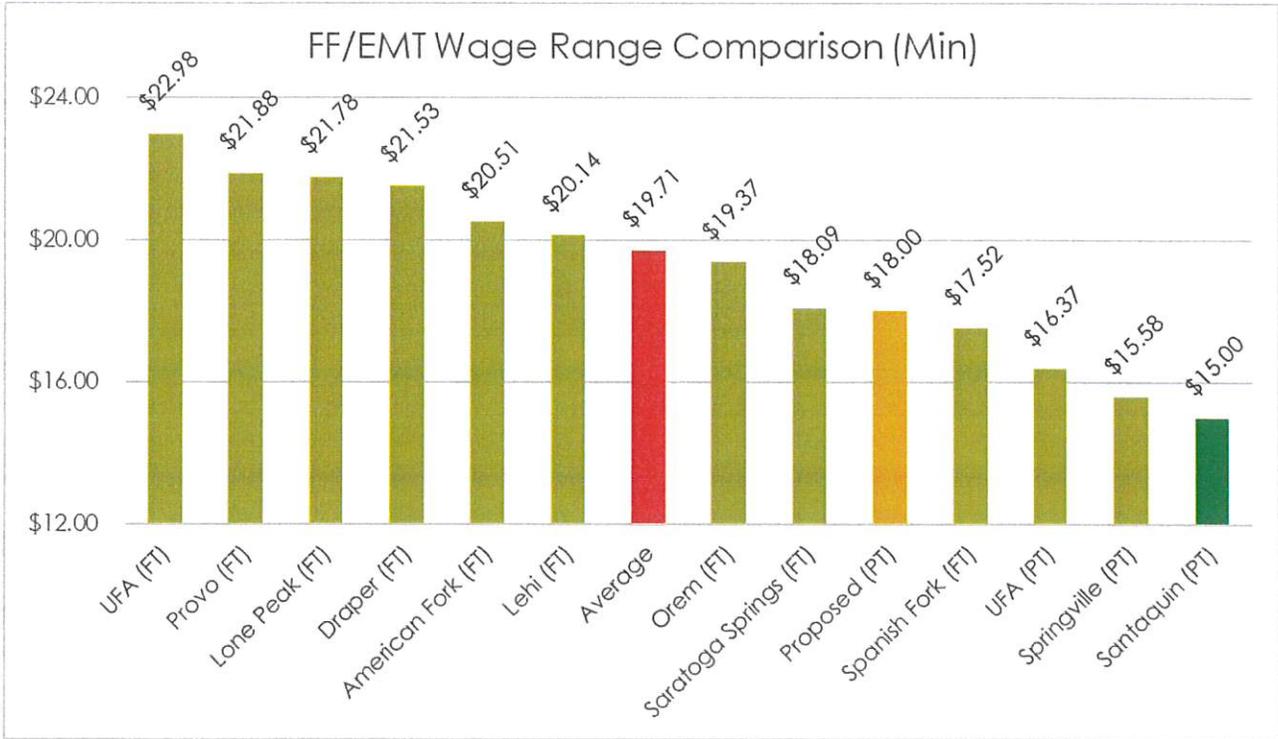
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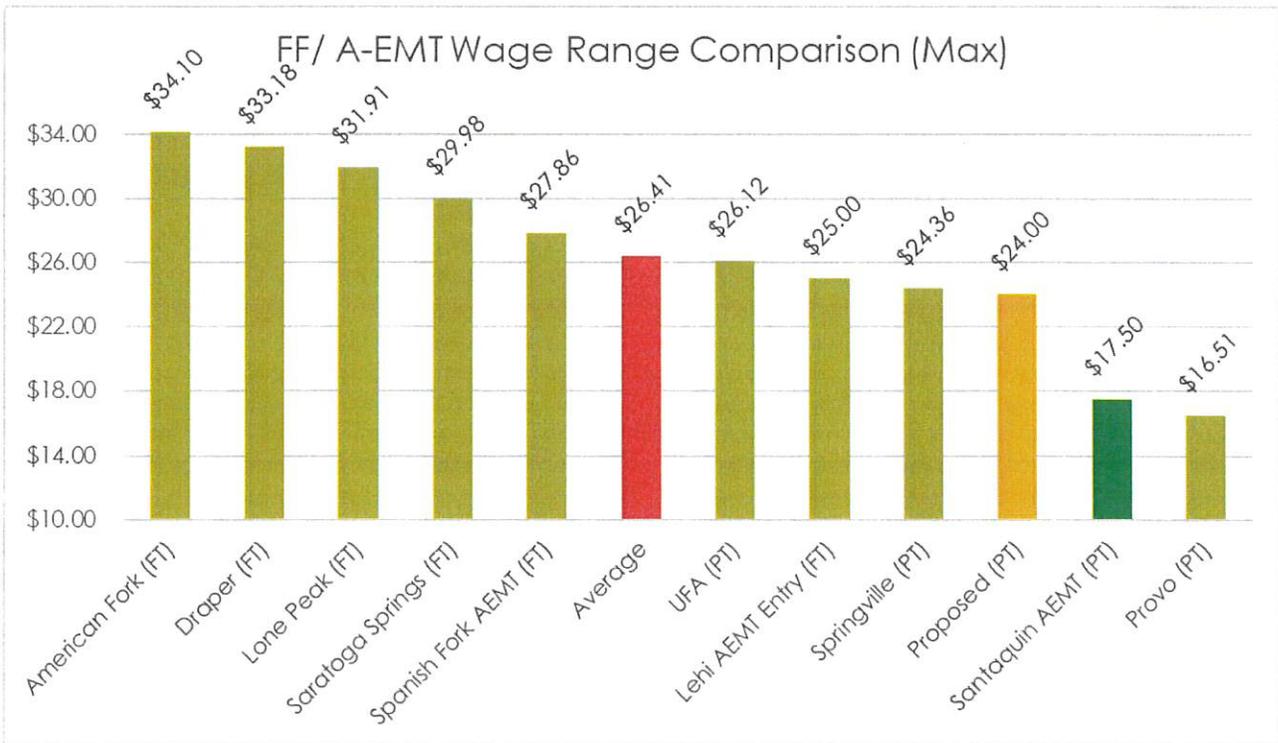
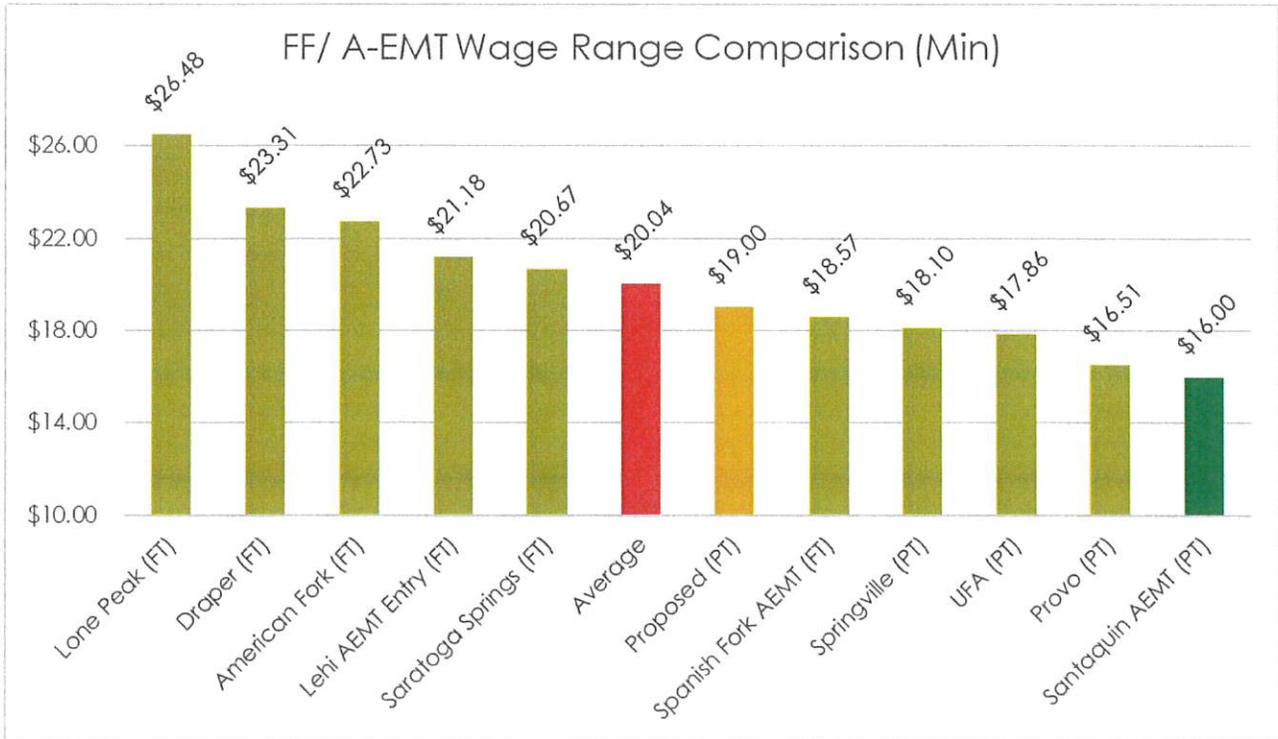


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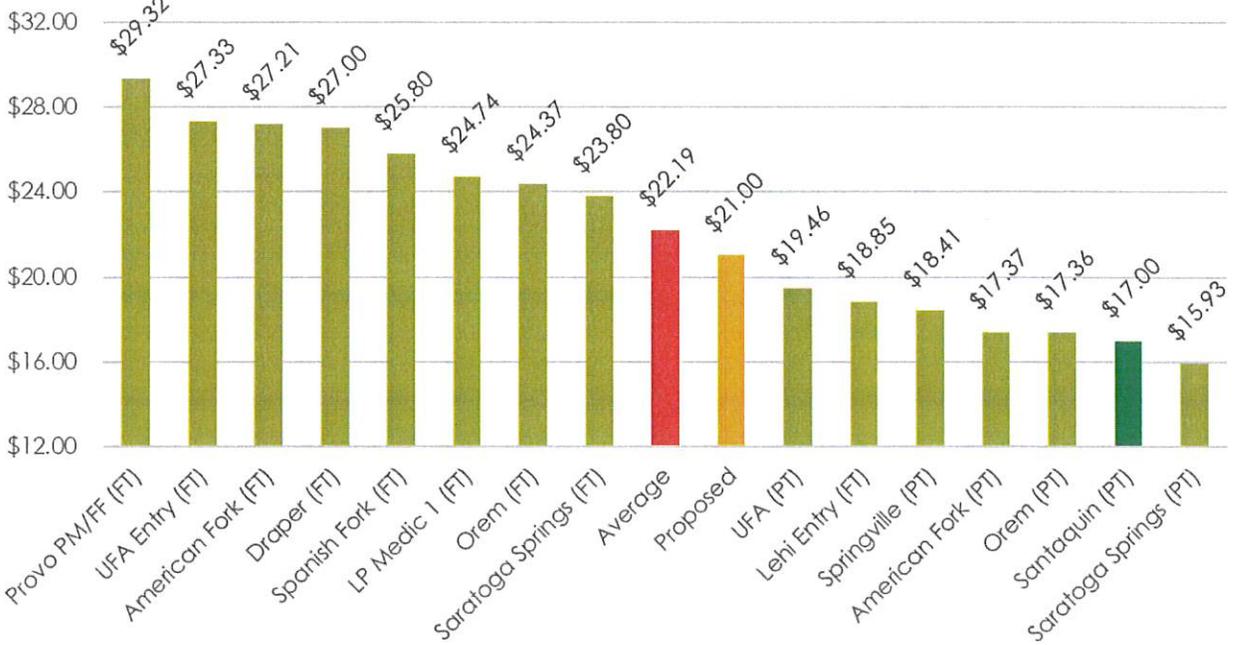




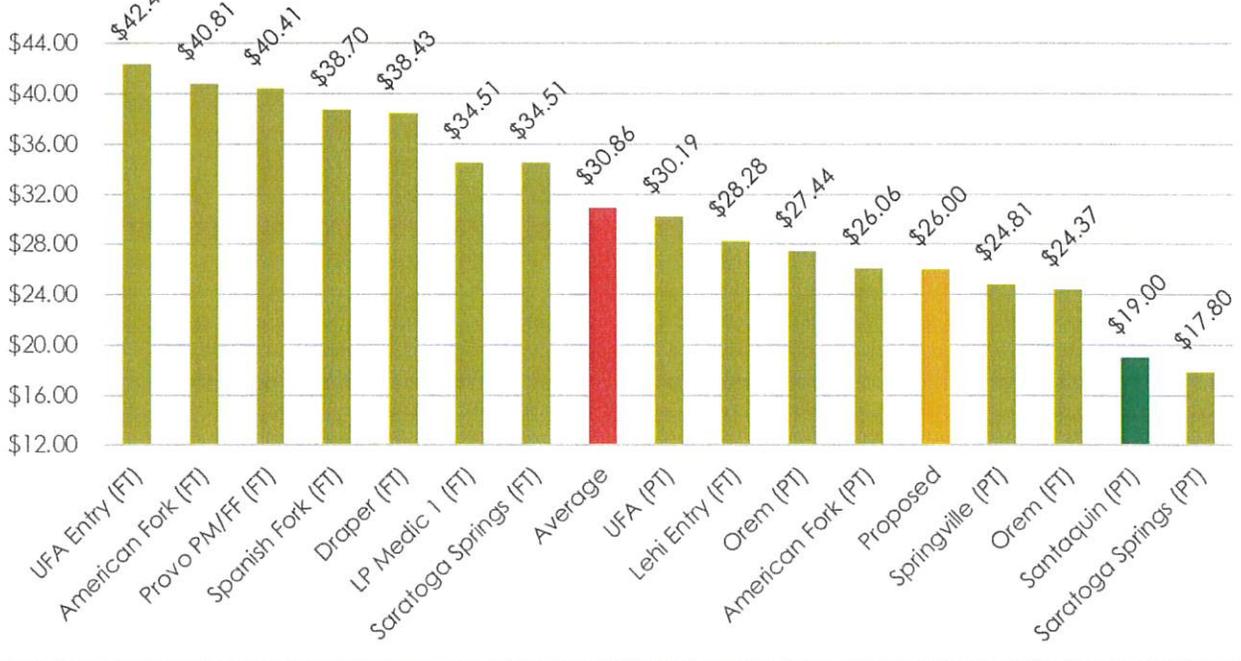




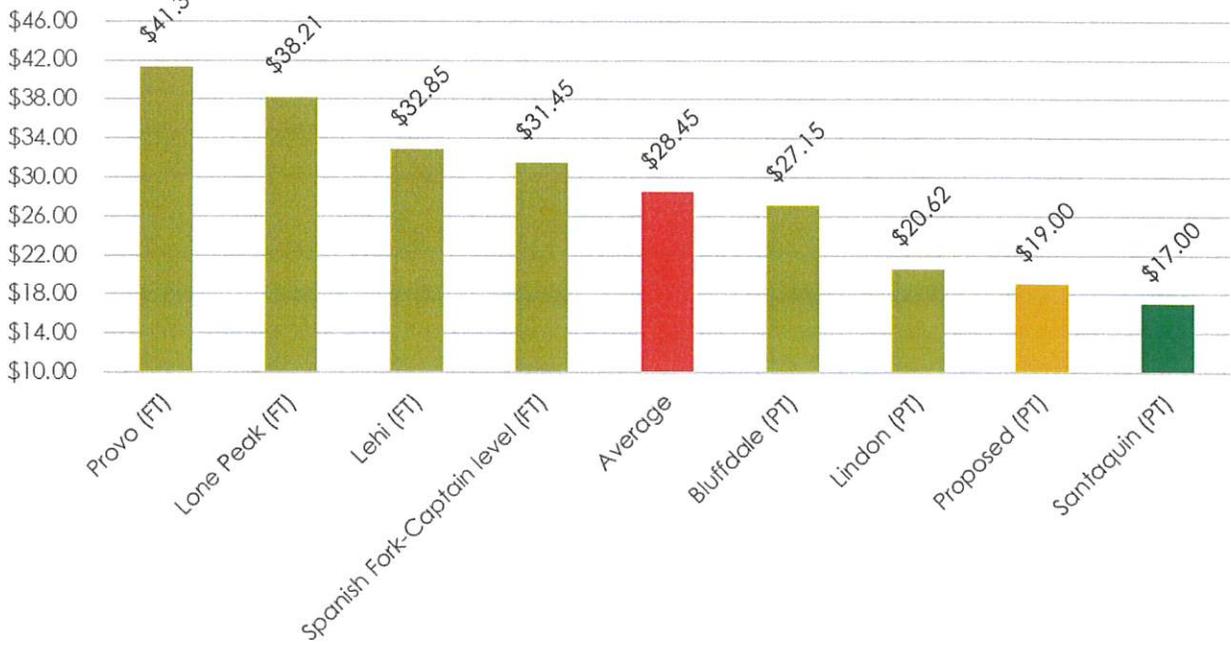
### Firefighter Paramedic Wage Range Comparison (Min)



### Firefighter Paramedic Wage Range Comparison (Max)



### Emergency Manager Wage Range Comparison (Min)



### Emergency Manager Wage Range Comparison (Max)

