



MINUTES OF THE SOUTH OGDEN CITY COUNCIL ANNUAL STRATEGIC PLANNING MEETING

FRIDAY, JANUARY 21, 2022 – 3:00-8:30 pm
CITY HALL, POLICE CONFERENCE ROOM,
3950 ADAMS AVE.,
SOUTH OGDEN, UTAH, 84403

COUNCIL MEMBERS PRESENT

Mayor Russell Porter, Council Members Sallee Orr, Brent Strate, Susan Stewart, Mike Howard, and Jeanette Smyth

STAFF MEMBERS PRESENT

City Manager Matt Dixon, Parks and Public Works Director Jon Andersen, Police Chief Darin Parke, Fire Chief Cameron West, Finance Director Steve Liebersbach, Assistant City Manager Doug Gailey, Communications and Events Specialist Jamie Healy, and Recorder Leesa Kapetanov

OTHERS PRESENT

No one from the public attended this meeting

Note: The time stamps indicated in blue correspond to various audio recordings of this meeting. A link to each recording will be given in the minutes. The recordings can also be found at [southogdencity.com](https://www.southogdencity.com) or requested from the office of the South Ogden City Recorder.

Link for audio recording of this section:

https://www.southogdencity.com/document_center/Sound%20Files/2022/CCSP220121_1512.mp3

I. CALL TO ORDER/WELCOME

At 3:14 pm, Mayor Porter welcomed everyone and called for a motion to begin the meeting.

00:00:00

Council Member Smyth so moved. Council Member Howard seconded the motion. Council Members Orr, Strate, Stewart, Howard, and Smyth all voted aye.

- The mayor and staff gave a short report on the recent Weber Basin Water main break
00:02:43
- Fire Chief Cameron West gave his annual department report that had been postponed from a previous meeting. Visual slides from the presentation can be seen in Attachment A
00:19:57

II. REVIEW/DISCUSS FY2023 PLAN

City Manager Matt Dixon led the discussions for the remainder of the evening. After an introduction, he began a review of the strategic plan.

00:50:47

In the next section, attendees were divided into groups to brainstorm about things that needed to be accomplished under each initiative. The discussions were not recorded because everyone was talking at once and voices were indistinguishable. The presentations from each group were recorded and pictures of the initiatives posted by each group were taken. See Attachment B.

III. DRAFT STRATEGIC INITIATIVES

Fiscal Sustainability

- Overview 01:07:29
- Presentations/Discussion 01:16:09

Employees

- Overview 01:47:23
- Presentations/Discussion 01:56:09

Infrastructure

- Overview 02:10:52

At this point, the group took a break to eat dinner. When they resumed, a new recording was started. The recording can be accessed by clicking the following link:

https://www.southogdencity.com/document_center/Sound%20Files/2022/CC220121_1851SP.mp3

Infrastructure (continued)

- Overview 00:00:00
- Presentations/Discussion 00:05:30

Economic Development

- Overview 00:20:21
- Presentations/Discussion 00:27:44

Community Engagement

- Overview 00:43:31
- Due to the time, City Manager Dixon said they would have the discussion about Community Engagement at the next work session

IV. ADJOURN

- Mayor Porter thanked everyone for attending and called for a motion to adjourn

00:48:10

Council Member Howard so move, followed by a second from Council Member Strate. The voice vote was unanimous in favor of the motion.

The meeting concluded at 7:42 pm.

I hereby certify that the foregoing is a true, accurate and complete record of the South Ogden City Council Strategic Planning Meeting held January 21, 2022.


Leesa Kapetanov, City Recorder

February 15, 2022
Date Approved by the City Council

Attachment A
Presentation by Fire Chief West



Is a highly efficient organization dedicating its professional services to the city of South Ogden. It protects life, property, and assets of the City from any and all emergency situations through preparedness, prevention, and emergency services. It performs this service in a safe, timely, well-prepared, and compassionate manner in all emergency and non-emergency situations.

Accomplishments

- ▣ Increase in billing collections for ambulance transports
- ▣ Forward thinking in the reorganization to address Fire Marshal responsibilities
- ▣ Collaborative relationships with the various long-term care facilities within the city
- ▣ FEMA documentation for reimbursement of the 2020 windstorm
- ▣ The creation of a Rapid Damage Assessment Plan
- ▣ Assisted with the Weber Remembers Event
- ▣ Washing machine for turn-outs
- ▣ Extrication replacement tools for TE-82
- ▣ Substantial Assistance with COVID Vaccination point of distribution
 - SOFD was Recognized by the Weber-Morgan Health Department
- ▣ Training
 - Career Cert (online platform)
 - Weber County Fire Collaborative Training
 - ▣ 40th and Adams buildings
 - Hospital case review trainings

Reorganization

- ▣ Creation of a Captain II Position at Station 81
 - A Platoon Captain Assigned New Development
 - Plan reviews, fire sprinkler reviews, etc.
 - B Platoon Captain Assigned Current Businesses
 - Fire inspections for all businesses, preplanning of businesses, familiarity of businesses
 - C Platoon Captain Assigned Community Risk Reduction
 - Current projects are fire extinguisher training for all long-term care facilities, safety in the elementary schools
- ▣ Fire Marshal here everyday
- ▣ Part time Administrative Assistant

Ambulance Fund

- ▣ Transports to the hospital are averaging 100 per month
- ▣ New billing company
 - Monthly billings are averaging over \$187,000
 - Deposits averaging over \$68,000 per month with a total collected of \$817,157.68 for 2021
 - Greater transparency
 - Collecting for all supplies used based on local rates rather than national rates
- ▣ 60% of our transports are on TE-82 with the remaining 40% of those on A-81

Ladder Truck

The problem is that our current ladder truck is spending a substantial amount of time out-of-service.



Ladder 81

- ▣ 2007 100' Platform
- ▣ Out of service days
 - 2018 - 233 days (over 7 months total)
 - 2019 - 100 days (over 3 months total)
 - 2020 - 165 days (over 5 months total)
 - 2021 - 128 days (over 4 months total)
 - Six weeks straight in one instance
- ▣ No ladder truck to respond into South Ogden with current automatic aid
- ▣ Increase in maintenance
 - Motor is no longer made so parts are tougher to get or need to be fabricated
 - Warped head has had to be rebuilt twice now
- ▣ 20-24 month build process for a new ladder truck
- ▣ NFPA recommends ladder trucks to be placed in reserve status after 15 years of service
- ▣ Current L-81 will remain in our fleet as a reserve so we always have ladder coverage

Current Projects

With several multi-story apartment complex projects, South Ogden is in greater need now more than ever before of having a ladder truck.



Ambulance

The problem is that our current Ambulance 81 is spending a substantial amount of time out-of-service.



Ambulance 81

- ▣ 2014 ambulance
 - Out of service days
 - ▣ 2018 - 55 days (just under 2 months total)
 - ▣ 2019 - 70 days (just over 2 months total)
 - ▣ 2020 - 162 days (over 5 months)
 - ▣ 2021 - 124 days (over 4 months)
- ▣ Increase in maintenance
- ▣ Reserve ambulances are 2003 and 2008
- ▣ Replacement gurney with load system

Personnel

The problem is South Ogden Fire struggles with filling our minimum staffing levels.

		STATION #1										STATION #2									
DATE	TIME	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2	STATION #1	STATION #2
1/1/2018	00:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	01:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	02:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	03:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	04:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	05:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	06:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	07:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	08:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	09:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	10:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	11:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	12:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	13:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	14:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	15:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	16:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	17:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	18:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	19:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	20:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	21:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	22:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
1/1/2018	23:00	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2

Personnel

- ▣ Until we have FT staff to meet our minimum coverage requirement, our Department will continue to rely on waning support from PT staff to cover open shifts, sick call outs, training and special event requirements.
- ▣ Ever increasing public demand for professional, reliable and prompt emergency service requires cooperative agreements and reciprocal coverage to meet the needs.
- ▣ Call volumes continue to increase nationwide and locally.

Difficulties

- ▣ Recruitment
 - The workforce has changed, we simply cannot find many qualified PT candidates.
 - The desire for PT fire jobs has decreased significantly. The new generation is not as willing to start at PT and work towards FT.
- ▣ Coverage
 - Part-time staffing for minimum coverage is risky and ineffective. Staff that is FT at another department will be required to report there for overtime and in a major incident.
 - OT is required for minimum coverage, not just extra coverage.
- ▣ Mental Health

COVID

- ▣ 25% of the department had COVID during 2021.
 - Mandatory OT to fill shifts
 - Shutting down station 82
- ▣ Transport of suspected/actual COVID patients are daily
- ▣ 240 firefighters nationally have died in the line of duty from COVID

Positive Plans for the Future

- ▣ TE-82 Becoming Licensed as a Paramedic Unit
 - Increase in service provided to South Ogden City
 - Using our current staff
 - Currently have all the required equipment
 - Decrease in paramedic aboard fees that are paid when a paramedic from Ogden, Roy, or Weber ride to the hospital with the patient
- ▣ Community Risk Reduction for the elderly community
 - Slips, trips, and falls
- ▣ Continue to move away from reliance on part time personnel by converting positions to full time

Questions

Attachment B

Initiatives as Presented by Each Group

FISCAL SUSTAINABILITY

optimize
ARPA

Improve
Public Works

Ladder
Truck

1.2.2
Ladder
Truck

Sustainability
Model

plan for
inflation
population ↑

Plan & Accounting
One time \$ = one time
purchase

FEMA
ARPA
impact fees

EMPLOYEES

Succession
Plans

Develop
Competence &
Leadership
(Solo) (intern)

Mental
Health
Resources

"Prevident"
for public
safety all

Benefits
keep top
notch

VACATION/SICK
LEAVE
Buy Back

401 K
match

Steady w/
Compensation
policy

more police
F.T. fire

INCREASE
FIRE RESERVE
Public Works
Police

ECONOMIC DEV.

Use of TAX
incentives for
Affordable housing
Evaluate Possible
Property.

Home grants/loans
to L.M.I. residents
w/ Housing "Authority"
\$\$\$

ownership
opportunities

Evaluate
feasibility of
City Center

Revisit FBC
i.e. Drive-Thrus
(new way of business model)

— Master Plan
"City Center"
Create "Center"

INFRASTRUCTURE

3.23
SKATE
PARK

Skatepark
design &
RAMP

Skate Park
Meadows - Plan
Nature Park - Plan

Evaluate
Fiber op
options

Fiber
options

Meadows
Park plan

Accurate
clocks @ City
Hall

Security
Cameras
New Parks

Water
Supply
Lines

ARPA Bond
↓ ← ↓
Water Roads