

**MINUTES OF LAYTON CITY
COUNCIL STRATEGIC PLANNING
WORK MEETING**

MARCH 28, 2019; 4:08 P.M.

**MAYOR AND COUNCILMEMBERS
PRESENT:**

**MAYOR SCOTT FREITAG, JOYCE BROWN,
SCOTT CARTER, TOM DAY, AND JOY PETRO**

PARTICIPATED ELECTRONICALLY:

BRUCE DAVIS

STAFF PRESENT:

**ALEX JENSEN, STEVE GARSIDE, KEVIN WARD,
TRACY PROBERT, AND KIM READ**

The meeting was held in the Council Conference Room of the Layton City Center.

Mayor Pro Tem Petro opened the meeting and turned the time over to Staff.

FIRE DEPARTMENT REPORT AND BUDGET DISCUSSION

Scott Adams, Assistant Fire Chief, stated Staff was prepared to discuss the proposed conversion from a part-time, paid on call, to a complete full-time Fire Department. He explained the part-time demographic had recently changed in that applicants weren't coming to be a part of Layton City; rather, they were applying to become trained until they found full-time employment and shared some examples. He explained the challenges of keeping enough firefighters to man the stations and indicated they were always at minimum staffing. He added those in part-time positions couldn't work more than 29 hours per week, on an annual average and the City required they work a minimum of 12 hours per week on an annual average to retain their position with the City. He reported the City currently had 39 part-time positions and reviewed how those were utilized at each station. He reviewed some of the practices implemented to entice longevity and identified why they hadn't been successful.

Mayor Freitag arrived at 4:14 p.m.

Councilmember Petro requested clarification on the residency requirement and Chief Adams responded the City no longer required residency except for those employees allowed to drive vehicles home.

Councilmember Davis inquired why the part-time workers were restricted to working 29 hour per week and Chief Adams responded that was the maximum allowed hours to work without the City having to provide retirement and healthcare benefits. He stated any hours worked beyond the 29 hours would constitute a full-time employee.

Chief Adams stated Scott Maughan, Battalion Chief, had completed research specific to turnover with part-time positions and stated the department was proposing to take the 39 part-time positions converting them 15 full-time personnel. He clarified this would create 15 full-time positions; rather, it would only increase one person, per fire station, per shift. He added this would allow adequate coverage for employees on "leave" and the other firefighters would cover those two spots currently being covered with part-time employees.

Chief Maughan reported the current budget figures for the part-time paid on-call staff and clarified the increase would compose five men per crew, the ability to allow three men off per day and remain fully staffed at 18. He informed the Council an increase of approximately \$280,000 would be needed to convert to the 15 full-time positions. He explained how the part-time employees would transition to full-time.

He believed this was a conservative number and would accomplish the goals identified by the City's Fire Department and a discussion took place about the changing demographics of those applying for full-time positions. Jason Cook, Battalion Chief, stated there was a time when the part-time staff were oftentimes tenured firefighters from other agencies which lived in Layton and wanted to work here for part-time hours, and pointed out that was no longer the case. The individuals applying now come in with very little experience, credentials and skills with apparatus and indicated a significant amount of time was spent supervising and mentoring. He shared the longevity numbers specific to the current part-time employees.

Chief Cook reminded the Council salary comparisons and position comparisons with other cities and announced other cities had abandoned their part-time programs many years ago due to similar circumstances. He believed Layton had been able to continue with the part-time positions because many of those had longevity with the Department and the revolving door effect wasn't prevalent.

Chief Maughan emphasized the Department wasn't requesting additional daily staffing; rather, to keep the current Staff as it was, just change the scheduling of time off.

Councilmember Day asked if the City would be able to retain the full-time staff if these changes were implemented and Chief Maughan expressed his opinion the City was competitive. Chief Adams mentioned the Tier II retirement had significantly impacted retention of full-time firefighters and shared some examples. Alex Jensen, City Manager, pointed out there was some loyalty to Layton Fire Department and Chief Cook added the City's Fire Department had a tremendous reputation throughout the state.

Councilmember Brown asked if the additional \$280,000 request would allow the City to hire those in lateral positions and Chief Maughan believed it would and explained the formula used to propose that figure. Councilmember Brown also asked about the six firefighter positions approved during the budget process two years ago and Chief Maughan responded those six had been hired and assigned to the second ambulance at Station 51; two for each shift.

Councilmember Day asked if the Fire Department was comfortable with the numbers of employees until the new station was constructed and operational and Chief Maughan responded in the affirmative if the Council approved the proposal and funding request.

Mr. Jensen suggested the changes would phase in over time and didn't believe there would be a rush all at once and believed it would happen in a very measured way. Chief Maughan explained how the recruitment would take place in conjunction with those lateral positions from other departments. He indicated hiring for the positions would begin as soon as July and would be completed in October. Chief Cook believed there wouldn't be any pushback or resentment from the part-time individuals who would lose their positions with the City.

Councilmember Brown requested clarification regarding how vacation time would be allowed and scheduled off and a discussion took place specific to that and the staff which might have the opportunity to retire within the next few years.

Chief Adams expressed his opinion the change needed to take place before Station 4 is constructed and operational and Councilmember Day asked how the new station would affect staffing at a new facility. Chief Maughan responded it would require staffing of 9-12 people.

There were no additional questions from the Council.

Mr. Jensen announced he had requested the Chiefs also address the inter-facility transport volume and how the Type II ambulance purchased last year was implemented and indicated another one was requested to be purchased this year. He reported Mayor Freitag had inquired about the revenue recognized

from the inter-facility transports and whether the staffing for those units decreased the number of individuals assigned to each fire station for emergencies. He also indicated station prioritization and staffing would be addressed.

Chief Adams indicated he would address transport issues and announced the City was in its 25th licensing year. He explained the City's ambulance license was an exclusive geographical license which required the City to provide 100% of the ambulance service, by law, within the licensed area; all of Layton City. He added the City's ambulance was providing transport servicing from Davis Hospital to either McKay, Ogden Regional, Intermountain Medical Center, or University of Utah Medical Center prior to the new IHC Layton Hospital. He indicated this averaged approximately two transports per day; however, since the new IHC Layton facility opened they were transporting on average four per day. He explained Staff had to ensure appropriate coverage for the City when ambulances were being used for transport services and reviewed some of the implemented processes to ensure coverage.

Chief Cook stated not every ambulance agency provided inter-facility transport services and shared an example. He reported the impact of added revenue these services provide is such that many municipal fire departments had attempted to change agreements which would allow them the opportunity to provide the inter-facility transport. He distributed a handout which illustrated the difference between transports and 9-1-1 service calls.

Chief Cook reported the City had recognized an increase in inter-facility transports since the completion of the new IHC hospital, which the City had anticipated and was instrumental with the implementation of the Type II ambulance. He reviewed the information included in the handout pointing out the City had collected almost \$800,000 in revenue last year. He explained the Type II ambulances, smaller ambulances in which a single patient and a single caregiver for transport from one facility to another, had been very successful. He pointed out the fuel savings and expressed his opinion it was extending the life of the larger ambulance, which was why a second Type II ambulance had been requested in next year's budget. Chief Maughan clarified transports accounted for one third of the revenue but about twenty-two percent of their business. He pointed out the information provided in the handout didn't account for one full year of statistics.

Councilmember Brown requested clarification on the protocol used to determine the facility a patient would be transported to. Chief Cook shared a scenario and explained a certain facility might not have the capability to provide the necessary care for specific patients and emergency staff has knowledge of where the patient could receive appropriate care and a discussion followed. Chief Maughan added the IHC model was to filter their patients to sister facilities.

Councilmember Davis inquired if patient care was driven by insurance as to which facility patients were transported. Chief Cook responded there was some accuracy in that statement; however, patient severity was always the overriding factor followed by insurance requirements and shared an example.

Mayor Freitag asked if Emergency Medical Staff could provide the number of hours dedicated to inter-facility and the number of times more than one inter-facility transport was taking place. Chief Adams asked if the Mayor wanted man-hours or unit hours and a discussion followed. Chief Adams believed unit hours could be researched but man-hours would be more difficult and the discussion continued.

Mayor Freitag clarified he was trying to identify the risk to the 9-1-1 service with how often the Staff was unavailable to provide emergency services because they were involved with inter-facility transfers. Chief Maughan suggested that data could be identified by the number of times in which additional Staff was called in to cover those circumstances. A discussion followed. Chief Adams stated Staff would explore how that information could be identified and reminded the Council Staff had been hired for this specific purpose and the revenue has covered those expenses. He added that same Staff then was available to also respond to 9-1-1 emergencies when the inter-facility transfers were not taking place and Staff had

considered this a bonus in that the manpower was being paid for from the transfer revenue.

Mayor Freitag stated the Council would need to identify how to staff future fire stations and suggested this information would help identify how the City would propose to staff future stations. Chief Cook mentioned the department averaged approximately 4.2% increase in calls prior to the additional personnel being hired. He added in the past several years that 4.2% percentage remained the same; however, the number became bigger as the total calls increase. He also expressed his opinion that increase would continue based on the population increases associated with high-density housing and suggested the demand for service would increase exponentially.

Mayor Freitag expressed concern the revenue increase from year to year couldn't justify the expense in converting to a full-time department. He pointed out the Fire Department was now stating the priority wasn't a new fire station; rather, it was to have a full-time department and another ambulance and the Council had to determine which was best from two competing priorities. Chief Cook responded buildings don't put out fires or respond to 9-1-1 calls and stated the City was required to have reliable, well trained people to manage incidents. He added if a new fire station was implemented the staffing problems would remain the same and that's why Staff prioritized the staffing issue.

Mayor Freitag expressed concern this would prolong the staffing of future stations. Mr. Jensen believed the two weren't competing interests, but rather congruent interests as the department wouldn't be relying on part-timers with level of service problems that came with that.

A discussion took place regarding the costs associated with the Type I ambulances compared to the Type II ambulances. Chief Adams pointed out the Type II ambulances have afforded the City in not wearing out the Type I ambulances. Chief Maughan indicated it would be difficult to quantify the savings associated with using the Type II ambulances because maintenance costs specific to the use of the Type I ambulances would be speculative.

Councilmember Brown clarified the City was required to carry out inter-facility transfers and Chief Adams responded that was correct. The City's current license mandates that. Chief Maughan mentioned funds recognized from the inter-facility transfers pays for the program, training, staffing, equipment, fuel and any other expenses while still recognizing a sizeable fund balance which could be used toward another ambulance or other equipment. Chief Adams added that fund also paid for the two part-time positions and also the six positions the Council authorized for Station 51. Chief Maughan believed the EMS fund was funding 25 full-time positions and a discussion regarding the EMS budget took place.

Councilmember Brown asked about the possibility of the County eliminating its ambulance service. Chief Maughan clarified county funds were earmarked specifically for paramedic services and explained how those funds were distributed. He expressed his opinion a change in paramedic delivery within the county was inevitable. Councilmember Brown inquired if the level of service would force other entities to provide Layton City's level of service compared to the City lowering its standards. Chief Maughan believed Layton City would be the "standard" and others would raise their standards and a discussion regarding paramedic services took place.

Mr. Jensen requested clarification regarding the number of ambulance units used prior to the City becoming active with inter-facility transfers. Chief Cook responded the City staffed three and had the ability to "surge" to four, and indicated the City now had the capability to "surge" to a fifth if needed. He indicated that number was increasing in frequency. He emphasized the inter-facility transfers didn't drive that; rather it was 9-1-1 calls and clarified 60% of the time a 9-1-1 call or inter-facility transfer was received, a separate call was already in progress.

Councilmember Day asked when the new station would be needed to accommodate for the need. Chief Cook explained how the City could divert paramedic staff to cover another incoming 9-1-1 call to provide

care to residents within the community.

Mr. Jensen asked if the inter-facility transfers were of such volume that they were putting the City's EMS (9-1-1) service in jeopardy and asked how this was being managed as to not sacrifice needed care to City residents. Chief Cook emphasized Battalion Chiefs were responsible to be mindful of transports that go out of the immediate area to ensure there was proper coverage within the City. He added instances in which Layton City was relying on another entity to cover and come into Layton City were exceptionally rare, even with the call volume. He pointed out Staff did a very good job at managing the calls within the community right now. He emphasized the Battalion Chiefs have made it clear they would protect the Layton community and honor the City's license to manage incoming calls it received and a discussion followed. Chief Adams stated there were rare instances when all ambulances were out of the City and not available for services within the City if needed. A discussion took place regarding the impact the new IHC facility had on the City specific to providing inter-facility transfers.

Mr. Jensen expressed appreciation to Staff and believed the discussion had been very beneficial. Chief Maughan stated he would provide the Council with the requested information. A discussion took place specific to mutual aid.

Councilmember Brown suggested having another meeting with the legislators to discuss the pending Sales Tax legislation to allow the City the opportunity to explain how it would negatively impact the City. She indicated Staff should be prepared with hard figures to illustrate the point that Layton City depended on the revenue to provide funding for services, such as Fire and EMS services. Councilmember Petro expressed agreement with the suggestion.

MAYORS REPORT:

Mr. Jensen informed the Council he had hired someone to fill the Community and Economic Development Director's position. He stated Chad Wilkinson had been hired and would begin employment with Layton City on Monday, April 15, 2019. He reported Mr. Wilkinson would be coming from Bountiful City and stated he was knowledgeable in planning, zoning, and code and shared his background with the Council.

Mayor Freitag requested Councilmembers Davis and Petro be involved with the interview process for the public relations specialist and they both agreed.

Mr. Jensen reported he and Mayor Freitag would be meeting with an interested party for a project north of the Mall.

LAYTON TODAY

Mr. Jensen informed the Council the contract renewal with the Clipper would come up in June and the City would need to make a decision whether it wanted to continue with the publication. He suggested the Council consider the value of the publication in making that decision. He stated a representative from the Clipper had inquired if the City would be continuing and indicated the Layton Today publication hadn't been as successful as they had hoped and was also unsure about its viability and a discussion followed.

Councilmember Petro suggested those funds might be better appropriated elsewhere.

Councilmember Day pointed out the online version never materialized.

Councilmember Brown believed the new Public Relations Specialist might have a suggestion on some direction.

The Council discussed the value of the publication and determined to no longer continue with the publication. It directed Mr. Jensen to inform the Clipper of the Council's decision.

MAYORS REPORT:

Mayor Freitag provided an update regarding his communications with Ms. St. Clair regarding the fowl in Commons Park. He indicated he wasn't inclined to provide her with a reserved parking place along Wasatch Drive and requested the Council's opinion. Councilmember Petro pointed out the museum curator didn't even have a reserved parking spot and supported the Mayor's position. The Council expressed support for Mayor Freitag regarding this issue.

A discussion took place regarding the issue with UTOPIA being down or unavailable and its impact to commercial entities.

Mr. Jensen informed the Council the State had sent a letter to the owner of Chevron which indicated the station had been identified as the source of the fuel odor found in the area of Gentile and Angel Streets. He reported the residents were happy with the City's response with helping resolve the issue.

The meeting adjourned at 6:18 p.m.

Kimberly S Read, City Recorder