

NOTICE

Notice is hereby given that the City Council of the City of Santaquin will hold a Mayor and City Council Retreat on Wednesday, February 22, 2012, in the Public Safety Building Training Room, 275 W Main, at 4:00 pm. They will be holding a general discussion.

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 ten or more hours in advance and we will, within reason, provide what assistance may be required.

CERTIFICATE OF MAILING

The undersigned duly appointed City Recorder for the municipality of Santaquin City hereby certifies that a copy of the foregoing Notice and Agenda was e-mailed to the Payson Chronicle, Payson, UT, 84651.

BY: 
Susan B. Farnsworth, City Recorder

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CITY CENTER
POST OFFICE
ZIONS BANK

**MINUTES OF A MAYOR/COUNCIL RETREAT
HELD IN THE PUBLIC SAFETY TRAINING ROOM
FEBRUARY 22, 2012**

The retreat was called to order by Mayor James E. DeGraffenried at approximately 4:00 pm. Council Members attending: Keith Broadhead, Matthew Carr, James Linford and Rick Steele. Richard Payne arrived at approximately 5:15 pm.


Others attending: City Manager Ben Reeves, Community Development Director Dennis Marker, Public Works Director Wade Eva, Administrative Services Director Shannon Hoffman, Leisure Services Director Kevin Schmidt, and Spencer Healey.

Each of the Directors had an opportunity to review their department needs with those in attendance. Attached is the information shared with those there.

The retreat adjourned at approximately 9:00 pm.

Approved on March 7, 2012.


James E. DeGraffenried, Mayor


Susan B. Farnsworth, City Recorder

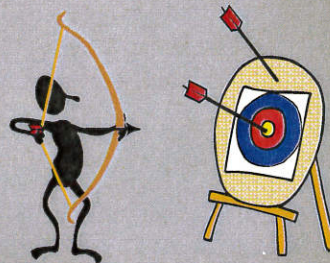
Santaquin City Council Retreat 2012-2013 Goal Setting & Budget Prioritization



- Honoring the Past...
- Performing in the Present...
- Preparing for the Future...

Purpose of the Retreat

- Provide understanding of issues facing Santaquin City and its individual departments
- Provide a venue for the Mayor & Council to:
 - Build relationships of trust
 - Establish goals & objectives,
 - Prioritized goals & objectives with measurable milestones
 - Provide focused direction prior to the construction of the 2012-2013 Budget



2/22/2012

Agenda



4:00pm	Introduction – Ben Reeves
4:10pm	Review of General Plan – Dennis Ma
4:45pm	Review of Facilities Plans – Dennis Marker
5:10pm	Review of Administration – Shannon Hoffman
5:30pm	----Dinner----
6:00pm	Review of Public Works – Wade Eva
6:20pm	Review of Public Safety – Dennis Howard
6:40pm	Review of Leisure Services – Kevin Schmidt
7:00pm	Review of Comm. Development – Dennis Marker
7:20pm	Review of City Wide Issues – Ben Reeves
7:40pm	Round Table – Ben Reeves
8:00pm	Summary & Recap of the Evening – Ben Reeves

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City Council Retreat
Discussion Topics

Santaquin City Administrative Services Department is made up the Administration Office, Recorder's Office, Utility Billing, Justice Court and Government Buildings. This department provides a variety of services including, payroll, benefits administration, grants management, accounts payable, elections, records management, billing for services provided, cemetery, accounts receivable, court services, and cleaning and maintenance of all the government buildings. I would like to bring to your attention some of the issues we as a department will be facing in the next few years.

ADMINISTRATION OFFICE

Staff Cross Training

Issue – With the recent departure of the Treasurer, we recognized a need to cross train multiple employees on the day to day operations of the City including, receipting payments, all aspects of billing for utility services, cemetery, court procedures, payroll, and accounts payable.

Goal - Establish a cross training program so multiple personnel are trained and can fill in at anytime.

Need – 10-15 additional hours per week to train in court.

Budget Consolidation

Issue - Currently some departments have their own budget line item for supplies, phones, and utilities. With the recent consolidation of offices it has been difficult to determine which budget pays for which expenses.

Goal - Consolidate budgets for building supplies, building utilities, phones, etc. into appropriate budget i.e., Administration and Government Buildings.

Need – Increase budget amounts in Administration Supplies and Phone and in Government Buildings Utilities and Capital Projects

Wages

Issue – Currently there is a compensation system in place that determines a pay grade and salary scale for each position in the City. Historically Santaquin has kept the grades and pay scales competitive with other cities. Our real issue is keeping actual pay competitive. FYI... Employee have received one cost of living increase over the past 4 year.

Goal – Implement a pay program to get employees to where they need to be on the salary scale. May be necessary to do this over a 2-3 year period.

Needs – Additional monies in budget to fund increases. FYI... based on current wages a 1% increase for every city employee would cost the city \$21,176.

Benefits

Issue – Santaquin City currently provides Health, Dental, Life, Workers Comp, and Retirement Benefits to its employees. Each year the cost of these benefits increases. We already know that State Retirement will increase 2.27% for regular employees and 3.38% for Public Safety Employees in July 2012. Last year the projected increase of Health and Dental insurance was 18%. How do we fund these increases?

Goal – Work with benefits coordinator to keep increases as minimal as possible, consider other options if costs come in too high, consider employee participation to lower costs for city.

Need – Additional funding in budget to cover costs of benefit increases.

Employee Handbook

Issue – In April 2011 a new and very different Employee Handbook was approved and issued to all employees. Before this was approved we had been working out of a handbook that was approved in 1998 and had never been updated. Over the past year we have had a chance to put our new handbook to the test. There are several issues that need to be updated.

Goal – Discuss and determine the best policies and procedures for our employees and the City. Implement policies and procedures and keep Employee Handbook updated. Continue annual required training for employees (sexual harassment, supervisor drug identification, etc. and implement quarterly Directors training to get Directors more familiar with policies and procedures.

New City Office Building

Issue – Recently staff from the Administration and Community Development Department moved to the existing City building on Main Street. Currently there is enough office space, however when/if the city grows additional staff will be needed and office space will be an issue.

Goal - This is defiantly a long term issue, however discussion could take place to determine where a new city office could be located and if property is available.

Need – If location is determined set aside funds for property acquisition or enter into contract for first right of refusal with property owner.

RECORDER'S OFFICE

Records Retention

Issue – Currently city records are being stored in two different locations. This makes it difficult to access records when needed.

Goal - Consolidation of old and new records storage areas.

Need – Finish storage area and provide addition shelving units for binders and boxes.

Meeting Records -Audio

Issue – Recently concerns have been raised about the audio recordings of meeting minutes and if the equipment currently used is adequate.

Goal – Upgrade outdated hardware, research other software to determine if we are currently using the most effective and efficient products.

Need – Additional funds in next budget to purchase new hardware and software if determined an upgrade is needed.

Meeting Records - Visual

Issue – There has been an increased interest from the public to have our meetings on video, webcast live or both.

Goal – Discussion with City Council to determine if this is a direction they would like to go. Determine cost of additional hardware, software, etc., implement.

Need – Additional funding in budget to purchase necessary equipment.

Electronic Meeting Records

Issue – Currently none of our permanent records are very few of the City's records are stored electronically for our permanent files.

Goal – Scan all meeting minutes, agreements, easements, annexations, grants, legal issue or any other document that is kept permanently which will make searching for records less time consuming and difficult.

Need – Additional funding in budget to purchase necessary scanning and storage hardware and software. Hire an summer intern to work with Susan to scan documents, create filing system, etc.

UTILITY BILLING

Billing Ordinance/Fee Schedule

Issue – As City Council Members you will be asked questions by the citizen about Utility Billing. In September 2011 a new Billing Ordinance was approved by the City Council. New City Council members may not be familiar with new policies and procedures established in this ordinance.

Goal – Get City Council familiar with Utility Billing policies and procedures. Keep Ordinance and Fee Schedule updated with policies and procedures that will help with effective and efficient billing and collection of charges for service.

Santaquin Water District.

Issue – A few years ago the Santaquin Water District was established to protect the City's water shares from adjudication. At that time billing of utility services was not included in the district, but we have since learned that collection of terminated accounts or bills for homes that have been abandoned may be easier to collect if the services are billed through the district.

Goal – Determine if it would be beneficial to bill utility services through the District instead of the City. Determine the process to amend ordinance to include the billing of services through the District. Implement if determined to be beneficial.

Need – The City Attorney would be involved heavily with in this process to make sure this is done legally. Additional funding in Administration Budget for legal involvement.

PUBLIC WORKS

Personnel

- 1 Full Time 3 Seasonal 2012
- 1 Full Time 3-4 Seasonal 2013
- Future employees as needed

Department divisions?

- Water, sewer, streets
- Parks, cemetery

Sewer Dept

- MBR?
- New pumps – 420 West lift station – 2012
- Small portable camera – trouble shooting

Streets

- Funding?
- Resurfacing – crack seal
- Rejuvenation – chip seal – (contracted)
- Equipment: small grader, lay down machine? – *street sweeper?*

Storm drain system?

- A plan is required by the EPA when our population reaches 10,000
-

Water

- East Side Booster station 2012
- Replace lead joint lines on 4th South & 1st South ASAP
- Pressurize Irrigation Ponds? (Approx. 30% is currently culinary water)

Cemetery

- Asphalt road around monument 2012
- Pipe ditch West side of cemetery 2012
- Rest rooms at cemetery?
- Trees

Parks

- Ball field fences that need replaced
- Sprinkler system upgrade
- Rest rooms?
- 53 acres of grass - parks and cemetery

Equipment

- Vehicles: 1 new each year = 10 year turn over
- Loader: every 15 years
- Backhoe: 2012 – every 5 years = 10 year turn over
- Vac Truck?
- Snow plows: every 4 years = 12 year turn over
- Lawn mower: 1 per year = 8 year turn over



SANTAQUIN/GENOLA POLICE DEPARTMENT

Chief Dennis Howard

Sergeant Rodney Hurst

Sergeant Kris Johnson

Phone 754-1070

Fax 754-1697

Following is a list of requests that the Police Department would like the City Council to be aware of. These are in a descending order, a list of long term needs. The equipment needs however, are for your *immediate consideration* for continued operation.

1. *Retirement adjustments.* Three years ago the Utah State Legislature offered a one time only chance for counties and municipalities to adjust their public safety retirement to match that of local firefighters and judges and other Public Employees. This would increase the cost of living adjustment for retired officers from 2% to as much as 4% based upon inflation. This one time only enrollment ends on December 31 of 2012. If we do not enroll at this time it places Santaquin at a disadvantage when recruiting for new public safety officers and competing with surrounding municipalities, which do offer the increased retirement benefit.

At the current time our retirement plans pays 27.7% of wages for the 2% COLA. By enrolling in the new plan our rate would go up to 28.82%. The percentages are determined by the Utah State Retirement System, and is evaluated on a yearly basis. This enrollment has no impact on Myself, the Administrative Assistant, or Detective Eggen. All three of us have already retired from either Utah County or Provo City.

2. *Part Time Hours.* At the current time the Police Department has funds to pay for 600 hours per year for part time officers. This will be sufficient in a perfect world. As we are all aware, we do not live in a perfect world. In the past year we experienced long term illnesses, military activation and incapacitating injuries. We will again this year lose one officer to the military for 14 weeks. We also have to meet statutory training requirements that require patrol officers be away from patrol duties. Increased case load has resulted in increased court time requiring another officer be on the road while the case officer sits in court. I am requesting an additional 20 part time hours per week. This would total 30 part time hours per week for patrol.

We have reached a time where our single detective is overwhelmed. I would like to have enough part time hours to guarantee a part time investigator 20 hours per week to assist with investigations. This would allow the opportunity to provide more crime prevention services such as garbage covers for narcotics investigation, closer monitoring of the electronic property tracking for theft detection, placement of surveillance cameras for graffiti prevention and fraud prevention seminars to citizens, chamber of commerce, church groups, etc. This would free up our full time investigator to provide the appropriate amount of time working with the Utah County Attorney, Children's Justice Center and the Santaquin City Prosecutor.

3. *Records Management System.* At the current time officers use a software program called Fat Pot, at a cost of \$3,000.00 per year, to write and send citations and accident reports electronically to the correct court or state agency. The paper copy goes to the office where a secretary re-enters them into the county wide Spillman Records System. This is a duplication of work and a waste of money. I recommend discontinued use of Fat Pot for accident reports and citations and opening a contract with Spillman for this service.

My request is to buy the citation and accident modules from Spillman for \$9,000. After the second year our maintenance cost drops to \$998.00 for these two modules per year. In the long run this will save more than the \$2000 per year that we now pay to Fat Pot and in addition, we will save 4 to 5 hours per week of secretary time.

4. *Police Vehicles.* At the current time the police department has 13 police vehicles, 11 for full time officers and 1 that is used for part-time officers. In addition, there is one older F-150 used for bad weather when Crown Vic's are useless. It is also used by all officers for after hours for animal control .

From this fleet of vehicles, 5 are 2003 or 2004 vehicles. Their maintenance costs are excessive and their dependability is questionable. Before the economy collapsed we tried to rotate vehicles on a minimum of 5 years rotation. With economic conditions in the state they are in we have been unable to complete this rotation. Last year was the first time in several years that we rotated any vehicles. We did rotate a 1999 and a 2000 out of service.

It is my request that we establish a goal of rotating vehicles ideally every 3 years to avoid maintenance costs and a maximum rotation of 5 years. It is also my recommendation that we discontinue the use of sedans and look at SUVs and pick up trucks due to their ability to service the entire community no matter the weather and for their resale value.

5. *Long term property storage.* With the consolidation of the Santaquin City Offices the Police Department has lost all space for secure long term and hazardous material storage. Our request is to have a separate storage area fenced in with a storage module. This would be used for bike storage, excessively large items, and at times, vehicles being held for evidence processing.



SANTAQUIN DEPARTMENT OF PUBLIC SAFETY

POLICE

FIRE

EMS

This year the EMS services are faced with a problem with their Life Pack 12 AED. Each of the Ambulances are now equipped with this system. We have been notified by the manufacturer that they will discontinue servicing and producing parts for this system within the next three years. Once the three years have expired, all liability for continued use of this system rests with the city. The manufacturer will no longer assume responsibility for this product. At the current time the new system cost is estimated at \$ 30,000 per unit. We have three that will have to be replaced.

We would like to set a goal of replacing one unit each year for three years. We are currently searching for grants to assist with this and have been notified that we are a top priority for the State EMS grant, but at this time it is unknown how much money will be available from outside agencies.

EMS maintains a personnel roster of 30 to 35 people, all volunteer. I do not believe there is a department in the city that covers as many hours and provides this crucial service more economically than we do. However I would like to see EMS officers be at parity with fire officers. This would require the following changes.

1. Personnel qualified to be Crew Chief Leads have their pay increase to \$1.75 per hour On Call, which is an increase of \$.25 per hour On Call time.
2. Increase their stipend to \$35.00 per transport call and \$17.50 for non-transport call. This is an increase of \$5.00 per transport run and \$2.50 per non-transport call.

Santaquin Fire Department: Strategic Plan

- 1) **Communications** up-grade
 - a. Phase out old VHF radios. Transition to 800MHz system, for more efficient communications with dispatch and neighboring agencies.
 - i. 15 new 800MHz portable radios needed:
 1. one per seat belt on each apparatus
 2. Acquire radios at 5 units per year, over 3 years.
 - ii. Cost of Motorola XTS2500-i model-2 radio package:
 1. \$2417.00 each @ State vendor rate
 2. \$10/month, per radio subscription fee
 - b. Acquire more pagers, Motorola Minitor V
 - i. Cost: \$384.46 @ State vendor rate
 - ii. Acquire 10 units over next 5 years
 - c. Replace in-cab headset/radio communication interface system for Engine-141
 - i. Approximately \$4200 for David Clarke system with 6 headsets.
 - d. Compatible Fire Reporting software for UFIRS/NFIRS: Approx. \$600 for software/support
- 2) **Apparatus Replacement** plan. Please see attached Timeline.
 - a. 2014: Replace '85 Dodge *Rescue-141* with a Wildland/Urban Interface Engine to provide structure protection for homes bordering bench & wilderness areas. Estimated cost \$400,000.
 - i. AWD
 - ii. 6 seats
 - iii. 1500 GPM PTO pump
 - iv. On-spot tire chains
 - v. Larger Capacity tank
 - b. 2018: Replace '85 Chevrolet *Brush-142* with Heavy Brush Truck to provide extended wildfire attack in remote areas off of paved roads. Estimated cost \$200,000.
 - i. AWD
 - ii. Heavy Duty Chassis
 - iii. 4 seat minimum
 - iv. Large Capacity tank
- 3) **Staffing & Personnel** plan. Rapid population growth results in continual increase of call volumes. Recent years have proven low availability of volunteers during day-time hours.
 - a. On-call staffing for Officer & Engineer
 - i. 12 hour daytime coverage, 7 days per week
 - ii. \$2/hour on-call rate
 - iii. Total cost per year: \$17,520
 - b. Increased Wages
 - i. Officer I - \$16/hour
 - ii. FFII/ADO - \$14/hour
 - iii. FFI - \$13/hour
 - iv. Training - \$12
 - c. Volunteer retention incentives and Improve Benefits
 - d. Future Need: Merging with EMS, begin Paramedic Transport Service
- 4) **Personal Protective Equipment (PPE) and other equipment needs**
 - a. Structural PPE *Turn-outs*
 - i. Replace 2 full sets per year for next 10 years
 - ii. Cost per full set \$2,200.00
 - b. RAD-57: portable Carbon Monoxide-Blood detector: 1 @ \$765.00
 - c. Thermal Imaging Camera batteries: 2 @ \$80.00 each.
- 5) **Satellite Station**
 - a. East bench
 - b. Summit Ridge/South Exit area

Santaquin Fire Department: Strategic Plan

Introduction

The Santaquin Fire Department provides emergency services to a rapidly growing residential and business population. Gone are the days where fire suppression is the only service rendered. Today, we prepare for and respond to numerous types of emergency calls. These include structure fires, other residential and commercial fires, wildland fires, vehicle fires, vehicle crashes, Vehicle extrication, EMS and PD assistance, hazardous materials problems, carbon monoxide alarms, gas leaks, flooding problems, downed power lines, technical search & rescues, earthquakes, structural collapses, and any other reason the public would call 911.

There are also many non-emergency activities that the Fire Department is engaged in. These include certification training, business inspections, hydrant flow tests, teaching community first-aid and CPR classes, community CERT training, station tours, fire prevention activities, etc. To address the growing public safety needs of our community, we offer this prioritized 10 year plan. Please refer to the attached outline and timeline.

Explanations

1) Communications

So far this winter, Santaquin Fire Department has responded to three working structure fires. One of these was the arson fire at the old LDS Stake Center. At each of these incidents, and dozens more in our recent past, our effectiveness has been reduced to the capabilities of our communications systems. Most notably, the lack of effective communication among responders at the World Trade Center is one of the principle contributing factors that resulted in the catastrophic loss of firefighter lives of September 11th, 2001.

Presently, Santaquin FD is stuck between two generations of communications equipment; the traditional VHF band and the newer 800MHz models. Dispatch will only use the 800MHz frequencies, so we must comply. These two types of radio systems do not interface with each other. However, because of cost, both are found on our trucks. Shamefully, crews operating interior of a fire or hazardous environment cannot always be in communication with the officer in command of the incident. Generally, the Incident Commander (IC) resorts to operating both kinds of radio, holding one of each kind in either hand. The IC must do this in order to have means to communicate with firefighters, dispatch, and other responding units. This usually leads to one party's communication being simply ignored because of the difficulty in having the IC divide his attention, while trying to make critical decisions under stress. This is a dangerous practice.

In examining firefighter fatality reports from the National Institute of Occupational Safety and Health (NIOSH), you will discover that ineffective communications are at the top of the list of contributing factors at virtually every incident studied. Losing just one of our firefighters would be devastating for Santaquin City, the Fire Department, the community, and for the families of the victims. We cannot afford to wait any longer to bring our communications into compliance with the rest of the County, State, and Nation. We need better communications equipment now. Over the past few years, Santaquin FD has applied for numerous state and federal grants to obtain funding for new communications equipment, but without success. We will continue to aggressively pursue this item until it is received.

Santaquin Fire Department: Strategic Plan

Fire departments nationwide are required to submit data and documentation to the state and federal governments. These reports are no longer accepted in paper form. In recent years, we have had a computer program from the state that we have used to submit reports electronically. This program was loaded onto a Fire Department computer. This computer has since been taken and a new one placed in its stead, with newer Operating System software. This newer computer with Windows 7 is not compatible with the old program from the state. In contacting the Utah State Fire Marshall's Office, we have been advised to purchase a commercial electronic reporting product, in order for us to comply with reporting standards. We have looked at several options that are web-site based. These products are in the \$600.00 price range. Neglecting to file our fire reports to the appropriate state and federal agencies could result in future grant money being withheld. Since a substantial amount of funding over the years, including funding to build the public safety facility, was obtained through grant money, this is a problem we must solve without delay. Additionally, the ISO rating can be reduced as a result of not having filed reports with the state, which can have an effect on homeowners and business insurance policies.

We are also in constant need of new pagers for our firefighters. The model of pagers we use is the Motorola Minitor V and the cost per package is \$384.46 based on the standard state vendor rate. We need 10 more pager units over the next five years.

Engine -141 also needs the in-cab radio interface head-set system replaced. This is an issue stemming from the up-grade from VHF radios to 800MHz, stated above. The previous radio interface was an older model and was not compatible with the 800 system. A newer unit is approximately \$4200, including installation. This piece is a vital component to having effecting communications for responding units. Without the head-set communications in-cab, communicating over the noise of the siren becomes a significant challenge. Vital messages from dispatch are often missed and firefighters struggle to communication with each other about traffic and incident strategy. Without an in-cab interface system, communications with dispatch, law-enforcement, EMS, and other fire units are frustrated.

2) Apparatus Replacement/Maintenance

In 2009, a comprehensive evaluation of all Santaquin Fire Department apparatus was conducted and presented to the city council. This evaluation took into account the age, type, condition, and uses for each apparatus in order to determine a long term apparatus replacement plan. This study allowed us to make recommendations to the city council concerning which pieces of apparatus would need to be replaced and when, based on a timeline of depreciation. Structure units (Engines and Quints) and water tenders were determined to have a life-span of 30 years under normal use. Brush trucks (pick-up truck chassis with a mounted auxiliary fire pump and small water tank) were determined to have a life of 20 years under normal use.

The timeline illustrated the fact that each unit will eventually need to be replaced; not if, but when. Since the apparatus replacement plan was proposed, the latest truck we have taken delivery of was the 2008 Tender-141; which has already proven to be a great asset to the city. The 2008 Tender replaced the old 1969 Tender that had no seatbelts, air actuated power steering, no front brakes, and was grossly overweight. This is just one example of the need that we face in replacing our aging fire apparatus.

Rescue-141 and Brush-142 are the next two fire apparatus scheduled for replacement. Both of these are older-style pick-up trucks ('85 Dodge and '85 Chevy) that were converted to be fire

Santaquin Fire Department: Strategic Plan

apparatus. These units were designed to meet the National Fire Protection Association (NFPA) standards from the 80's and do not have the necessary capabilities to meet the demands of today's fire service. These mini-pumper trucks are limited by age, size, and seatbelts. Our brush trucks have small water tanks, because of limited gross vehicle weight of the smaller chassis size. These brush trucks are also only equipped with seat belts for a crew of two or three personnel. These factors place our community and firefighters in jeopardy, because two firefighters operating a small fire pump and a small water tank are not able to initiate wildfire attack and structure protection on a fire with any size or momentum.

In Santaquin FD, we take pride in having never lost a structure to a wildland fire and we strive to maintain this record. However, with the increased number of homes scattered across Summit Ridge and the Bench areas, we begin to grow more concerned about the potential that exists. With these facts in mind, we add to the Fire Department's Apparatus Replacement Plan, with minor adjustments. As the years roll by, we continue to draw nearer to the limits of service years of these trucks that have served the City so well. Below is a narrative of the next two fire apparatus that we will need replaced, in order to protect Santaquin City.

Wildland/Urban Interface Engine

As our community is expanding, residential developments have spread along Summit Ridge and the Bench areas, where there is a high threat of wildfire. Access to these urban/wildland areas is difficult for larger fire apparatus. As mentioned above, the apparatus we have that can reach these areas quickly are small brush units, mounted on pick-up truck chassis. We need a fire engine that is more capable with water tank size, pump capacity, and crew seating to access our benches and canyon areas; enabling us to protect our neighborhoods from wildfires.

An engine specifically designed for protecting homes that border these wildland areas would greatly benefit Santaquin. This type of engine, known as a Wildland/Urban Interface (WUI) Engine, is smaller and more versatile than a full-size fire engine, but is still mounted on a heavy-duty diesel truck chassis. This enables the apparatus to position for structure protection on a wildland fire, even if it's off of paved road surfaces. A WUI Engine has a fire pump capacity of 1500 GPM (3 times the pumping capacity of Rescue-141) and a 1000 gallon water tank (double that of Rescue-141), which is high enough to classify it as a regular structure engine as well.

This engine is all-wheel drive (AWD) capable, which is especially valuable in the winter time. AWD and on-spot tire chains allow the apparatus to travel more safely on icy or snow packed road conditions, particularly on steep grades. Plus, the WUI Engine will have enough seat-belts to transport a crew of six firefighters. These and many other specifications will make this the ideal fire apparatus for protecting the homes and businesses of Santaquin, specifically those that border the Bench and Summit Ridge.

Heavy Brush Truck

Accessing our canyons and bench areas is nearly impossible for large fire apparatus when there is a need to travel off of paved road ways. A majority of fires responded to each year are vegetation fires in rural terrain. Quick access to these locations is vital, in-order to prevent uncontrolled wildfire spread. Then, once crews have arrived at the fire, the work only begins.

In order for the crew to be most effective at fire suppression and control, the apparatus must have enough seat-belts to transport the required personnel. Larger water tank capacity is also a

Santaquin Fire Department: Strategic Plan

key component to this type of operation, because off-road travel to and from the fire area can be very time consuming. It is simply not feasible to make multiple trips off the bench to a hydrant on a paved street. Also, having the right supply of equipment, like chainsaws, fire hose, and hand-tools for cutting fire breaks in the ground is crucial as well. The current, small brush trucks we use now are extremely limited in compartment space, thus limiting the tools we can carry.

Small crew size and small water tank capacity are the two critical factors that allowed the 2001 fire on the bench to grow to an out-of-control, large scale incident with national attention. This fire was a near-miss catastrophe in our community's history, where dozens of homes were threatened by the conflagration. Miraculously, however, not a single home was lost as a result of the fire; thanks to hard working local firefighters and a coordinated attack with responders from other agencies.

Ultimately, this fire resulted in Dry Mountain being scorched and consumed, which led to the mud slides and erosion problems that occurred in the subsequent years. It is our sincere desire that a fire of that magnitude never happen again so close to our city. Heavy Brush units, designed for rugged off-road wildfire attack are invaluable to jurisdictions, like Santaquin, with wilderness area bordering urban neighborhoods.

3) Staffing

Presently, Santaquin Fire Department is comprised of 35 firefighters who dedicate hundreds of volunteer hours per year, serving and protecting the community. These firefighters receive compensation for only a fraction of the time they actually spend serving the community in this capacity. Within our culture is an expectation from the public that when a 911 call is activated, the fire department will respond quickly, safely, professionally, and with well trained firefighters. There is an immense amount of training, coordinating, and planning that goes into maintaining and managing this level of preparation. Being a volunteer firefighter is a big commitment and sacrifice on-behalf of the community.

As a result of recent economic down-turn, the Fire Department has experienced increasing difficulty in retaining active volunteers who have time to spare from family and other forms of employment. When our firefighters' families struggle financially, it's difficult to demand participation and availability when the department can't guarantee steady compensation.

Due to Santaquin's status as a 'Bedroom' community, nearly all of our firefighters commute outside of city-limits for their primary means of employment. This presents as a challenge for our staffing, because during day-time hours, we are extremely limited with the number of personnel available to respond to emergencies. In recent years, we have had multiple calls where 2 firefighters or less responded. The NFPA and OSHA standard response for a fire suppression company is four.

The most critical firefighter roles on an emergency incident are that of the fire officer and the engineer. The officer is a senior firefighter who has additional training and experience in crew supervision, fireground leadership, and the incident management system. The engineer is a senior firefighter who has specific training and experience in driving large fire apparatus and operating specialty emergency equipment such as aerial ladders, rescue tools, and the apparatus fire pump. Our current staffing leaves no provision that these positions will be fulfilled by qualified personnel. The absence of qualified personnel acting in these roles translates into

Santaquin Fire Department: Strategic Plan

1) a safety issue for the firefighters who respond, 2) a delayed response to the public request, and 3) a sub-standard level of service provided to the community.

Option #1: To remedy this, we propose the implementation of a two-man, on-call crew for 12 daytime hours; 7 days a week. Personnel scheduled to be on-call still rely on volunteers to respond to the pager and make up the balance of the fire crew. This allows us to preserve our identity as a volunteer fire department. The plan does not change our employment status, but rather is a means to ensure consistency in emergency operations and management. This plan simply ensures that the critical roles of 1) leadership/command and 2) apparatus driver/operator will be covered during daytime hours.

To accomplish this we need an increase in payroll to cover on-call compensation for 2 firefighters; an officer and an engineer. We recommend an on-call wage of \$2.00 per hour for both positions. The on-call crew is then paid regular hourly firefighter wage for each incident they respond. The Fire Department will maintain a list of qualified officers and engineers and will ensure that the appropriate members are scheduled for each day.

No additional employees are needed for this plan and no full-time positions are necessary. With these roles scheduled and assigned we can confidently rely on a complete crew of fire department personnel who are available in daytime hours, where the need is so great. We also recommend increased hourly wages to \$16/hour for Fire Officer certified members, \$14/hour for Engineer/FF2 certified members, \$13/hour for FF1 certified members, and \$12/hour for training pay. We would also like to see the City fund some volunteer retention activities and add to the retirement benefits account again.

Option #2: Future staffing needs will necessitate full-time positions eventually. This is a need we anticipate in the next ten years. In order to accomplish these inevitable full-time firefighter positions, we advise merging Santaquin Fire Department with the Emergency Medical Services (EMS) of Santaquin Ambulance. This move would allow more efficient emergency operations and a more cohesive response unit to the community. The logical step to follow an EMS and Fire Department partnership is to operate a Paramedic transport ambulance service. Providing Paramedic transport services will benefit Santaquin City by improving the standard of patient care and by enabling greater revenue collection amounts from health insurance companies and patients. This subject should be explored in greater detail in the next few years.

Option #3: Regional solutions to staffing are also being considered. The formation of a multi-jurisdictional fire district is one option that is fairly common around the nation today. The main goal of a fire district is to improve the emergency services level of the entire region as a whole. A fire district may be formed by neighboring communities with specific purposes in mind such as: sharing resources; providing common training, establishing uniform policies and procedures, and accomplishing staffing solutions. Many successful fire districts are established in the state of Utah and provide a great service to their respective citizens. This option should be studied and explored to see if the formation of a fire district could benefit the residents of Santaquin as well as the neighboring communities.

4) PPE & Equipment

There is an on-going need to equip firefighters with the necessary personal protective equipment (PPE). Firefighting activities are inherently dangerous to the men and women who participate in this industry. Our firefighters are often required to enter atmospheres and

Santaquin Fire Department: Strategic Plan

conditions that are immediately dangerous to life and health (IDLH). There can be no compromise when it comes to PPE and safety equipment. We recommend the purchase of 2 full-sets of structural PPE per year for the next ten years. One complete set of structural PPE "turn-out gear" costs approximately \$2,200.00. Much of the Fire Department's current inventory of structural PPE is over twelve years old and approaching twenty years old. This equipment endures rough use during these years. A few sets sport old-style material and construction, including leather patches. Some pairs of turn-out pants and coats are frayed with holes worn through the outer layers. These sets are embarrassing and out of NFPA compliance. To ensure firefighter health and safety, we need to replace old PPE that is no longer in an acceptable condition for use.

An additional area that the Fire Department could use an upgrade is our equipment to monitor Carbon Monoxide (CO). The Fire Department responds to CO problems very regularly, especially in the winter time. CO is a deadly colorless, odorless, tasteless vapor that is hazardous to human health, toxic to inhale, and explosive under the right conditions. CO kills those who are exposed to high amounts. Firefighters are especially prone to ill effects from CO.

Devices to monitor blood levels of CO in a person's body are now portable and convenient to carry. When it is suspected that a family has been in a CO-rich environment, we would be able to monitor the atmosphere and immediately attach a finger probe to them to detect if there has been a significant exposure. Before these portable devices, the only way to detect CO levels in the body was for the patient to be transported to the emergency room of the nearest hospital for a blood draw and lab analysis. With this tool, we can determine if transport is necessary in the field. These devices, like the Masimo RAD-57 are available for about \$765.00. We would like to place one unit in-service on Engine-141, with the other gas detector and atmospheric monitoring equipment. This is a tool that has the potential to save lives in our community as well as monitor the levels of our firefighters. We look forward to implementing the RAD-57 into our responses.

5) Satellite Station

Increased call volume is directly related to population growth within the Fire Department's response area. Volunteers naturally will reside in more diverse part of the city, not necessary in proximal locations to the fire station. Requiring firefighters to live within the immediate location of the fire station is not feasible. One option the Fire Department is considering is to construct a satellite fire station, strategically located in the community. This satellite station would be a second fire station, separate from the public safety facility. The satellite station is intended for quicker response by the firefighters who live close to this area. A satellite station could house two fire apparatus and several sets of firefighter turn-out gear for the firefighters who can respond to that location more quickly than the main station. Fire department staffing and organizational structure need not change; however, there would be a second facility to maintain. A satellite station would enable responders to have faster overall incident response and arrival times, thus improving our ability to protect lives and property in the community. The location of this facility still remains to be researched completely. The concept of running a satellite station is a practical solution to more efficient response times. This subject should be examined more closely in the years to come.

Santaquin Fire Department: Strategic Plan

Timeline:

- 2012: Begin Communications up-grade plan; obtain 5 new 800MHz units, 2 pagers.
Implement Apparatus Replacement & Maintenance plan. Research grants for funding solutions. Begin the bid process for the new WUI Engine.
- 2013: Continue Communications up-grade plan; obtain 5 new 800MHz units, 2 pagers.
Begin on-call shifts staffing. Submit engine order to manufacturer with specifications.
Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.
- 2014: Continue Communications up-grade plan; obtain 5 new 800MHz units, 2 pagers.
Take delivery of new WUI Engine. Purchase 2 new sets of structure turn-outs.
Research grants for funding solutions.
- 2015: Continue Communications up-grade plan; obtain 2 pagers. Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.
- 2016: Continue Communications up-grade plan; obtain 2 pagers. Begin bid process for new Heavy Brush Truck. Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.
- 2017: Submit engine order to manufacturer with specifications. Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.
- 2018: Take delivery of new Heavy Brush Truck. Purchase 2 new sets of structure turn-outs.
Research grants for funding solutions.
- 2019: Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.
- 2020: Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.
- 2021: Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.
- 2022: Begin combination full-time/part-time service, with paramedic transport. Purchase 2 new sets of structure turn-outs. Research grants for funding solutions.

HELMET COLOR

WHITE

WHITE

RED

YELLOW

YELLOW

COMPENSATED BY ASSIGNED DUTIES
PERFORMED PER HOUR AND BY
CALL PER HOUR ON ASSOCIATED
PAY SCALE

COMPENSATED BY ASSIGNED DUTIES
PERFORMED PER HOUR AND BY
CALL PER HOUR ON ASSOCIATED
PAY SCALE

OFFICER TRAINING
LEVEL N/R
EXCEPTION IS ENGINEER
POSITION THAT IS A LEVEL 1
ENGINEER FROM UFR/UT, STATE
INSTRUCTOR
LEADER FIREMAN IS ASSIGNED A TEAM
MAINTENANCE, TRAINER OR
EACH FIREMAN IS ASSIGNED A TEAM

OFFICER TRAINING
LEVEL N/R
EXCEPTION IS ENGINEER
POSITION THAT IS A LEVEL 1
ENGINEER FROM UFR/UT, STATE
INSTRUCTOR
LEADER FIREMAN IS ASSIGNED A TEAM
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MAINTENANCE, TRAINER OR
EACH FIREMAN IS ASSIGNED A TEAM

BUDGET
PAY APPROVAL/SUBMISSION TO COUNCIL
PUBLIC SAFETY (ORC & P&Z)
FIRELINE POLICY
FIREMEN YEARLY EVALUATION
GRANT APPLICATION & RESEARCH
COUNCIL MEETINGS
TRAINING
BUSINESS MEETING
SOP's

CHIEF
SHAYNE
BOTT
14J901

LEE SAWAGE

2nd ASST
CHIEF/
RECORDS &
INSPECTIONS
DAN
OLSON
14J803

1st ASST
CHIEF/
TRUCKS &
EQUIPMENT
JESSE
SMITH
14J802

EMS
PAUL
TERRY
14J501

CAPTAIN
TRAINING/
REPORTS
INVESTIGATIONS
JASON
ALLSOP
14J607

CAPTAIN
TRAINING/
RECORDS
STEPHEN
OLSON
14J606

CAPTAIN
APPARATUS
&
EQUIPMENT
JEREMY
SPENST
14J805

CAPTAIN
APPARATUS
&
EQUIPMENT
KEITH
BROADHEAD
14J604

1ST LIEUTENANT
SCOTT
BERNARDS
TRAINING RECORDS
TRAINING SCHEDULE
PPE
RUSTY ALGER
ANDY HINDS

1ST LIEUTENANT
KURT W
BERGE
TRAINING RECORDS
TRAINING SCHEDULE
FIT TESTS
HOSE TESTS
KEATON SMITH
RYAN LIND
KRESTON BUSCOM

1ST LIEUTENANT
JARED
SHEPARD
APPARATUS MAINTENANCE
EQUIPMENT MAINTENANCE
STATION MAINTENANCE
TOOLS
PAUL TERRY
BRAD KEARL

1ST LIEUTENANT
CHAD
BROST
APPARATUS MAINTENANCE
EQUIPMENT MAINTENANCE
STATION MAINTENANCE
TOOLS
LARRY KING
KORTNEY BERGE
KEVIN FERNELIUS

2ND LIEUTENANT
DAVE
STRONG
EQUIPMENT TRAINING
HYDRANT INSPECTIONS
NICK MILLER
CORY HOUSEKEEPER

ALL FIREMEN
FFI CERTIFIED
FFII CERTIFIED
CERTIFICATION THROUGH UFR/UT REQUIRED WITHIN 1
YEAR OF DATE OF HIRE. FFI MINIMUM
REQUIRED TRAINING MUST BE MAINTAINED WITH
ASSOCIATED TRAINING

FIRE HOUR PAY WILL REMAIN AS IS APPROVED
NO CERTIFICATION = MINIMUM WAGE
FIREFIGHTER I = \$
FIREFIGHTER II = \$
OFFICER PAY = (STRUCTURE)
TRAINING PAY = MINIMUM WAGE
INTERVIEWS 602/603 & HUMAN RESOURCES
TESTS 604/605/606/607 & HUMAN RESOURCES
STRUCTURED QUESTIONS AND
STRUCTURED TESTS

POSITION WILL PAY TRAINING HOURS TO PERFORM
TASKS GIVEN BY SUPERVISOR
INSTRUCTORS WILL BE UFR/STATE OF UTAH
CERTIFIED AND PAID "REGULAR FIRE" WAGE WHILE
INSTRUCTING A SCHEDULED EVENT

ALL FIREMEN WILL HAVE A YEARLY REVIEW WITH
THEIR IMMEDIATE SUPERVISOR. EACH WRITTEN
EVALUATION WILL BE REVIEWED BY THE CHIEF AND
ASST CHIEFS AND USED FOR GOAL ACHIEVEMENT
AND TEAM PERFORMANCE. ALL WRITTEN FORMS
WILL BE RETAINED WITH THE FIRE DEPT. RECORDS.
RESOURCES DEPT. AND THE FIRE DEPT. RECORDS.
CHIEF WILL SIGN OFF ON ALL EVALUATIONS.



Santaquin Leisure Services

Santaquin City's Leisure Services department provides recreation and leisure services to the entire community. The department consists of the Senior Citizen Center, the Library, the Santaquin Chieftain Museum, Special Events (including Orchard Days), the Recreation Department, Park Reservations, the City liaison to the Arts Council and are planning more for our wonderful community. Our department has been nominated for Department of the Year by the Utah Recreation and Parks Association, announcement to be held at the annual conference on March 1st. We are excited with what we have been able to offer our great community and hope to continue to improve the level of service and facilities for our citizens.

Senior Citizen Center

The Senior Citizen Center serves and entertains Seniors each week while they are fed a delicious meal prepared by the skilled cooks (we are one of the last centers to prepare our food). The Senior Center is working with the Recreation Staff to offer new recreation programming to the Seniors. The Senior Center is very grateful for the fixed refrigeration unit and the new ice machine purchased with grant money and city funds. We will be implementing a new awards program called the "Sages of Santaquin" for those who have provided service to city projects and/or to other seniors. We continue to build and organize our library and appreciate the books that have been donated.

The Senior Citizen Center needs include:

- Parking Lot Repaved (appreciate the pot holes being filled)
- Increased budget for equipment, training and food
- Part-time staffing and some programming budget for Recreation programming (through Recreation Dept)
- Desire to be a part of a Community/Recreation Center in the future

Santaquin City Library

The Library will celebrate 10 years of being in its current building September 2012 and offers several services to the community including the checking out of books and media materials, story time, summer reading programs, computers with internet access, wireless access to the public and more. We have a wonderful Library Board who is working with us towards the expansion of the current building or building a new library, fundraising efforts and more. This past year we secured \$14,000 in grants for computers and audio books. We are starting the process of changing to a category based search and

display system, which will be much more customer oriented. We had a very successful Magic Show with the Friends of the Library committee with over 300 people attending and a very successful Summer Reading program. As part of our 10 year celebration we are organizing events each month to celebrate and bring attention to the Library. We consistently circulate about 1/3 of our books and media each month, one of the highest in the State.

The Library needs include:

- Addition to current building or a new building
- Shelving with backstops, better divided shelves and angled display
- Fire escape in upstairs room
- Removed riser under current children's shelves to make more room, add display shelves and bins for children's books
- New signage for the category based system
- Kindles, e-books (owned by library) in conjunction with Overdrive (a State program) to stay up to date with increasing technology changes
- Self-checkout program (allowing for more customer service and support on the floor)

Orchard Days

Orchard Days was a new responsibility added to this department this year as a great celebration of our community including events such as Family Night, the little Buck-a-Roo, sports events like the 5K/10K, Bike Race, Homerun Derby, and 3 point shoot out, the parade, activities at the park, art show and of course the rodeo thanks to the amazing work by the Summit Creek Roping Club and the Rodeo Committee. We appreciate all the help from the community, other staff, public works, public safety, former Councilman Askerlund, and especially our Orchard Days Chairs Mark and Jamie Brown.

Kevin attended the Utah Association of Fairs and Events Conference on January 28, 2012 and made some great contacts and learned some great ideas on how to increase our sponsorship revenues and enrich our Orchard Days. Our Family Night program has been nominated for Outstanding Program of the Year for the Utah Recreation and Parks Association and we will find out if we win the award at the conference the 1st of March. One participant sent this about the event:

"I just wanted to send a note to say how impressed I was with Family Night. Talk about one awesome event!!! The kids loved all the activities available, especially the train! I was able to see so much of the talent of our community via the art and quilt show. I learned a lot about the history of Santaquin touring the museum and I love showing my kids the pioneer items. I walked away with a real sense of community, a real purpose, a closeness to my community that I haven't experienced before though I have been to several community events. IT WAS A SUPERBLY DONE JOB AND ONE THAT FAR EXCEEDED MY EXPECTATIONS AND WELL BEYOND WHAT HAS BEEN DONE IN PREVIOUS YEARS! Thanks for offering our community something new that appealed to all of our residents. I hope you keep this up in the years to come, by far the best Orchard Days event."

We are excited about the possibilities for this and coming years and hope to continue to build on the great celebration of our wonderful community.

Orchard Days needs include:

- Fundraising efforts/Sponsorships
- More community involvement; building relationships with civic organizations and allowing them to participate and run events
- Possible consolidation of events to get our biggest bang for our buck and increased traffic like we did with Family Night
- Interns or Part-time hours dedicated to Orchard Days (Recreation Part-time hours can't do it all with baseball/softball/t-ball and other summer activities going on at the same time)
- Our volunteer citizen graphic designer may be unable to do the ad booklet this year due to an employment change, so we may need to purchase a program and do it in house or pay to do it

Santaquin Chieftain Museum

The Santaquin Chieftain Museum continues to be a unique place with rich history for our citizens to enjoy. There has been an increase of tours and interest in the museum. Family Night during Orchard Days was an especially successful evening for the Museum bringing in a large crowd of new faces who experienced the Museum for the first time. We are excited to participate in Family Night again this year. The museum continues to be a great resource for family history with histories and photos copied by visitors. There are plans to have a children's book written with the history of Santaquin and the museum written for the Museum. We are working on an eras of clothing room to expand the exhibits in the Museum. We plan to join the Arts Council to cross promote and help with their vision as well.

The Santaquin Chieftain Museum needs include:

- Roof repair by bell tower
- Painting (partial interior and exterior, especially trim)
- Increased part time hours due to increased tours
- More heat in winter due to increased tours and to maintain temperature to take care of artifacts
- Continued support financially for wages, supplies and maintenance
- Website exposure with slideshow of rooms/artifacts

Santaquin Recreation

The Recreation Department offers a wide variety of programs designed to meet the needs of as many citizens in our community as possible. Programs include sports, fitness, crafts, classes, preschool programs, day camps, special events, park rentals and more. The recreation department has received awards for several of their programs and received the department of the year award from the Utah Recreation and Parks Association. The Recreation Department has flourished from 8 programs to a diverse group of over 60 programs that have been offered through the last 4 years, most of which have covered their own expenses.

The approval of a full-time Sports Coordinator has been a great benefit to the community and Amy has done a great job working with the citizens and our sports in an effort to improve them. It has

been an adjustment for us as we have transitioned to be in our own space while the rest of the city offices moved. Our staff does a great job of pitching in where needed. We continue to evaluate our programs and make changes as needed to keep expenses down while maintaining the highest level of service possible that our citizens deserve.

Santaquin City Council approved the Parks, Recreation, and Open Space Facilities Plan in July of 2008 that plans out the future growth of parks, trails, and facilities including a recreation center and sports fields complex. We are working towards these goals of more recreation facilities for our citizens, exploring different options and hope that these can be expedited.

The Recreation Departments needs include:

- Field space updated/improved with lights, better parking etc... for baseball/softball, soccer, flag football. We really need to start the process of building a sports complex for our citizens. We are playing soccer and flag football at the cemetery, which many citizens don't like and parking is an issue. I'm looking for grants (i.e. Baseball Tomorrow is one I've found, but until we have a project set we won't be able to apply and they will want 50+ percent matching funds). The expansion of the Orchard Hills Softball Fields along with lights would also be very helpful.
- Start of the process for a Community/Recreation Center with a pool attached. After seeing what has been done in other communities where they have taken an existing building and converted it (i.e. Heber, UT) Greg and Kevin have visited the Ercanbrack packing plant as a possible Recreation Center. It might be worth putting out an RFP to see what some Recreation focused Engineering firms could come up with along with a sports complex so we can start to work towards this goal. As a possible baby step option for the Fitness Center portion of a Recreation Center maybe we can explore converting the Council Chambers (if the Council moves to the Court) or the upstairs of our current building into a workout facility and sell passes. This will give us an idea of the interest of a fitness center but will require the purchase of exercise machines, weights and possible spin bikes.
- Soccer continues to be a popular program. We have the wrong size goals for several age groups and really need to purchase updated portable aluminum soccer goals and nets for the rest of the goals this year. We added the British Soccer Camp this last year and the British Coaches did a great coaches clinic for our coach which improved our program drastically.
- The snack shack down at Santaquin Elementary will be up to code and the Health Department should clear us to do Burgers and Fries there. There was a large cost in putting in the hood, but we had a lot of food lost due to the lack of adequate freezer and fridge appliances at the snack shack. They need to be replaced this year prior to opening. The floor needs to be painted (maybe with the garage epoxy type paint and the walls need to be degreased/painted and doors painted and freshened up.
- We have seen a huge increase in our Tennis program by approximately 400% this past year. The Tennis Court needs to be refinished and we would like to see a second court put in like is planned in our Parks, Recreation, and Open Space Facilities Plan. The basketball hoops needs some maintenance or replacement; we've had people suggest that it would be nice to have

gates on the court, especially our instructors. The play structure at the park is in need of being replaced.

- Gym at the old building needs to be painted, new plexiglass, and the floor needs to be refinished. Our programs are going well in there and the image is shabby. We love the new lights! Programs in the gym need more equipment (i.e. weights for aerobics, mats, trampoline, dance bar) and certifications for staff to maintain/increase our level of service.
- An increase to our part-time wages due to an increase in programs, hours towards sports hours (i.e. gym/field supervisors, referees/umpires and scorekeepers switching to payroll, snackshack), receptionist hours, programming hours for seniors, and park rentals now fall under Recreation
- The creation/adoption of a Sportsmanship program similar to SAGE (Set A Good Example) or Lehi's FANS (Fans Against Negative Sportsmanship) program where parents watch a video on sportsmanship prior to being able to register for their child for a youth sports league. Lehi has seen a correlation in good sportsmanship and the implementation of these programs. Here is a link to Lehi's FANS video (you have to create an account) <http://www.lehi-ut.gov/fans> and a link to the Daily Herald's article on the program:
http://www.heraldextra.com/news/local/north/lehi/article_30f4a6e8-6ce3-58be-822d-fdef8ce40360.html

Santaquin Arts Council (City Liaison)

The Santaquin Arts Council recently has had resurgence with the desire to contribute to the expansion of the arts and culture in Santaquin. They have a desire to raise funds for a planned amphitheater as outlined in the Parks, Recreation and Open Space Facilities Plan 2008 at the future Ted Ahlin Park at the mouth of Pole Canyon. They did a concert to showcase the local talent in our area and did a phenomenal job with the art show during Orchard Days where local artists showcased their talent. They are working on doing monthly meetings to be able to have more regular fund raisers and events to promote the arts and a performing venue. They would be very interested in a Community/Recreation Center with a place to display art and perform.

Santaquin is an amazing place where people like to spend their leisure time and the Leisure Services Department works hard to allow citizens the opportunity to do so. We appreciate the opportunity to serve our citizens.

Ben Reeves

From: Dennis Marker [santaquinplanner@gmail.com]
Sent: Saturday, February 18, 2012 1:58 PM
To: Ben Reeves
Subject: Comm Dev Priorities for next year

Training

Economic Development
Inspections - Infrastructure
GIS
Inspections - Building

Planning

Public Safety Facilities Plan
Water Facilities Plan
Parks & Recreation Facilities Plan
Transportation Facilities Plan
Northeast Annexation Area Plan

Economic Development

Property Owner Agreements (400
East)
Property Owner survey
Website

Staffing Needs

Engineering
Code Enforcement
GIS
Testing

GIS and Data Services

Data Integration
Data Update
Data Creation

Equipment Maintenance

Vehicles
GPS

Policy Issues

Code Enforcement
Parking
Animal Rights
Solicitors
Water Dedication Requirements
Accessory Apartments
Infill Development Standards
Commercial Zones
Farm Worker Housing

The above list is my prioritized focus areas for next year with the corresponding activities. The list is not comprehensive of the activities that we can do. It includes the top items as I see them.



Tennis

2/22/2012

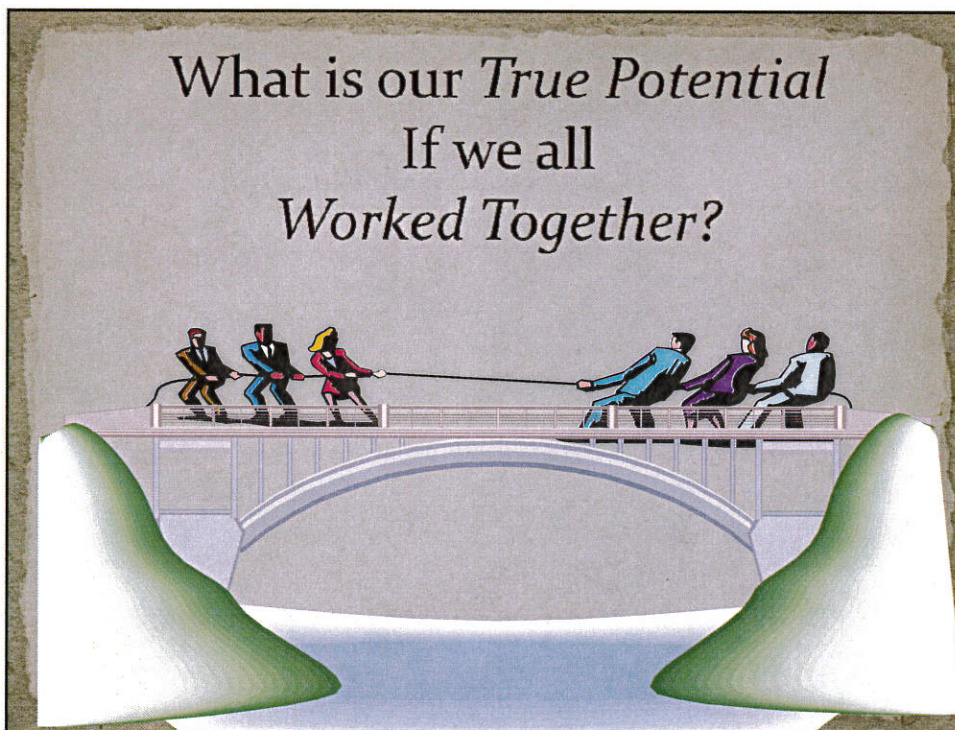
Challenges

Affects of Long-Term Economic Decline

- Personnel:
 - Wages
 - Benefits
 - Training/Certification
 - Essential Coverage
- Equipment:
 - Cost of Maintenance
 - Replacement Costs
- Capital Assets & Infrastructure:
 - Roads, Buildings, etc.
- Fund Balance Reserves
 - Operating at 82% of Revenues



5



2/22/2012

Finding the Common Ground

I don't know the key to success...

But the key to failure is trying to please everybody

We Can Do Anything...

But We Can't Do Everything...

Time flies...

It's up to you to be the navigator



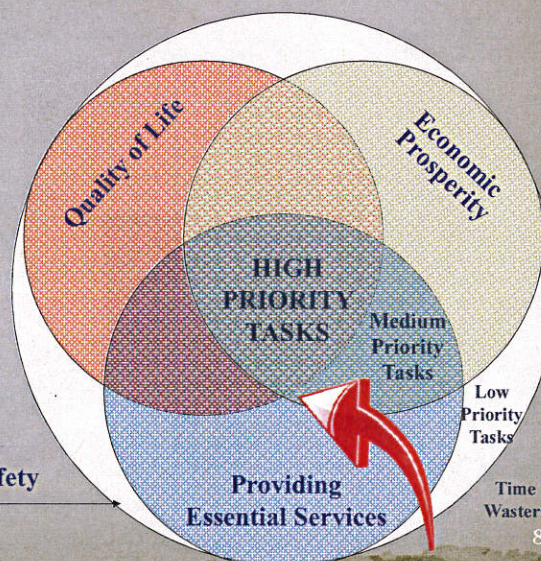
7

Establishing & Prioritizing Goals

Goals of the City should be based on a balanced approach of providing safety and security, essential services, economic prosperity and a high quality of life as outlined in the General Plan

Tasks should be prioritized based on the number of overlapping goals they support.

Public Safety



8

Current Projects – (1-5yrs)

- Eastside Booster Pump
- Water Reclamation Facility
- North Orchard Park Project
- Economic Development – CDA/RDA

Major Projects – (5yr +/-)

- Sports Complex (4plex-Soccer)
- Recreation Center / Pool Complex
- Public Works Building Replacement
- Library Expansion/Replacement
- City Offices Building
- Secondary Bridge to Summit Ridge

Other Questions?

- How do we prepare for (& capitalize on) the future?
 - General & Impact Fee Planning
 - Major Project Planning
- How do we fund the future?
 - Sales Taxes – Economic Development
 - Property Taxes – Deductible/Legal
 - User Fees
- How do we do what we do *better*?
 - Efficiencies – Cost cutting
- How do we take care of what we have?
 - Personnel – (Wages, Benefits, Morale)
 - Equipment – (Rotation/Replacement)
 - Assets – (Buildings, Roads, Tanks, etc)
 - What do we do with the old building?
- ***What is your priority???***

2/22/2012

Possibilities For Meeting Financial Future Needs

- Immediate:
 - Increasing Efficiencies
 - Cutting Costs
 - Adjusting Fees
- Short Term:
 - Seeking Grant Funding
 - Adjust Property Tax Rates
 - Outsourcing
- Long Term:
 - Increase Economic Base:
 - CDA/EDA (Grocery Store Center)
 - Industrial Job Creation



9

Round Table...

- *Other Issues Not Previously Discussed*
- *Council Requests?*
- *Questions?*



10

Santaquin City 2010-2011 Actuals

Overall Municipal Averages Across the State of Utah

	Actual Amount Collected	% of Rev	Municipal Average	What we would have brought in if we were average	Variance	Notes:
Property Taxes	\$ 456,554.00	10%	24%	\$ 1,092,391.92	\$ (635,837.92)	Combination of a very low tax rate and low property valuation
Sales Taxes	\$ 765,725.00	17%	30%	\$ 1,365,489.90	\$ (599,764.90)	We are sending our tax dollars to other communities
Franchise Fees	\$ 293,961.00	6%	9%	\$ 409,646.97	\$ (115,685.97)	
C-Road Funds	\$ 309,672.00	7%	10%	\$ 455,163.30	\$ (145,491.30)	
License, Fees, & Permits	\$ 119,895.00	3%	6%	\$ 273,097.98	\$ (153,202.98)	
Court Fines	\$ 119,716.00	3%	4%	\$ 182,065.32	\$ (62,349.32)	
Energy Sales	\$ 111,106.00	2%	3%	\$ 136,548.99	\$ (25,442.99)	
All Other Gov't Revenue	\$ 2,375,004.00	52%	14%	\$ 637,228.62	\$ 1,737,775.38	We are living off our utility billing for services
Total:	\$ 4,551,633.00	100%	100%	\$ 4,551,633.00	\$ -	

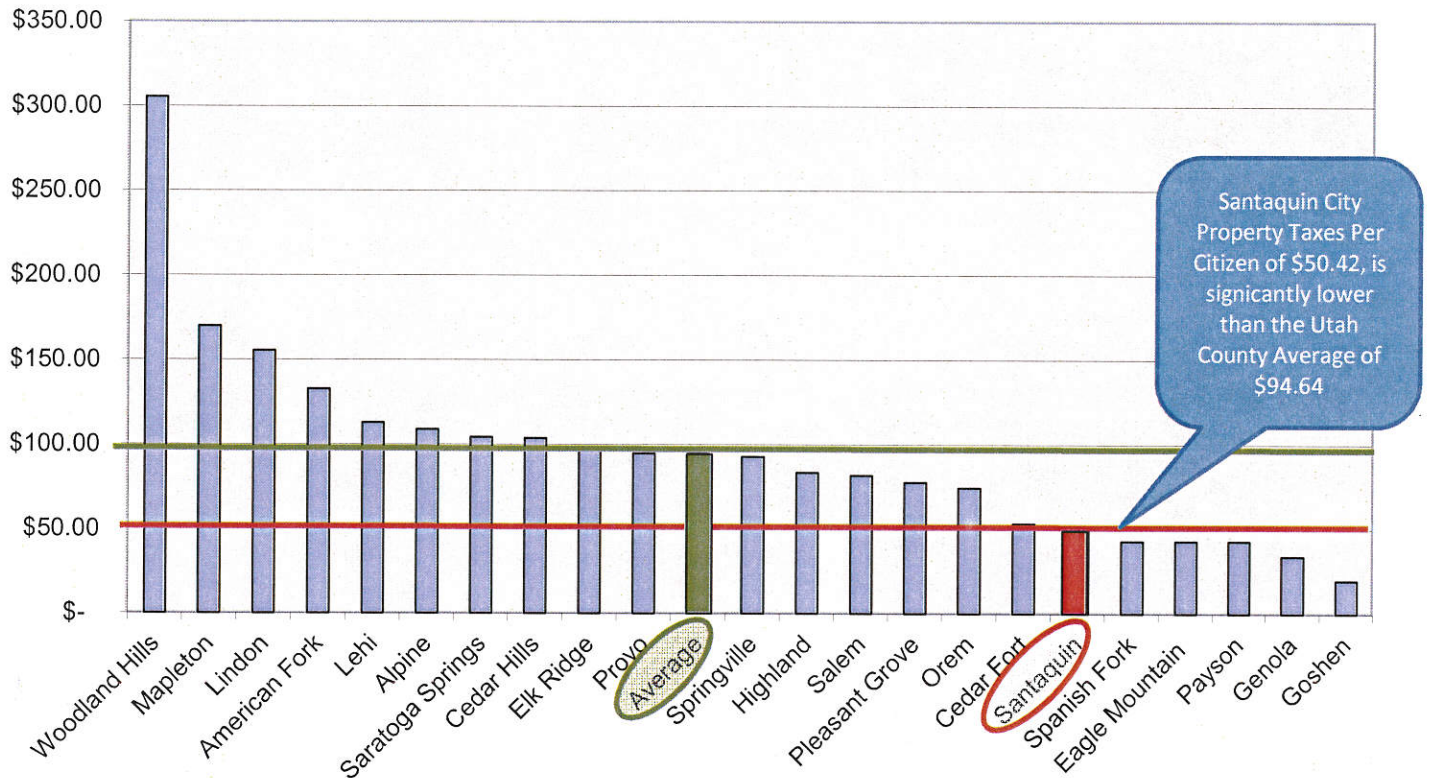
Comparisons Of Utah County Cities Revenues, Property Taxes, Sales Taxes, Etc

City	US Census Population (2010)	Total		Property Tax Rate (2011)	Property Taxes (2011)	% of Prop		Property Taxes Per Citizen	Budgeted		% of Sales Tax to Total Revenue	Sales Taxes Per Citizen
		Budgeted Revenue (2012)	Total Revenue Dollars per Citizen			Total Revenue	Taxes to Revenue		General Sale & Use Tax (2012)	Revenue		
Woodland Hills	1,344	\$ 851,773	\$ 633.76	0.005469	\$ 410,356	48.2%		\$ 305.32	\$ 105,000	12.3%		\$ 78.13
Mapleton	7,979	\$ 3,727,900	\$ 467.21	0.003570	\$ 1,356,471	36.4%		\$ 170.01	\$ 719,000	19.3%		\$ 90.11
Cedar Hills	9,796	\$ 3,580,000	\$ 365.46	0.003153	\$ 1,015,008	28.4%		\$ 103.61	\$ 1,000,000	27.9%		\$ 102.08
Saratoga Springs	17,781	\$ 9,293,386	\$ 522.66	0.003120	\$ 1,855,196	20.0%		\$ 104.34	\$ 2,100,000	22.6%		\$ 118.10
Provo	112,488	\$ 48,236,596	\$ 428.82	0.002843	\$ 10,650,246	22.1%		\$ 94.68	\$ 13,650,000	28.3%		\$ 121.35
American Fork	26,263	\$ 18,739,700	\$ 713.54	0.002794	\$ 3,486,294	18.6%		\$ 132.75	\$ 5,200,000	27.7%		\$ 198.00
Elk Ridge	2,436	\$ 1,148,579	\$ 471.50	0.002621	\$ 239,029	20.8%		\$ 98.12	\$ 200,000	17.4%		\$ 82.10
Lehi	47,407	\$ 20,810,439	\$ 438.97	0.002519	\$ 5,346,248	25.7%		\$ 112.77	\$ 4,908,169	23.6%		\$ 103.53
Pleasant Grove	33,509	\$ 12,827,392	\$ 382.80	0.002256	\$ 2,602,954	20.3%		\$ 77.68	\$ 3,600,000	28.1%		\$ 107.43
Springville	29,466	\$ 16,858,384	\$ 572.13	0.002103	\$ 2,731,810	16.2%		\$ 92.71	\$ 3,837,200	22.8%		\$ 130.22
Lindon	10,070	\$ 8,783,380	\$ 872.23	0.002080	\$ 1,565,520	17.8%		\$ 155.46	\$ 2,500,000	28.5%		\$ 248.26
Salem	6,423	\$ 3,863,189	\$ 601.46	0.002003	\$ 525,444	13.6%		\$ 81.81	\$ 1,001,321	25.9%		\$ 155.90
Orem	88,328	\$ 47,295,001	\$ 535.45	0.001879	\$ 6,577,409	13.9%		\$ 74.47	\$ 15,400,000	32.6%		\$ 174.35
Alpine	9,555	\$ 3,788,417	\$ 396.49	0.001870	\$ 1,040,052	27.5%		\$ 108.85	\$ 902,000	23.8%		\$ 94.40
Santaquin	9,128	\$ 4,107,336	\$ 449.97	0.001830	\$ 460,256	11.2%		\$ 50.42	\$ 765,750	18.6%		\$ 83.89
Highland	15,523	\$ 6,891,977	\$ 443.98	0.001743	\$ 1,295,202	18.8%		\$ 83.44	\$ 1,540,000	22.3%		\$ 99.21
Eagle Mountain	21,415	\$ 8,787,838	\$ 410.36	0.001636	\$ 918,604	10.5%		\$ 42.90	\$ 1,850,000	21.1%		\$ 86.39
Payson	18,294	\$ 8,830,638	\$ 482.71	0.001323	\$ 784,556	8.9%		\$ 42.89	\$ 2,260,000	25.6%		\$ 123.54
Cedar Fort	368	\$ 120,000	\$ 326.09	0.001244	\$ 19,636	16.4%		\$ 53.36	\$ 49,000	40.8%		\$ 133.15
Spanish Fork	34,691	\$ 17,299,609	\$ 498.68	0.001186	\$ 1,489,580	8.6%		\$ 42.94	\$ 3,800,000	22.0%		\$ 109.54
Goshen	921	\$ 228,000	\$ 247.56	0.000981	\$ 18,037	7.9%		\$ 19.58	\$ 75,000	32.9%		\$ 81.43
Genola	1,370	\$ 454,660	\$ 331.87	0.000957	\$ 46,601	10.2%		\$ 34.02	\$ 133,000	29.3%		\$ 97.08
Fairfield	119	\$ 579,559	\$ 4,870.24	0.001808	\$ 11,526	2.0%		\$ 96.86	\$ 140,000	24.2%		\$ 1,176.47
Vineyard	139	\$ 626,224	\$ 4,505.21	0.002249	\$ 370,000	59.1%		\$ 2,661.87	\$ 85,000	13.6%		\$ 611.51
Average Rate			\$ 481.53	0.002218		19.2%		\$ 94.64		25.2%		\$ 119.01
Santaquin City Compared to Average			\$ (31.56)	-0.000388		-8.0%		\$ (44.22)		-6.5%		\$ (35.12)

***Fairfield Town and Vineyard Town were excluded from the averages as they are outliers and skew the data

Comparisons Of Utah County Cities

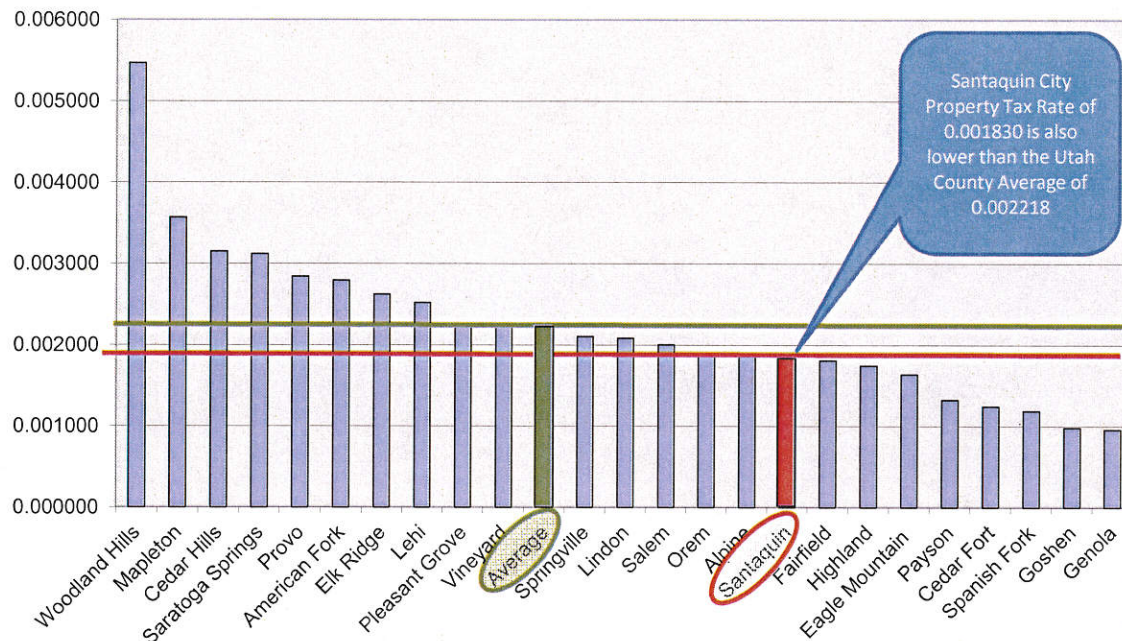
Utah County Property Taxes Per Citizen



City	Property Taxes Per Citizen	
Woodland Hills	\$	305.32
Mapleton	\$	170.01
Lindon	\$	155.46
American Fork	\$	132.75
Lehi	\$	112.77
Alpine	\$	108.85
Saratoga Springs	\$	104.34
Cedar Hills	\$	103.61
Elk Ridge	\$	98.12
Provo	\$	94.68
Average	\$	94.64
Springville	\$	92.71
Highland	\$	83.44
Salem	\$	81.81
Pleasant Grove	\$	77.68
Orem	\$	74.47
Cedar Fort	\$	53.36
Santaquin	\$	50.42
Spanish Fork	\$	42.94
Eagle Mountain	\$	42.90
Payson	\$	42.89
Genola	\$	34.02
Goshen	\$	19.58

Comparisons Of Utah County Cities

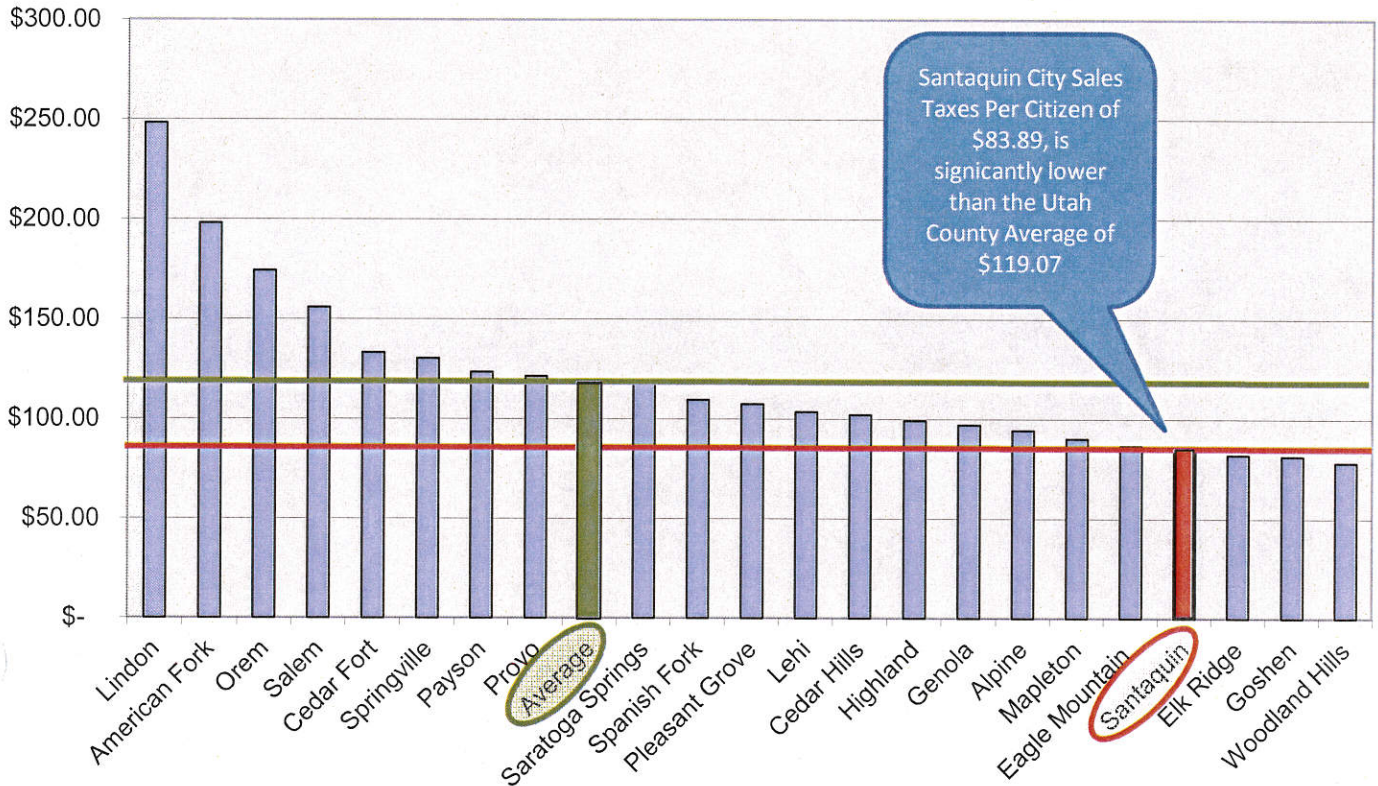
Utah County 2011 Property Tax Rates



City	Property Tax Rate
Woodland Hills	0.005469
Mapleton	0.003570
Cedar Hills	0.003153
Saratoga Springs	0.003120
Provo	0.002843
American Fork	0.002794
Elk Ridge	0.002621
Lehi	0.002519
Pleasant Grove	0.002256
Vineyard	0.002249
Average	0.002218
Springville	0.002103
Lindon	0.002080
Salem	0.002003
Orem	0.001879
Alpine	0.001870
Santaquin	0.001830
Fairfield	0.001808
Highland	0.001743
Eagle Mountain	0.001636
Payson	0.001323
Cedar Fort	0.001244
Spanish Fork	0.001186
Goshen	0.000981
Genola	0.000957

Comparisons Of Utah County Cities

Utah County Sales Taxes Per Citizen



City	Sales Taxes Per Citizen	
Lindon	\$	248.26
American Fork	\$	198.00
Orem	\$	174.35
Salem	\$	155.90
Cedar Fort	\$	133.15
Springville	\$	130.22
Payson	\$	123.54
Provo	\$	121.35
Average	\$	119.01
Saratoga Springs	\$	118.10
Spanish Fork	\$	109.54
Pleasant Grove	\$	107.43
Lehi	\$	103.53
Cedar Hills	\$	102.08
Highland	\$	99.21
Genola	\$	97.08
Alpine	\$	94.40
Mapleton	\$	90.11
Eagle Mountain	\$	86.39
Santaquin	\$	83.89
Elk Ridge	\$	82.10
Goshen	\$	81.43
Woodland Hills	\$	78.13