



MINUTES OF THE SOUTH OGDEN CITY COUNCIL ANNUAL STRATEGIC PLANNING MEETING

FRIDAY, FEBRUARY 21, 2020 – 4:30-7:30 pm
CITY HALL IN THE EOC 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, and Recorder Leesa Kapetanov

OTHERS PRESENT

Shannon Lloyd, Oliver Young, Weber State University President Brad Mortenson, Commissioner Jim Harvey, Ogden City CAO Mark Johnson, Sherry Porter, Jen Dixon, Wesley Stewart, Michelle Howard, Lisa Gailey

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 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/2020/CC200221_1635.mp3

I. CALL TO ORDER

- Mayor Porter began the meeting at 4:37 pm and called for a motion to open the strategic planning session.

00:00:15

Council Member Howard moved to open the strategic planning meeting for the evening, followed by a second from Council Member Smyth. Council Members Orr, Howard, Stewart, and Smyth all voted aye.

Note: Council Member Strate was not present for this vote. He arrived at 4:45 pm during the presentation by Ms. Lloyd.

II. BUSINESS PRESENTATIONS

A. Shannon Lloyd, South Ogden Costco General Manager

00:02:04

B. Oliver Young, Young Automotive

Mr. Young had not yet arrived due to traffic, so the mayor went to the next presentation.

III. STAKEHOLDER PRESENTATIONS

A. Brad Mortensen, Weber State University President

00:25:05

President Mortensen used a visual presentation. See Attachment A.

B. Mark Johnson, CAO, Ogden City

00:56:45

Mr. Johnson also had a visual presentation. See Attachment B.

Mr. Young arrived during Mr. Johnson's presentation, so Mayor Porter asked him to go next.

IIB. Oliver Young, Young Automotive (see above)

01:19:36

C. Jim Harvey, Weber County Commissioner

01:29:47

See Commissioner Harvey's visual presentation, Attachment C.

After Commissioner Harvey's presentation, the group took a break to eat dinner. The dinner was donated by Texas Roadhouse, a business located in South Ogden City. When the meeting began again, a new recording was made. The recording can be found at this link:

https://www.southogdencity.com/document_center/Sound%20Files/2020/CC200221_1905.mp3

IV. COUNCIL PRESENTATIONS

Council Member Orr 00:01:10

Council Member Strate 00:08:40

Council Member Stewart 00:22:43

Council Member Howard 00:29:07

Council Member Smyth 00:37:20

V. CLOSING COMMENTS BY MAYOR PORTER

00:39:47

VI. ADJOURN

At 7:54 pm, Mayor Porter called for a motion to adjourn.

Council Member Howard moved to adjourn, followed by a second from Council Member Strate. The voice vote to adjourn was unanimous.

I hereby certify that the foregoing is a true, accurate and complete record of the South Ogden City Council Strategic Planning Meeting held Friday, February 21, 2020.


Kapetanov, City Recorder

Date Approved by the City Council

Leesa



MINUTES OF THE SOUTH OGDEN CITY COUNCIL ANNUAL STRATEGIC PLANNING MEETING

SATURDAY, FEBRUARY 22, 2020 – 9 am-3:30 pm
CITY HALL IN THE EOC 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, City Attorney Ken Bradshaw, Assistant City Manager Doug Gailey, and Recorder Leesa Kapetanov

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 or requested from the office of the South Ogden City Recorder.

The recording for this portion of the meeting can be found by clicking this link:

https://www.southogdencity.com/document_center/Sound%20Files/2020/CC200222_0902.mp3

I. CALL TO ORDER/WELCOME

At 9:04 am, Mayor Porter welcomed everyone and called for a motion to begin the meeting.

Council Member Smyth moved to enter into a strategic planning meeting. Council Member Howard seconded the motion. The voice vote was unanimous in favor of the motion.

00:01:24

II. REVIEW/DISCUSS FY2020 PLAN

City Manager Matt Dixon led the discussions for the remainder of the day. After an introduction, he began a review of the strategic plan to decide what should stay and what should be removed.

00:15:36

As part of his discussions, he used a visual presentation. See Attachment D.

III. REVIEW/DISCUSS MISSION 00:40:55

IV. REVIEW/DISCUSS VISION

City Manager Dixon combined discussion of the mission and vision of the city together. See time stamp above.

Note: During each exercise, those present formed groups to brainstorm together. They then presented their ideas to everyone present. The time stamps indicate this method. As each group presented, they posted their ideas on the wall. A picture of each of the main topics and the ideas underneath them, which were posted, can be seen in Attachment E.

V. DEFINING SUCCESS EXERCISE

Strengths

- Brainstorm 00:44:21
- Presentation to group 00:58:32

Challenges and threats

- Brainstorm 01:04:46
- Presentation to group 01:22:59

VI. BREAK

VII. DEFINING SUCCESS EXERCISE (continued)

Opportunities

- Brainstorm 01:32:15
- Presentation to group 01:52:59

VIII. LUNCH BREAK

Following the lunch break, a new recording was started. Click this link to listen to the recording: https://www.southogdencity.com/document_center/Sound%20Files/2020/CC200222_1218R.mp3

IX. REVIEW/DISCUSS STRATEGIC DIRECTIVES 00:03:12

X. DRAFT STRATEGIC INITIATIVES

Fiscal Sustainability

- Brainstorm 00:38:10
- Presentation to group 01:00:00

Employees

- Brainstorm 01:21:35
- Presentation to group 01:30:46

Infrastructure

- Brainstorm 01:49:58
- Presentation to group 01:58:49

Economic Development

- Brainstorm 02:13:06
- Presentation to group 02:24:15

Community Engagement

- Brainstorm 02:39:11
- Presentation to group 02:48:20

XI. ADJOURN

- Closing comments from City Manager Matt Dixon
03:05:05
- Closing comments from Mayor Porter
03:10:39
- Mayor Porter called for a motion to adjourn
03:13:30

Council Member Strate moved to adjourn the strategic planning meeting. Council Member Howard seconded the motion. The voice vote was unanimous in favor of the motion.

I hereby certify that the foregoing is a true, accurate and complete record of the South Ogden City Council Strategic Planning Meeting held Saturday, February 22, 2020.


Leesa Kapetanov, City Recorder

March 17, 2020
Date Approved by the City Council

Attachment A
Presentation by President Mortensen



WEBER STATE
UNIVERSITY

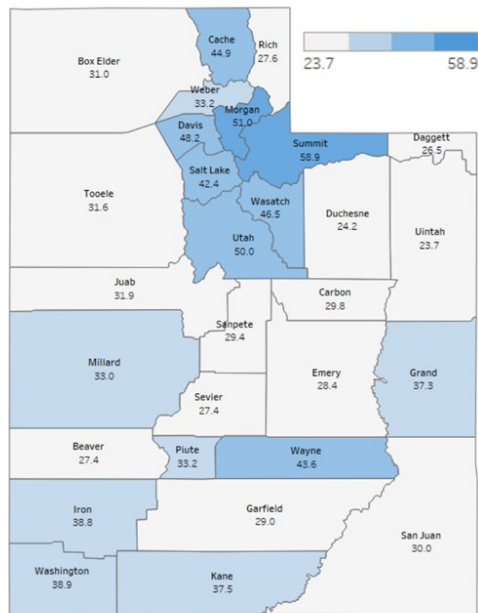
South Ogden City Planning Retreat

February 21, 2020



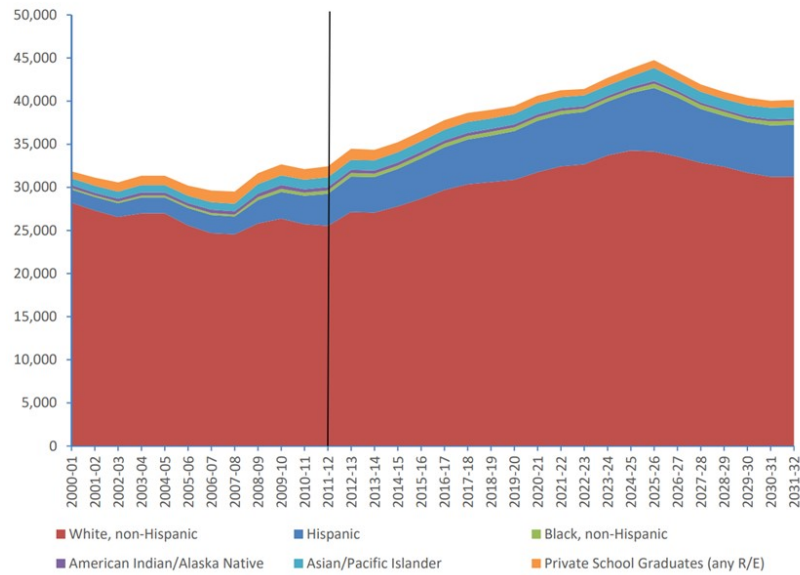
**Utah's "Most Affordable College with the
Best Outcomes."**

Figure 3. Percent of Adults Aged 25-64 with an Associate's Degree or Higher, by County (2012-2016)



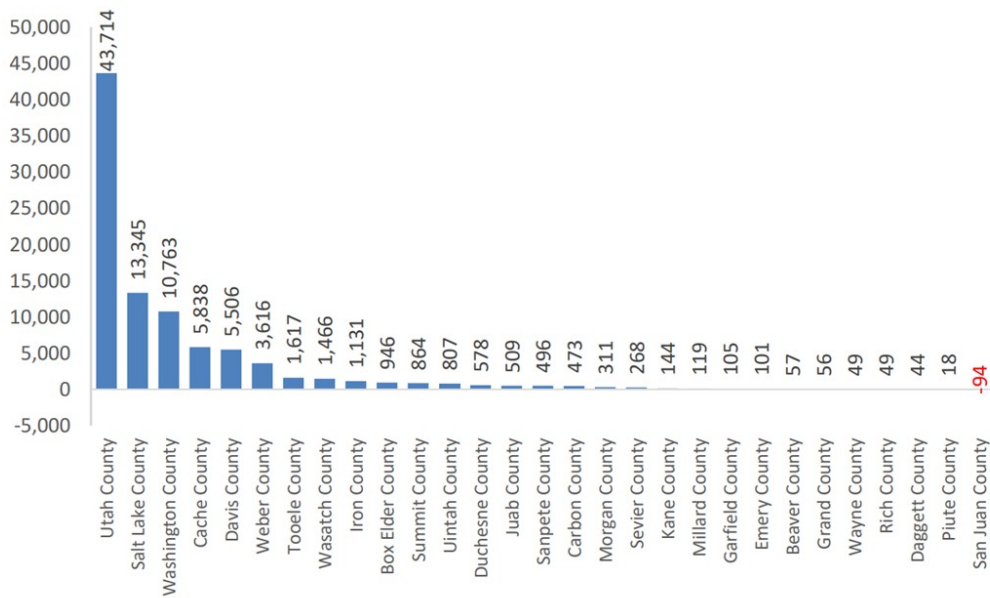
Source: U.S. Census Bureau, American Community Survey (ACS)

Figure 6. High School Graduates by Race/Ethnicity in Utah, Actual (2001-2011) and Projected (2012-2032)



Source: WICHE, *Knocking at the College Door*

Figure 8. Difference in Projected Population Aged 19-24 by Utah County, 2020-2050



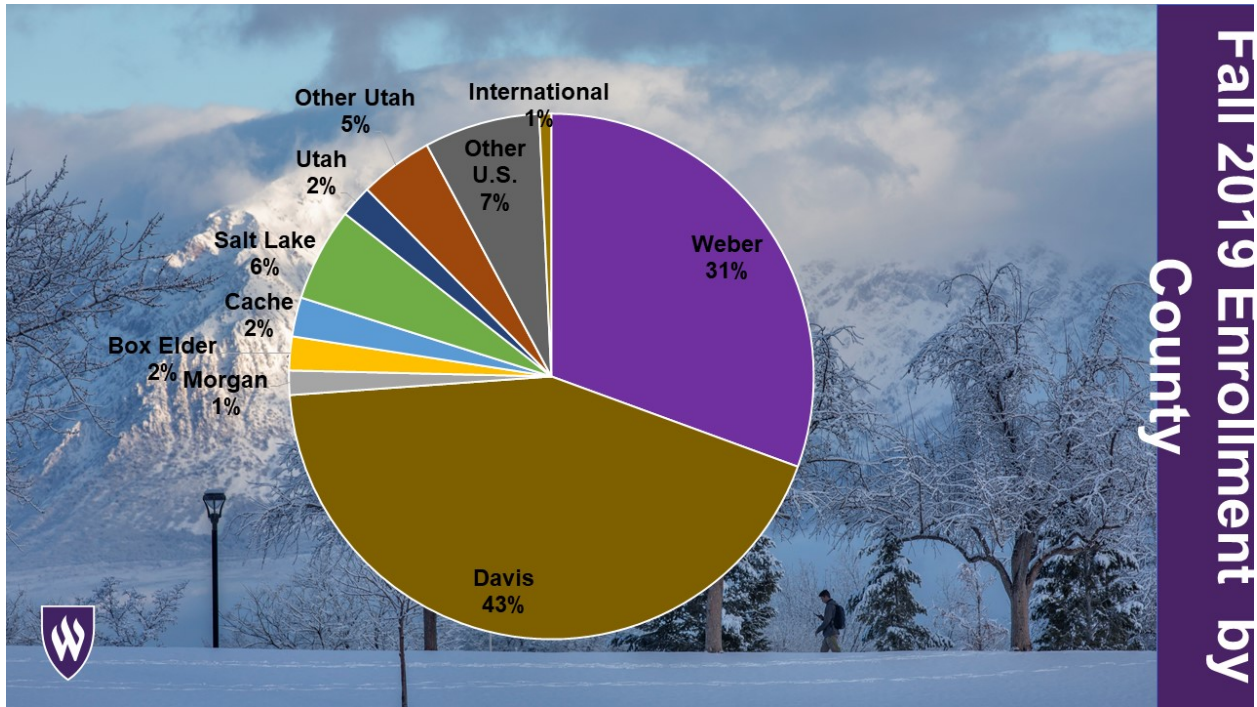
Source: Kem C. Gardner Policy Institute 2015-2065 State and County Projections

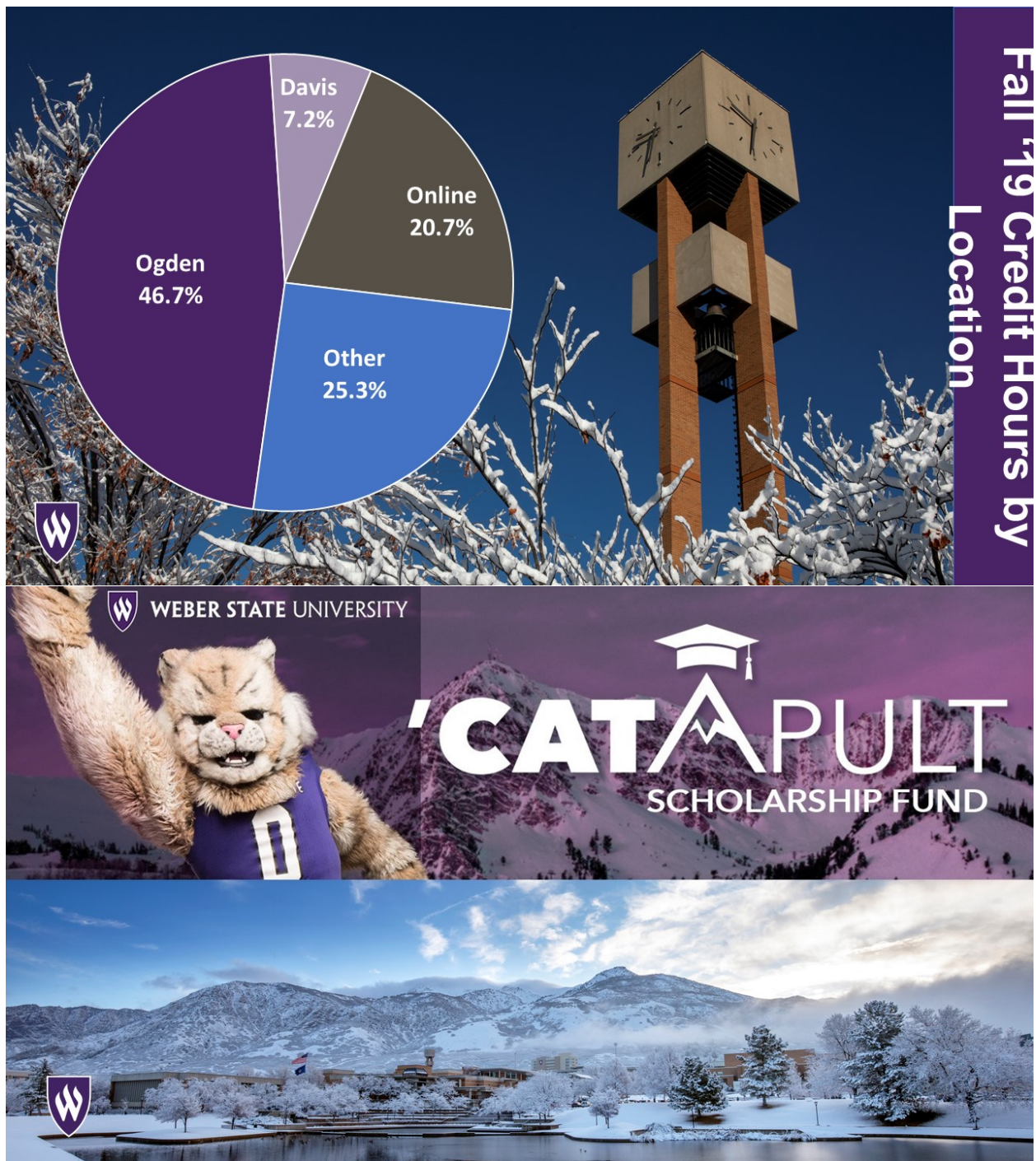


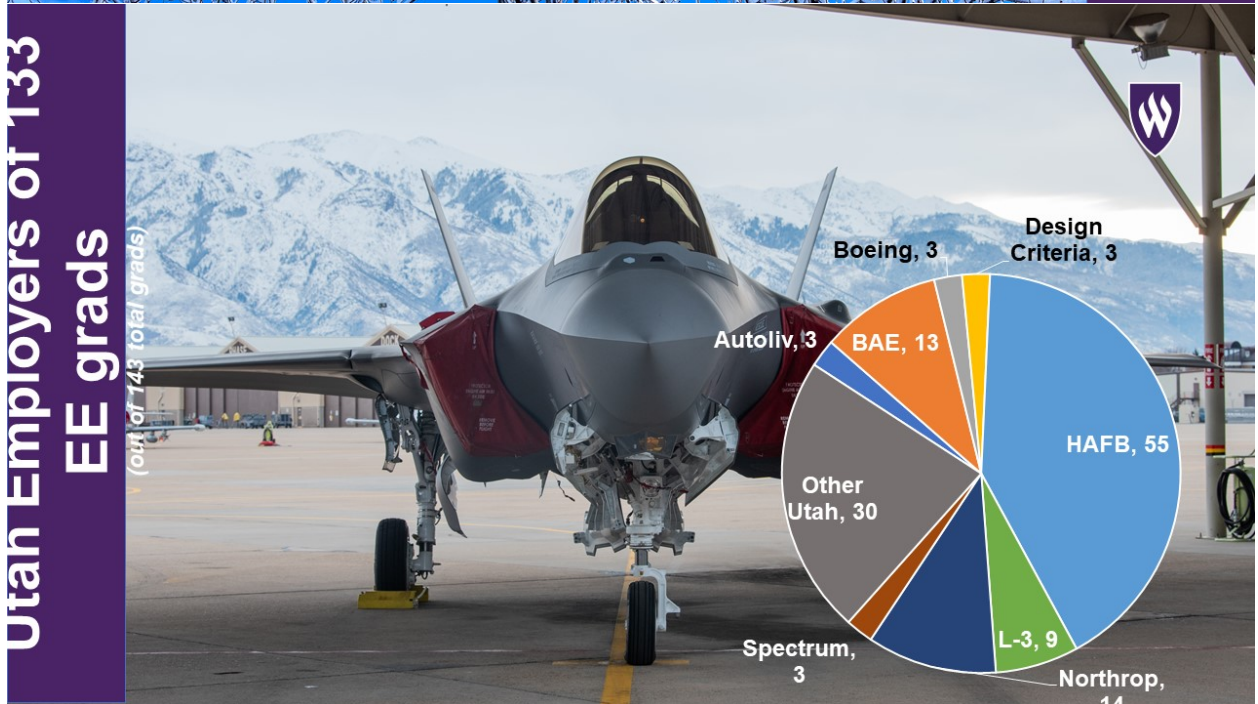
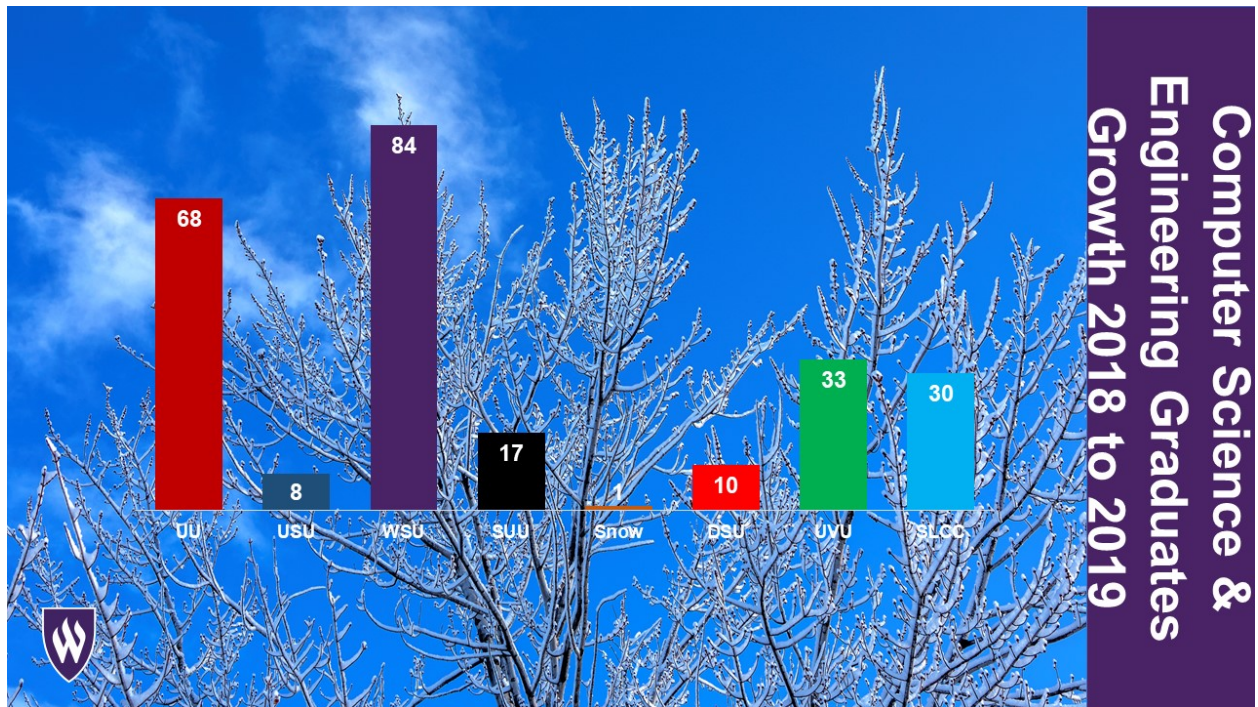
STUDENT SUCCESS

means that
EVERY STUDENT
has opportunities
TO THRIVE.

Our goal is to
CREATE A SUPPORTIVE ENVIRONMENT
where faculty and staff
CONNECT WITH, CHALLENGE AND TEACH
students,
helping them fully
REALIZE THEIR POTENTIAL TO LEAD MEANINGFUL LIVES.










Economy Leading Jobs for Ogden-Clearfield MSA

Electronics Engineers, Except Computer	Software Developers, Systems Software	First-Line Supervisors of Construction Trades and Extraction Workers	Accountants and Auditors	Chief Executives
Industrial Engineers	Computer Occupations, All Other	Painters, Construction and Maintenance	Loan Officers	Industrial Production Managers
Materials Engineers	Computer and Information Research Scientists	Maintenance and Repair Workers, General	Financial Specialists, All Other	Construction Managers
Civil Engineers	Computer Programmers	First-Line Supervisors of Production and Operating Workers	Sales Representatives, Wholesale and Manufacturing	Sales Managers
Aerospace Engineers	Computer User Support Specialists	Machinists	Real Estate Sales Agents	General and Operations Managers
Mechanical Engineers	Computer Network Support Specialists	Plumbers, Pipefitters, and Steamfitters	Business Operations Specialists, All Other	Architectural and Engineering Managers
Engineers, All Other		Welders, Cutters, Solderers, and Brazers	Logisticians	Financial Managers
Electrical and Electronics Engineering Technicians		Automotive Service Technicians and Mechanics	Production, Planning, and Expediting Clerks	Transportation, Storage, and Distribution Managers
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors		Mechanical Drafters		

Northern Utah Regional Workforce Development




Burning Glass Top Job Skills

- Communication
- Planning
- Teamwork
- Collaboration
- Writing
- Microsoft Word
- Microsoft Excel
- Organization Skills
- Research
- Written Communication
- Detail-Oriented
- Critical Thinking
- Troubleshooting
- Time Management
- Multi-Tasking



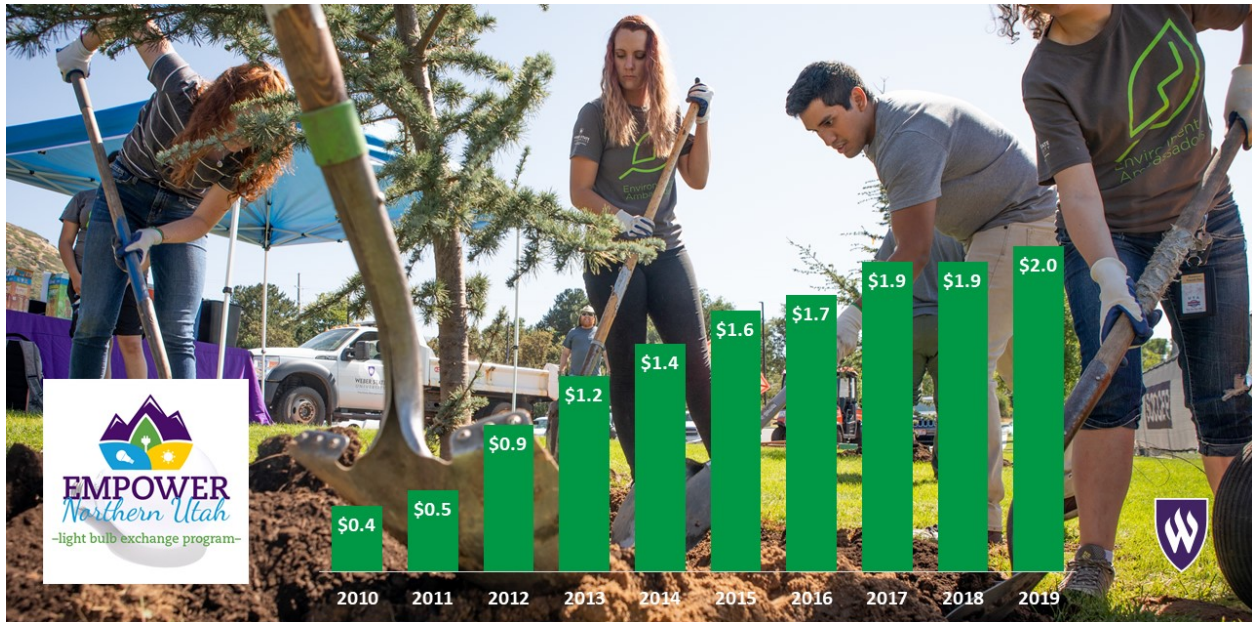
Digital Fluency Initiative

91 Articulation Agreements

AAS Automotive Heavy Duty Truck –Diesel
 AAS Automotive Service Technician (ATEP)
 AAS Building Design & Construction Pre-Arch.
 AAS Building Design, Construction, & Arch. (2-yr)
 AAS Computer Science
 AAS Construction Management Technology
 AAS Controls Technology
 AS Criminal Justice
 AAS Design Engineering Technology
 AAS Early Childhood Major
 AAS Electronics Engineering Technology
 AAS General Technology
 AS Health Sciences
 AAS Interior Design
 AAS Manufacturing Engineering Technology
 AAS Manuf. Engin. Technology - CNC Machining
 AAS Manuf. Engin. Technology – Welding
 AAS Mechanical Engineering Technology
 AAS Medical Laboratory Science
 AAS Network Management Technology
 AAS Nursing
 AAS Paramedic Studies
 AAS Product Design & Development
 AAS Sales & Merchandising

Ogden-Weber Tech: 11
 Ogden District: 15
 Weber District: 17
 NUAMES: 3
 Davis Tech: 18
 Davis District: 15
 Morgan District: 9
 Bridgerland Tech: 2
 Uintah Basin Tech: 1





Sustainability Excellence





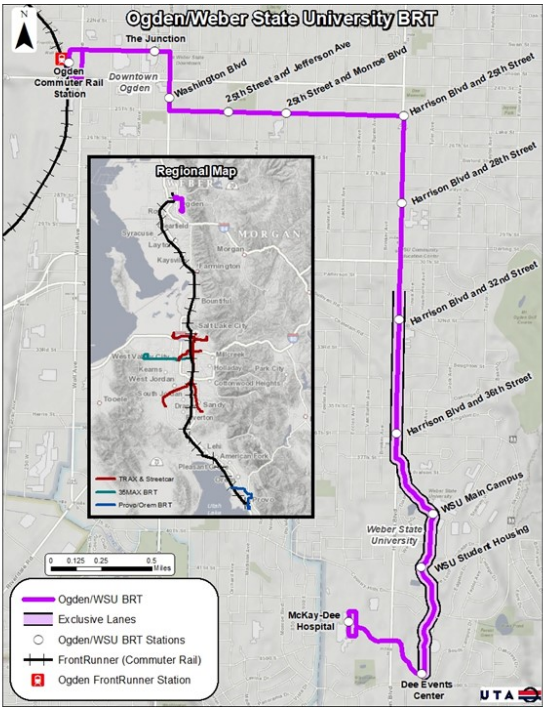
Noorda Engineering & Applied Science Building



Noorda Engineering & Applied Science Building



Bus Rapid Transit – August 2022



Campus Master Plan





Student Housing Development



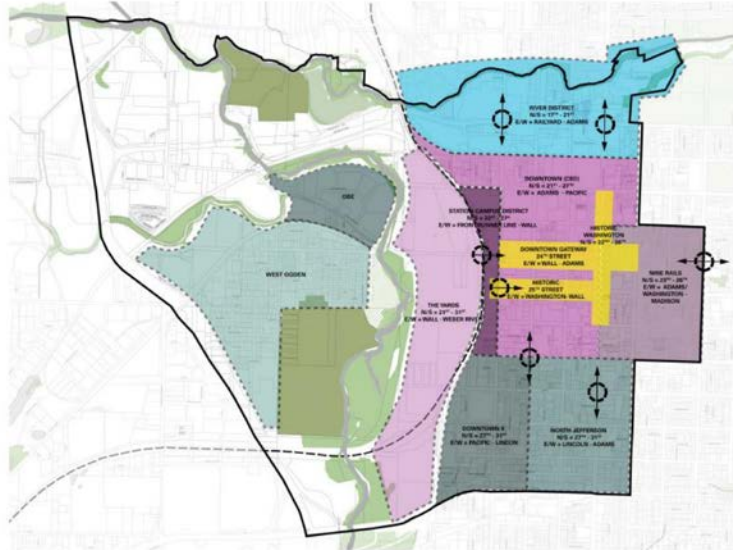
Attachment B

Presentation by Mark Johnson

MAKE Ogden



Major community engagement and planning project to create a new Master Plan for Downtown Ogden to guide future development



Downtown Office Demand



We are seeing significant demand for office space in downtown Ogden, and we're working to develop more office product; projects underway include Continental CRA and First Security Bank



Ogden-WSU Bus Rapid Transit

UTA is working with contractor to refine design and cost estimate for BRT, which is requirement for FTA Small Starts funding



Other Updates

- Ogden, Snowbasin, and Powder Mountain featured in New York Times travel section
- Ogden recognized on Inc.'s 2020 "Surge Cities," list of top 50 cities for starting a business
- Ogden-Clearfield MSA ranked #3 in nation for job growth
- Weber and Davis counties named to the 2020 Class of Great American Defense Communities



The New York Times

Utah Powder and Steeps, Without the Crowds

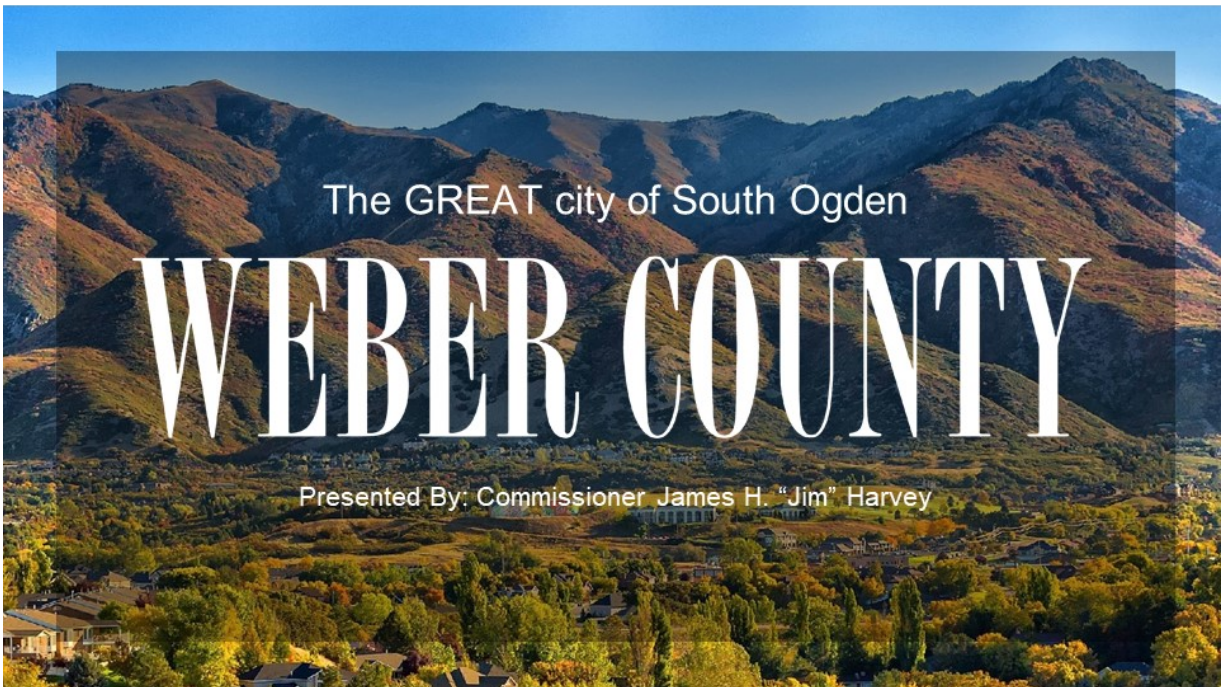
Head north from Salt Lake City to visit Snowbasin and Powder Mountain, relatively undiscovered gems of the state's ski scene.



A skier descends Grizzly where the area's 2002 Olympic downhill competition was run, at the Snowbasin resort, one hour from the New York Times.

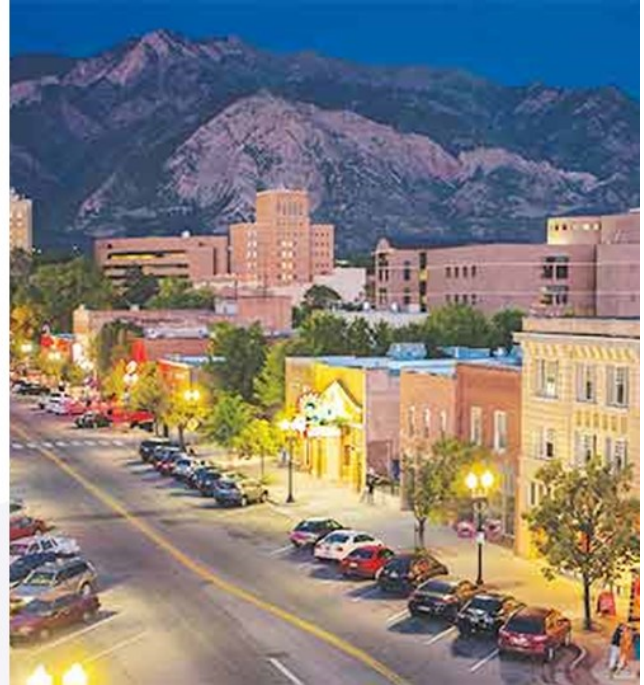
Attachment C

Presentation by Commissioner Harvey



OUTLINE

- Transparency & Communication
- #WinninginWeber
- "WE-ber" campaign
- Regional Economic Development
- Intergenerational Poverty Results
- Crisis Communication
- Forecasting, Smart Growth
- Organizational Chart



TRANSPARENCY

Facebook Live

- Commission meetings
- One-on-one conversations
- Weber County events

Tele-Town Hall

- 1 hour
- 24 live questions
- 1,918 attendees
- 22,342 minutes of listening time.



TRANSPARENCY

Using Social Media to Communicate

POSTS



2,628 posts across three platforms since May 2017

FACEBOOK GROWTH



4,752 → 8,379 → =3,627 or 76% increase

TWITTER GROWTH



303 → 1,527 → = 1,224 or 403% increase

INSTAGRAM GROWTH



530 → 1,745 → = 1,215 or 229% increase



SOCIAL COMPARISONS

Surrounding Counties

- Weber County 8,379 likes
- Davis County- 21 likes
- Utah County- 1,087 likes
- Salt Lake County- 2,685 likes
- Box Elder County – 5,932 likes
- Cache County- 2,330 likes
- Tooele County - 0 likes

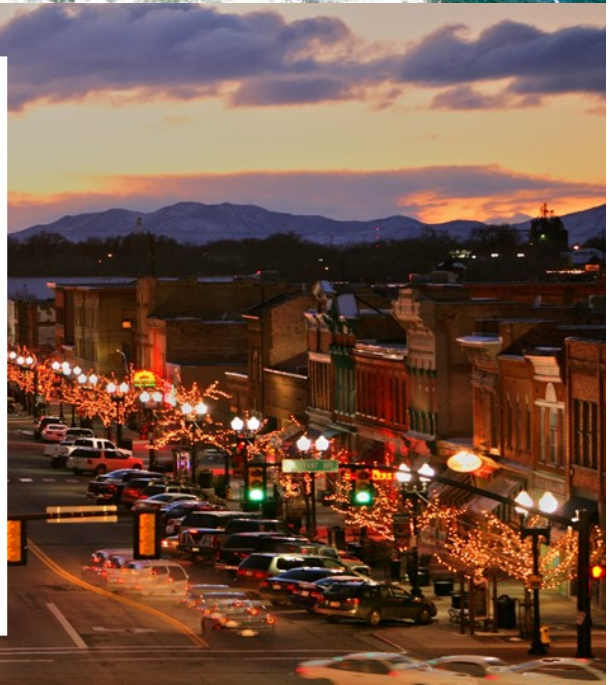
Out of State Counties:

- San Bernardino County - 7,946 likes
- Maricopa County- 4,694 likes
- Pima County - 5,087 likes
- Dallas County- 558 likes



EMAIL CONTENT

- Sent weekly
- 2,223,219 sent
- Content from all departments, community partners.





#WINNINGINWEBER

WHY



A trackable way to rally the community.

INTEGRATION



Reaching out to community partners, citizens, local governments, economic development, photo contests.

EXECUTION



Used on all social channels, business cards, letterhead, email signatures.

THE NUMBERS



22.7 million impressions since November with 4,632 posts by 435 different users.

“WE-ber” Campaign

- 2020 theme
- Featuring all of YOU!
- Highlighting businesses, people, activities and culture.

Economic Development

The Standard Examiner

FEATURED

Weber, Davis counties to OK accord joining forces in economic development

By TIM VANDENACK, Standard-Examiner Jun 18, 2019 0



Economic Development

FOX 13 News- Utah



Weber and Davis Counties join forces to bring business north



POSTED 5:58 PM, JUNE 18, 2019, BY MAX ROTH

Economic Development

The Standard Examiner

FEATURED

Weber County leaders visit businesses as part of new outreach effort to spur growth

By TIM VANDENACK Standard-Examiner Feb 8, 2019 0



Economic Development

Utah Business Magazine

ARTICLES

NORTHERN UTAH IS SEEING A COMMERCIAL REAL ESTATE BOOM

by Brandon Fugal / January 2, 2020 / 2.1k / 0 comments



Economic Development

The Salt Lake Tribune

NS

The Salt Lake Tribune

DONATE SIGN IN

Utah's Ogden-Clearfield metro area ranks No. 3 in the nation for job growth



Economic Development

The Salt Lake Tribune

NS

The Salt Lake Tribune

DONATE SIGN IN

Once 'sparse and empty,' the heart of Ogden is becoming a creative arts and culture district



Intergenerational Poverty Success

The Standard Examiner

Weber County increases focus on fighting poverty, hires director to lead effort

By TIM VANDENACK Standard-Examiner Jun 7, 2019 3



Intergenerational Poverty Success

The Standard Examiner

Weber Co. to get \$150K grant for new program to fight intergenerational poverty

By TIM VANDENACK, Standard-Examiner Sep 24, 2018 0



Intergenerational Poverty Success

The Standard Examiner

Weber County anti-poverty initiative helping 25 Ogden families so far

By TIM VANDENACK Standard-Examiner Jun 27, 2019 0

Intergenerational Poverty Success

The Standard Examiner

Weber County anti-poverty program, aiding 35 families, yielding results

By TIM VANDENACK Standard-Examiner Dec 9, 2019 0

Intergenerational Poverty Success

The Standard Examiner

FEATURED

Weber County anti-poverty program helps woman remake her life

By TIM VANDENACK Standard-Examiner Dec 27, 2019 0

Intergenerational Poverty Success

ABC News 4 Utah

LOCAL NEWS

Weber County announces new center and post for tackling intergenerational poverty

Intergenerational Poverty Success

KUTV 2 News Utah

LOCAL NEWS

Breaking the cycle of intergenerational poverty in Weber County

CRISIS COMMUNICATIONS

#UintahFire, Reputation Crisis, and Avalanche Communication



PRESS RELATIONS

Immediately on the scene, coordinated press conferences, and accurate info.



SOCIAL MEDIA

Weber County platforms became the center for accurate crisis communications.



DIRECT TO COMMUNITY

Told the amazing story of volunteers and Weber County employees.

Smart Growth

FORCASTING for the FUTURE // Low Density = higher taxes

We are messaging to inform the public regarding housing that's that affordable.

It's all about the 69% Organic growth.....Our kids.

Western Weber County

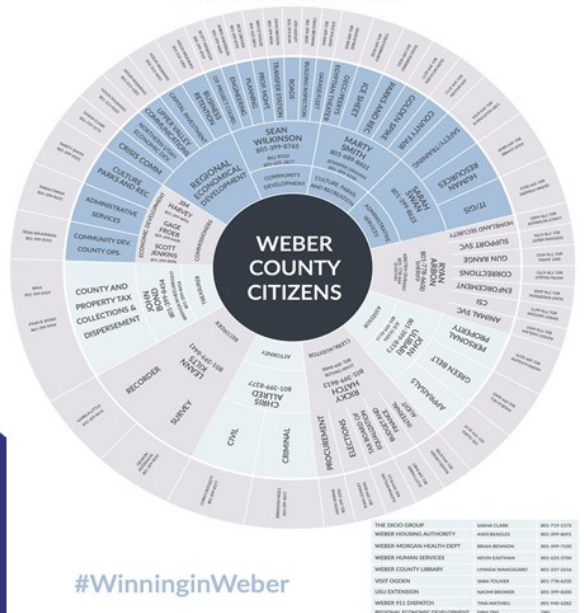


ORGANIZATIONAL CHART

Full Circle Transparency

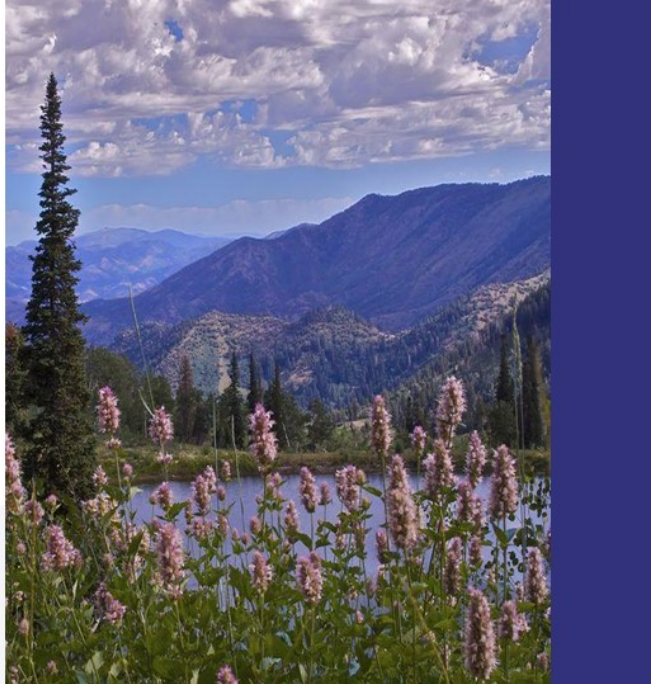


WEBER COUNTY ORGANIZATION CHART



THANK YOU

While we may be an outside contractor, we've worked hard to make sure each Commissioner, department, division head and community leader is aware that we are available 24/7 to execute and collaborate communications efforts on behalf of the county.



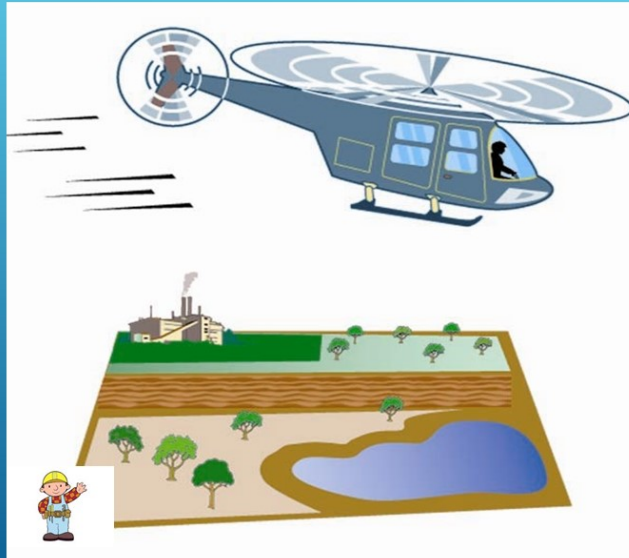
Attachment D

Presentation by City Manager Dixon

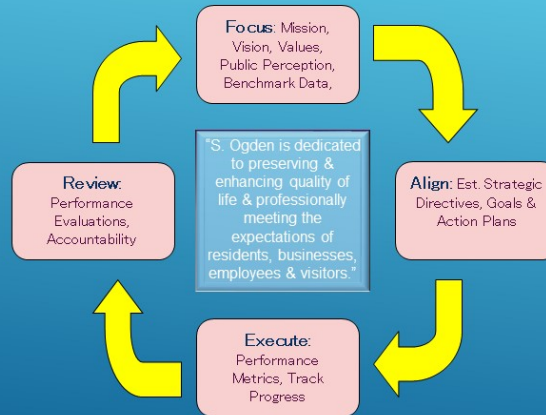
STRATEGIC PLANNING WORK SESSION



Strategic Planning Perspective



STRATEGIC PLANNING CYCLE



MEETING OBJECTIVES

- Review FY20 Plan
- City Mission
- City Vision
- Strategic Directives Review
- Break
- SCOT
- Draft Strategic Initiatives
- Lunch
- Strategic Initiative Prioritization



STRENGTHS

- Think of city as the entire community (government, businesses, residents, etc.)



CHALLENGES/THREATS

- Challenges are internal (city and community) things when we might get in our own way
- Threats are external things that may fall on us and crush us (i.e. recession, legislation)



OPPORTUNITIES

- Where are our biggest opportunities to make meaningful improvements?
- Where can we really make a difference?



STRATEGIC DIRECTIVES

- What do we have to get right in order to move the organization towards our vision?
- What are the broad, high-level (BIG BUCKET) areas we need to focus on?

- 1 FISCAL SUSTAINABILITY: ENSURE THE ABILITY OF THE CITY TO PROVIDE QUALITY PUBLIC SERVICES THROUGH CAREFUL LONG-RANGE PLANNING AND EVALUATION OF CURRENT DECISIONS IN THE CONTEXT OF FUTURE FISCAL IMPACTS.
- 2 EMPLOYEES: RECRUIT, DEVELOP AND RETAIN QUALITY EMPLOYEES BY MAINTAINING MARKET COMPETITIVE PAY RATES AND DEMONSTRATING A COMMITMENT TO THE GROWTH AND DEVELOPMENT OF OUR STAFF.
- 3 INFRASTRUCTURE: INVEST IN THE UPKEEP AND MAINTENANCE OF EXISTING CITY INFRASTRUCTURE (I.E. UTILITIES, PARKS, ROADS, ETC.) AND PLAN FOR NEW INFRASTRUCTURE DEVELOPMENT NEEDS AND OPPORTUNITIES TO SUPPORT THE GROWTH OF OUR COMMUNITY.
- 4 ECONOMIC DEVELOPMENT: FOSTER QUALITY ECONOMIC DEVELOPMENT IN OUR COMMUNITY BY FOCUSING ON NEW DEVELOPMENT OPPORTUNITIES, ZONING OPTIONS, INCREASED LEVERAGE OF DEVELOPMENT RESOURCES AND EFFECTIVE BRANDING IMPLEMENTATION.
- 5 COMMUNITY ENGAGEMENT: CREATE OPPORTUNITIES FOR RESIDENTS AND BUSINESSES THROUGHOUT THE COMMUNITY TO WORK AND SERVE TOGETHER WHILE FEELING CONNECTED TO AND VALUED BY THE CITY.



STRATEGIC INITIATIVES

- Well defined, actionable items
- Start with a verb (i.e. Reduce...Improve...Increase...etc.)
- It's about consistent improvement. ("improve winning percentage not "win the Super Bowl")
- Measureable – if too hard to measure, does not make a good Initiative



PRIORITIZING INITIATIVES

- What are your top 3 initiatives that you believe requires immediate attention?
- Look globally across the City and write them down?



COUNCIL PRIORITIZATION

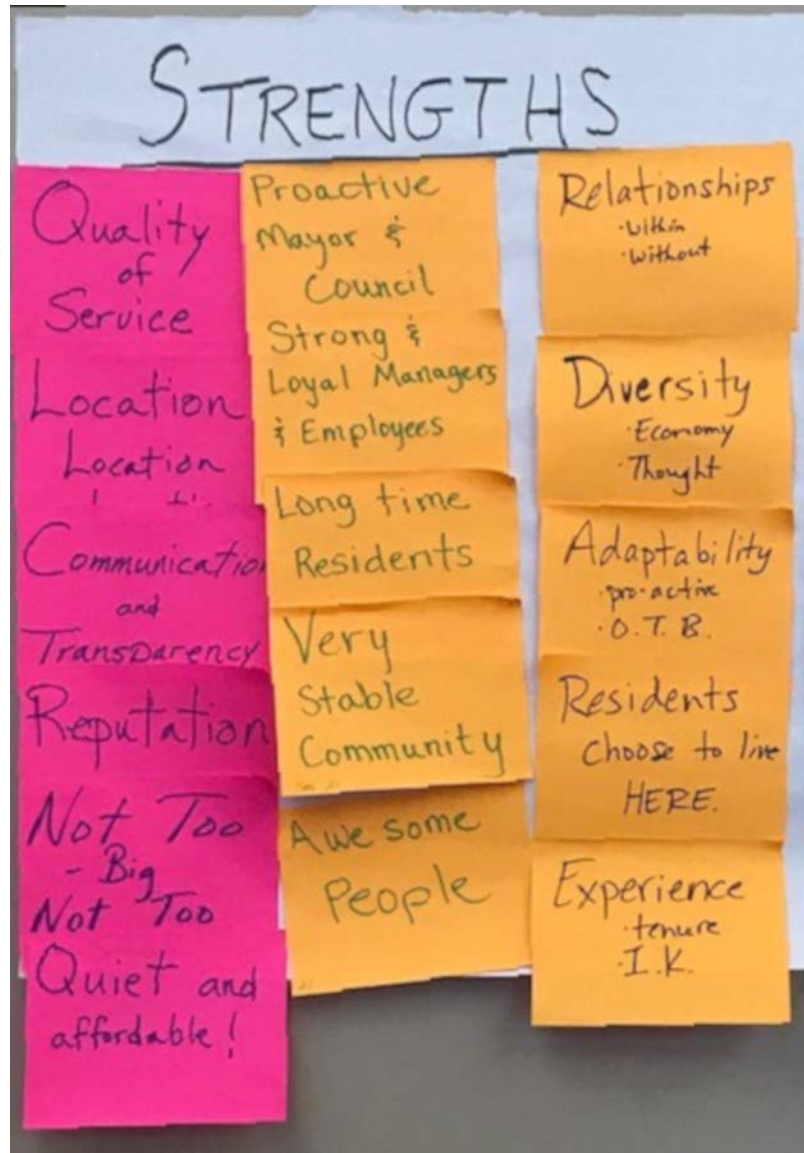


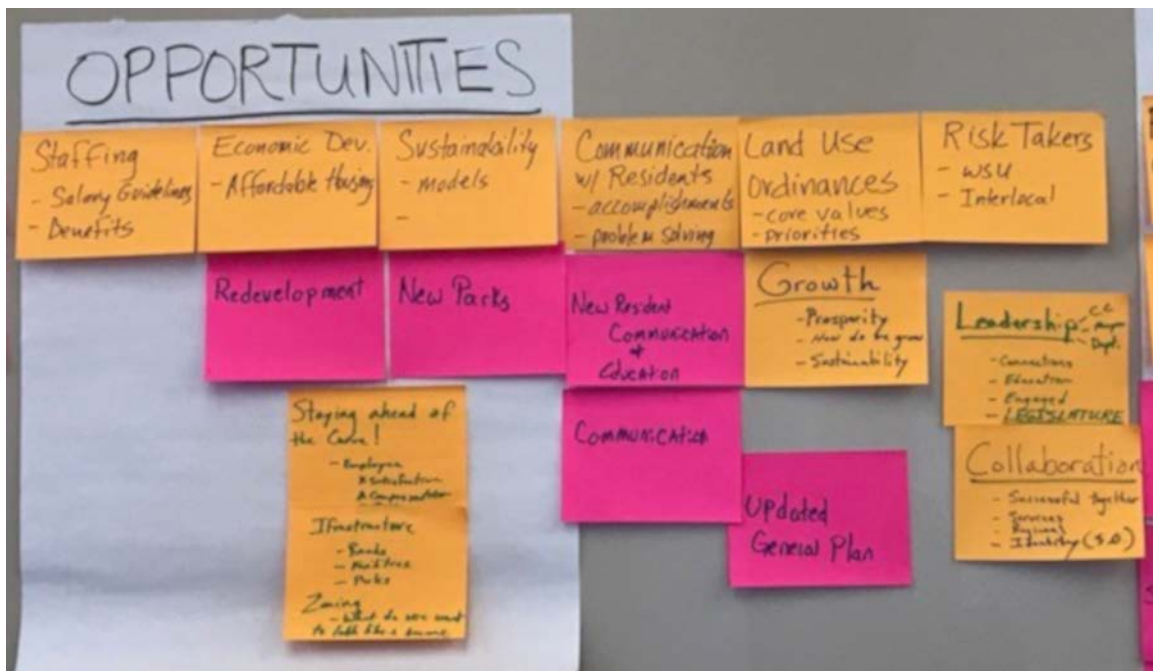
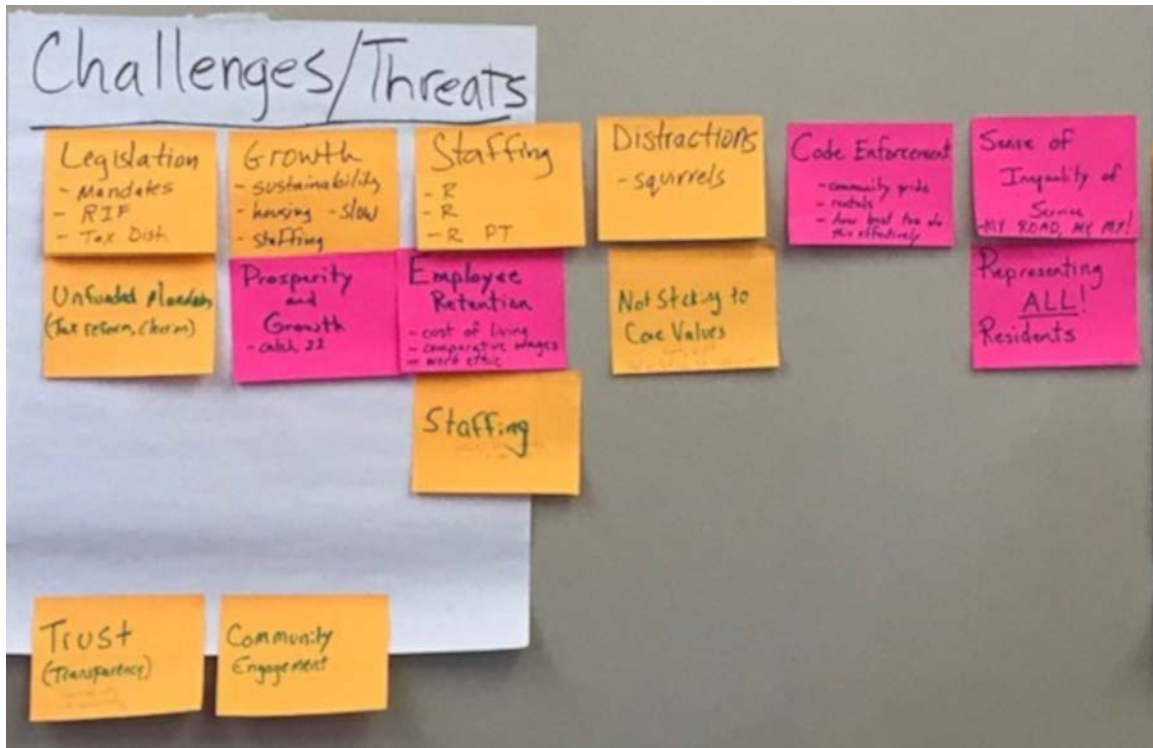
CONCLUSION

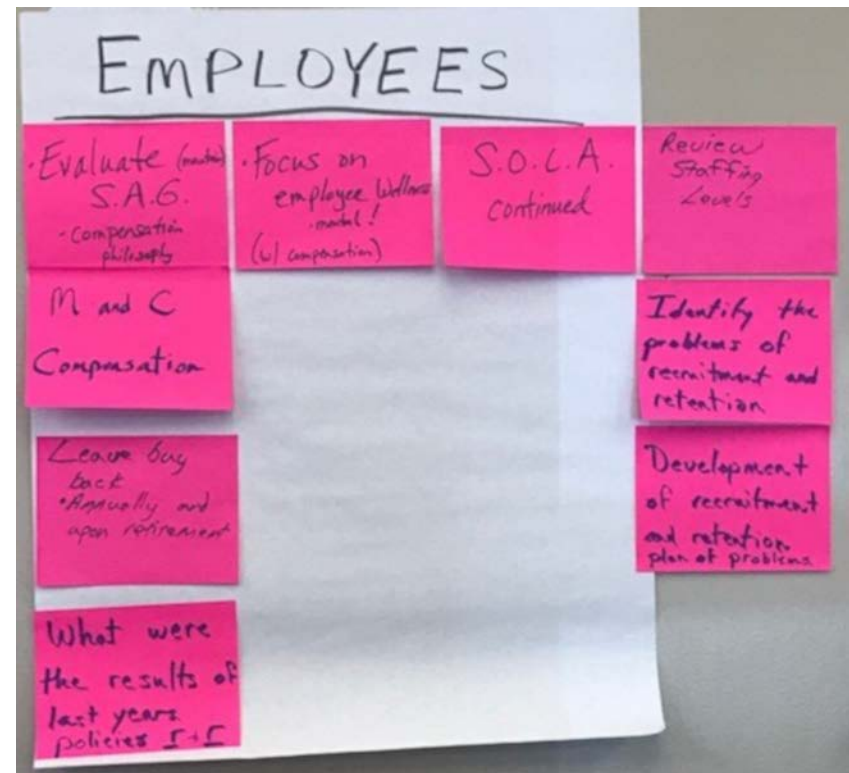
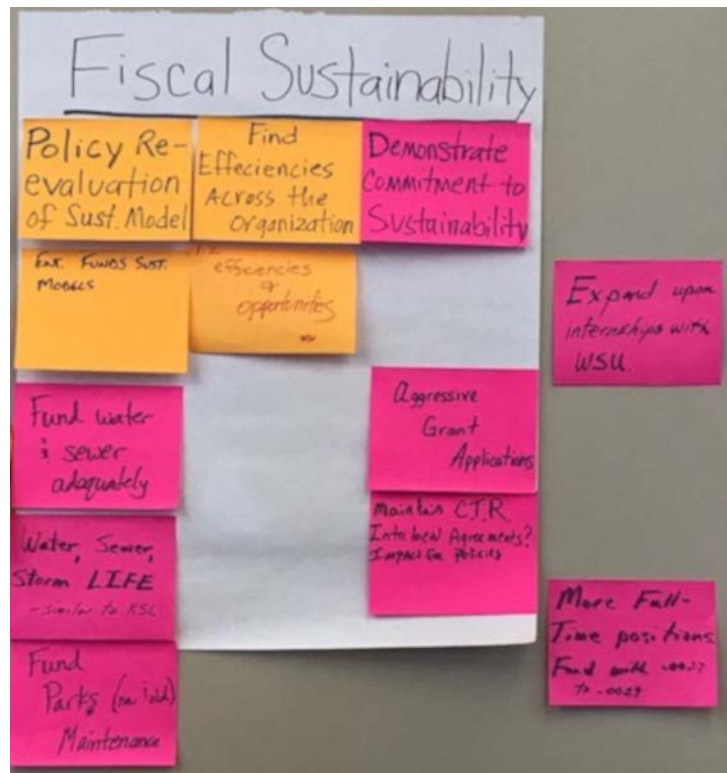


Attachment E

Pictures of Strategic Initiatives







Infrastructure

Create Plan
for PW/Parks
Relocation

Complete
BURCH PARK

Complete
C.F.M.P.'s

\$1.3 M
Road Projects

Public
Works!

CONTINUE \$1,300,000
IN ROAD MAINTENANCE
& IMPROVEMENT

Continue
Road \$

Econ. Development

Identify ways
City can assist
w/ Housing Afford

Strengthen
relationships
w/ Business

Complete Econ
Dev. Strategy

Acquire and assemble
parcels of
developable properties

Explore tools
to recruit senior
and/or more affordable
housing.

Continue being
aggressive with
economic development

Define/create
significant
projects/
properties
and then fund.

Housing -
Variety
of New

Redefine city's
relationship w/
EDC Utah

