



# **Annual Report - Fiscal Year 2022**

## **Office of Community Development and the Ogden Civic Action Network**

July 20, 2022

### **1. 2022 At-a-Glance**

#### **Ogden Civic Action Network**

The Ogden Civic Action Network (OgdenCAN) is a consortium of seven anchor institutions, eight partners, many allies and 14,600 residents that is determined to create comprehensive neighborhood revitalization in the East Central Neighborhood of Ogden, Utah. This initiative is designed to remove barriers, create opportunities, and align the resources available.

Collaboration and alignment are keystones to the work.

The seven anchor institutions include: Intermountain Healthcare, Ogden City, Ogden Regional Medical Center, Ogden School District, Ogden-Weber Technical College, Weber-Morgan Health Department, and Weber State University.

The eight partners include: Latinos United Promoting Education and Civic Engagement, Midtown Community Health Center, National Association for the Advancement of Colored People Ogden Branch, Ogden City Diversity Commission, Ogden-Weber Community Action Partnership, United Way of Northern Utah, Weber County Center of Excellence, and Weber State University as fiscal agent.

The social determinants of health being addressed are divided in four pillars: health, education, housing and financial stability. The social determinants of health include: food security, housing

instability, transportation, interpersonal violence, education, family and social support, income and employment, and health behaviors (from U.S. Centers for Medicare and Medicaid Services).

The OgdenCAN Board of Directors are embedded in the Weber State University Office of Community Development with the Director serving as Board Administrator. There are 15 Board members. The Weber State University Office of Community Development was created on January 1, 2018. Weber State University is the fiscal agent for the Ogden Civic Action Network.

### Neighborhood Metrics

The demographics for the East Central Neighborhood are evaluated annually through the American Census Survey – 5-year averages. There have been significant changes since the base survey covering 2009-2013. These changes will be evaluated.

<b>Metric</b>	<b>2009-2013</b>	<b>2016-2020</b>
Total Population	15,620	14,600
Hispanic/Latino	42%	39.6%
Below Poverty Level	31.7%	20.9%
Gross Rent 30% or More	53.4%	42.9%
Medicare	9.7%	9.4%
Medicaid	21.2%	24.8%
White Uninsured	25.1%	13.4%
Hispanic Uninsured	46.6%	26.4%
Total % High School Graduates	69.6%	80.7%
White High School Graduates	70.7%	90.8%
Hispanic High School Graduates	36%	60.2%
Hispanic Bachelors +	26.7%	33.9%
Education Bachelors	21.5%	5.5%
Science and Engineering Bachelors	26.7%	33.9%
STEM Bachelors	7.2%	11.4%

### Financial Plans

The financial plans for FY2022 and FY2023 are summarized as follows. The actuals for FY2022 and the proposed for FY2023 will be presented to the OgdenCAN Board on July 20, 2022.

	<b>FY2022</b>	<b>FY2023</b>
Administrative Expenses	\$130,306	\$169,602
Program Expenses	\$200	\$56,000
Demonstration Project Expenses	\$203,858	\$292,494
Other Programming	\$21,245	\$20,000
<b>TOTAL EXPENSES</b>	<b>\$355,609</b>	<b>\$538,096</b>

	<b>FY2022</b>	<b>FY2023</b>
Operating Surplus Previous Year	\$365,666	\$458,476
Anchor Institution Revenue	\$148,038	\$303,000
Demonstration Project Revenue	\$300,000	\$300,000
Gifts and Grants	\$0	\$0
Other Revenue	\$381	\$300
<b>TOTAL REVENUE AND SURPLUS</b>	<b>\$814,085</b>	<b>\$1,061,776</b>
<b>NET POSITION</b>	<b>\$458,476</b>	<b>\$523,680</b>

## Interventions

The interventions that have been funded or are pending consideration this fiscal year include:

<b>Intervention Name</b>	<b>Lead Organization</b>	<b>Amount Funded</b>
Academic Interns (Funded)	Ogden School District	\$79,540
Corner Store Network Analysis (Funded)	Ogden Food Council	\$10,300
SNAPed Incentives (Funded)	Create Better Health	\$2,000
Corner Store Organizer (Funded)	Ogden Food Council	\$13,490
Food Rescue (Funded)	Waste Less Solutions	\$45,373
Community Literacy Specialist (Funded)	United Way of Northern Utah	\$46,323
Interweave Solutions (Pending)	Weber State University	\$2,240
Cultivating a Collective Understanding of the Renter/Landlord Social System in East Central Ogden (Pending)	TBD	\$29,700
	<b>TOTAL Funded and Pending FY2022</b>	\$228,966

The interventions that were previously approved and are being implemented or were completed during this fiscal year include:

<b>Intervention Name</b>	<b>Lead Organization</b>	<b>Amount Funded</b>
Community Leaders Network	Weber State University	\$81,443
Noncontingent Home Visits	Ogden School District	\$8,000
Tutoring/Mentoring/Coaching	Ogden School District	\$20,000
Net Zero Home Construction	Weber State University	\$25,000
Adult High School Diplomas and GED	Weber State University	\$10,000
Food Ethnography	Weber State University	\$25,000
Produce RX Program	Weber Morgan Health Dept	\$18,000
Rideshare services for medical patients	Weber Morgan Health Dept	\$2,000
Network facilitation – food	United Way of Northern Utah	\$80,000
	<b>TOTAL Previously Funded</b>	\$269,443

## 2. Highlights

### Demonstration Project

The following information regarding the Demonstration Project is taken from the annual report provided to Intermountain Healthcare for 2021.

#### *Community Leaders Network*

In May 2021 the Ogden Civic Action Network Board of Directors approved the creation of a Community Leaders Network with the first cohort beginning their training in October 2021 and finishing in June 2022.

The Community Leaders Network is a paid internship program established to provide educational and professional opportunities for residents of the East Central Neighborhood of Ogden, Utah to develop as leaders in their community. Through this program, interns are trained in civic engagement, community development, and engaging local government and other anchor institutions. Interns are given the opportunity to create their own impact through a community organizing project. The vision of the Community Leaders Network is for interns to emerge as public leaders in East Central Ogden and beyond and to maintain their impact long after their internship is completed. Interns' community organizing projects will directly nurture community assets and strengthen OgdenCAN's four pillars of housing, health, education, and financial stability. Civic competence and engagement in East Central Ogden as a whole will broaden and increase as volunteers from the neighborhood engage in interns' community projects.

This curriculum covers an eight-month time frame. The curriculum trains interns in Asset Based Community Development, introduces them to community resources, acts as a guide with milestones to complete their own community organizing projects, and includes principles of leadership, community organizing and mobilization, civic and democratic engagement, and public advocacy and activism.

We assert that the single and most fundamentally important element of infrastructure in the East Central Neighborhood is the people who live, work, worship, learn and play in this already vibrant and vital community. These residents are untapped reservoirs, changemakers, and leaders in their own right and represent a large missing piece of critical engagement in the larger conversations happening in our community regarding issues related to high rates of poverty, structural racism in the community at large, and inequitable health outcomes – among others.

No community-wide effort to date related to these issues has meaningfully engaged with these residents in an authentic and substantive way. We believe that active civic participation, through a community leaders network model such as this, will build valuable capacity in our community and empower residents to engage in self-determination. It will then contribute to more equitable health outcomes, stronger community engagement, increased social and cultural capital, and ultimately democratic wealth building.

The community organizing projects for the first cohort of interns was impressive. The projects included the following:

- Climate Solutions Market – Julianne Ramanujam
- Power in Parks – Eva Barnett
- Cultivating a Collective Understanding of the Renter/Landlord Social System in East Central Ogden – Harvey Day
- Locally Written Children’s Books to Inspire Literacy – Hailee Swank
- Change in My Neighborhood: Collective Infrastructure Improvements – Flor Lopez

### ***Overall Demonstration Project***

There are 165 individual volunteers participating in the nine networks/committees and two boards associated with this work. The creation of the United Partnership Council allowed us to merge the networks/committees to ensure that there is one place to go if people want to volunteer their time. The nine networks/committees include: **Education** - Prenatal to Three, Kindergarten Readiness, Elementary Literacy, Secondary Success, Career and College Futures; **Health** - Ogden Food Council, Opioid Task Force, Healthy Lifestyles, Access to Quality Care; In development – **Housing Research, Financial Stability**. The Ogden Civic Action Network focuses on the funding and implementation of interventions and is place-based in the East Central Neighborhood of Ogden. The United Partnership Council focuses on policy and is countywide in Weber County.

We desire to impact all residents in the East Central Neighborhood in as many positive ways as possible. We seek to remove barriers and create opportunities for all of these residents.

The Community Leaders Network is the flagship intervention for the demonstration project as described above. The Community Leaders Network is being evaluated by the Weber State University Community Research Extension. This evaluation includes performance measures that include the number of residents impacted.

The demonstration project has four areas of focus: career pathways, digital solutions, food infrastructure, and equitable housing options. Progress has been made in each of the four demonstration project areas of focus as follows:

#### **Career Pathways**

A literature review and gap analysis was completed by the WSU Community Research Extension regarding adult high school diplomas and GEDs. OgdenCAN spent \$10,000 for this research. There are approximately 18,000 adults in Weber County that do not have a high school diploma or GED. A new pathway is being created through the Ogden-Weber Tech College and Two Rivers High School. This pilot project creates a fast-track diploma pathway. The fast track will dually enroll the students into both learning institutions and enable the student to graduate with a high school diploma and a technical certificate. The first cohort of students began this program in September 2021.

The Ogden Civic Action Network is partnering with Interweave Solutions, an international company based in Utah. The focus of Interweave Solutions is to move people from poverty to prosperity through neighborhood self-reliance groups. Over the past 10 years they have provided their services in 54 countries. The programs include: Master of Business in the Streets, Success Ambassadors, Counseling in the Streets, and Business Literacy.

Interweave Solutions is developing their programs for the United States market. OgdenCAN staff has assisted with this effort by reviewing the programs and providing feedback with the desire to implement these programs in the East Central neighborhood of Ogden. The self-reliance groups will help our residents have all of the necessary tools to start their own businesses – another career pathway for the 27% of our residents who are living in poverty and an additional 43% of our residents who do not make a living wage sufficient to live without assistance. OgdenCAN is partnering with My Hometown Ogden and United Way of Northern Utah to train the first 20 participants in the program.

### **Digital Solutions**

Weber State University, the Ogden School District, and Ogden City have formed a digital solutions partnership. The first project was a joint effort between Weber State University and the Ogden School District to create a LTE network that covers the entire School District boundary which includes 11,500 students. The network will be fully operational in February 2021. Weber State University contributed \$250,000 in federal funding for this network.

Hotspots were purchased for up to 100 Weber State University students that live in this area. An additional 50 hotspots are also being made available to residents who are participating in continuing education courses offered through the WSU Community Education Center.

At the beginning of the COVID-19 pandemic the Ogden School District purchased Chromebooks for all students in the District. Hotspots were provided as needed for each household.

The Digital Solutions Partnership is preparing to partner with broadband companies in order to provide this service to all of the residents of Ogden City.

### **Food Infrastructure**

The Ogden Food Policy Council has been formed after two years of work by the Food Security Network including the completion of the National Leadership Academy for the Public's Health and the community food assessment. This 15-member council held their first meeting in January 2022. This volunteer body serves as a public forum for discussing food issues, foster coordination between different sectors of the food system, evaluate and influence policies as well as support programs and services that address local needs. The goals include improving access to healthy, affordable, and culturally appropriate food for all Ogden residents, and strengthening Ogden's food economy by supporting local farmers, food workers, and food entrepreneurs. There are currently three workgroups: gleaning/food rescue, SNAP/WIC enrollment, and corner stores. A contribution of \$40,000 per year (\$30,000 from Demonstration Project funding) is partially funding the network facilitator for this work.

## **Equitable Housing Options**

The Ogden Civic Action Network previously funded research regarding housing advocacy. This research led to the creation of a housing advocacy program through the Ogden Weber Community Action Partnership. This program began in late 2021.

Affordable housing is a significant issue in our community. The Ogden Civic Action Network is participating in the Weber County Housing Affordability and Access Study which began in November 2021. This study is being facilitated by the Wasatch Front Regional Council. The goal of this study is to address local and regional challenges related to housing affordability and access along the spectrum of households and communities throughout Weber County.

New research is being undertaken regarding home repairs for older residents, and utilities assistance and reduction. A deep dive regarding utilities assistance and reduction was completed in January 2022. A gap analysis will need to be completed. The research regarding home repairs began in January 2022.

### 3. Goals and progress for 2021-2022

**Goal #1, Strategic Planning:** Conduct a joint strategic planning process with the United Partnership Council with the goal of clearly defining the outcomes and strategies in health, education, housing, financial stability and other related social determinants of health.

**Goal #1 Progress:** Seven consulting organizations provided information about their framework for innovative collaboration and joint strategic planning approach. Two firms are being considered – CoCreative and the Arbinger Institute. The cost for the services has not been determined. The proposal is to split the costs between OgdenCAN and United Way of Northern Utah. A proposed will be provided to the Board soon.

**Goal #2, Adult High School Diploma and GED Pathways:** Develop the action plan for the adult high school diploma and GED pathways project and proceed with implementing the recommendations.

**Goal #2 Progress:** The Ogden-Weber Technical College and Weber Adult Education partnered together to provide educational and career pathways for the 18,000 people in Weber County over the age of 25 that do not have a high school diploma or GED. Weber Adult Education is English Language Learner classes, GED/Diploma classes with Spanish supports, and Bridge classes for career pathways to the technical college for integrated educational training. Students are dual enrolled in Weber Adult Education and Ogden-Weber Technical College. The first cohort of students are completing their training.

**Goal #3, Demonstration Project:** Implement the operating plan for the Demonstration Project including the Intervention Funding Application Process, the Community Leaders Network, the Digital Solutions Partnership, and the Food Policy Council.

**Goal #3 Progress:** The details regarding progress with the Demonstration Project are provided in Section 2 above.

**Goal #4, Changing Business Practices:** Prioritize the business practices identified in the 2021-2026 WSU Strategic Plan and develop work plans.

**Goal #4 Progress:** The business practices were prioritized as follows. Quarterly progress updates are provided to Weber State University leadership.

**Hiring Practices** – Three priorities were established covering diversity reporting, mentoring of employees from underrepresented groups, and policies related to moving expenses.

**Purchasing Practices** – Four priorities were established covering reporting of local, small, women owned, and minority owned businesses, vendor reviews of current status, vendor fairs in Weber County, and developing sustainable procurement policies.



*Investing Practices* – Three priorities were established covering leveraging financial resources, creating a community and economic development impact report, and increasing investment in sustainable projects.

**Goal #5, OgdenCAN Metrics:** For FY2021 measure, evaluate and report the metrics identified by OgdenCAN anchor institutions regarding hiring, purchasing and investing. FY2021 is a pilot year in order to refine the metrics and related processes.

**Goal #5 Progress:** The schedule and process were established for gathering the metric information for the FY2021 pilot year. Several questions were raised which required additional research regarding the options for proceeding. As a result anchor institutions will be requested to present their metrics in an OgdenCAN Board meeting annually. This will allow each anchor institution to present the metrics that do not include proprietary information.

**Goal #6, Development Plan:** Create a funding plan to sustain the Demonstration Project work beyond the three-year project.

**Goal #6 Progress:** It was determined that five additional anchor institutions from for-profit corporations should be invited. Research was completed regarding corporate social responsibility with a particular focus on ISO 26000 – American National Standard, Guidance on Social Responsibility. A social return on investment summary was created and is now ready to be presented to potential anchor institutions.

**Goal #7, Board Training regarding Racial Equity:** Develop and implement a training program for the Board of Directors regarding racial equity.

**Goal #7 Progress:** The preferred trainer regarding racial equity is Adrienne Andrews, Vice President for Equity, Diversity, and Inclusion & Chief Diversity Office at Weber State University. Due to the recent reorganization of diversity, equity and inclusion within the university this training has been delayed.

**Goal #8: Anchor Learning Network:** Continue participation in the Anchor Learning Network and associated workgroups. Ensure that OgdenCAN and Weber State University are leaders in the field of anchor-mission work.

**Goal #8 Progress:** Participation in anchor-mission focused workgroups at the national level has included the following: Anchor Learning Network – advancing the organizational imperative, anchor mission implementation, university – community partnerships, leveraging data; Coalition of Urban and Metropolitan Universities – hyperlocal directors huddle, community engagement evaluation huddle; Anchor Institution Task Force – economic development; Anchor Collaborations – two similar organizations to OgdenCAN; Campus Compact – community partnerships communities of practice (co-facilitator); Healthcare Anchor Network – building the evidence base initiative. Regional and local connections have included: Intermountain Healthcare Alliance distribution committee, Promise Partnership Regional Council, Ogden Development Association, and the Hall Endowment Committee.

In late 2021 the Anchor Learning Network became a member of the Healthcare Anchor Network when The Democracy Collaborative discontinued its involvement with these networks. The Healthcare Anchor Network became a new 501-3C organization. The Anchor Learning Network was dissolved in May 2022 but the anchor-mission work will be continued by the Coalition of Urban and Metropolitan Universities.

#### **4. Goals for 2022-2023**

***Goal #1, Strategic Planning:*** Implement the joint strategic planning process between OgdenCAN and the United Partnership Council.

***Goal #2, Demonstration Project:*** Continue to focus on interventions and research related to career pathways, digital solutions, food infrastructure, and equitable housing options including the Community Leaders Network.

***Goal #3, Changing Business Practices:*** Implement the actions necessary to accomplish the prioritized strategies in the 2021-2026 WSU Strategic Plan.

***Goal #4, OgdenCAN Metrics:*** Each anchor institution will report progress on metrics on an annual basis in an OgdenCAN Board meeting.

***Goal #5, Social Determinants of Health:*** Evaluate the community needs related to utilities (assistance and reduction) and home improvements for older residents. Conduct a gap analysis regarding utilities. Complete the literature review regarding home improvements for older residents and determine next steps.

***Goal #6, Social Return on Investment and Corporate Social Responsibility:*** Expand the number of Anchor Institutions that are for-profit corporations to assist them with their corporate social responsibilities through a clearly defined social return on investment model. Add two anchors in FY2023 and three more in FY2024.

***Goal #7: National Anchor-mission Work:*** Continue participation in the national anchor-mission focused workgroups to ensure that OgdenCAN and Weber State University are leaders in the field of anchor-mission work.