



Annual Report

Fiscal Year 2023

Ogden Civic Action Network

July 19, 2023

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Ogden Civic Action Network

The Ogden Civic Action Network (OgdenCAN) is a consortium of seven anchor institutions, eleven partners, and many allies focused on the health and well-being of the 14,600 people who live in the East Central Neighborhood of Ogden, Utah. This is a hyper-local, place-based initiative that has been recognized by the International Town & Gown Association and the Coalition of Urban and Metropolitan Universities as one of the top three collaborations in the country. The anchor institutions, partner organizations, and residents include:

Anchor Institutions (7)

Intermountain Healthcare, Ogden City, Ogden Regional Medical Center, Ogden School District, Ogden-Weber Technical College, Weber-Morgan Health Department, and Weber State University. The Board has authorized the addition of five more anchor institutions.

Partner Organizations and Residents (11)

Latinos United Promoting Education and Civic Engagement (LUPEC), Midtown Community Health Center, NAACP – Ogden Branch, Ogden Diversity Commission, Ogden-Weber Community Action Partnership, Ogden City Arts Advisory Council, United Way of Northern Utah, Weber County Center of Excellence, Weber State University as Fiscal Agent, and two residents.

Anchor Institutions are deeply rooted and invested in the community and are immovable which means that their well-being is inextricably tied to the welfare of the community. Involvement as an anchor institution includes: representation on the OgdenCAN Board of Directors in a monthly meeting; opportunity to collaborate with other anchors, partners and residents to coordinate resources; participation in the annual measurement of metrics regarding local hiring, local purchasing and local investing; financial contribution to fund interventions and OgdenCAN operations - the contributions range from \$10,000 to \$73,000 per anchor annually; participation in the networks and committees as appropriate; recognition on the OgdenCAN website, advertising of events and causes, and in other creative ways.

The OgdenCAN Board of Directors is embedded in the Weber State University Office of Community Development with the Director serving as Board Administrator. 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.

Social Return on Investment and the Ripple Effect

In normal financial analysis, “Return on Investment” (ROI) is the measurement of money gained or lost relative to the money invested. Social Return on Investment (SROI) is an attempt to measure the impact of an investment on the humans involved, i.e., *Is anyone better off?*

The Ogden Civic Action Network utilizes the funding of interventions as pilot projects which can then be scaled-up with other funding sources if justified. With the implementation of each intervention the expectation is that the “ripple effect” will occur; meaning that the impact is broadened as more family, friends, and neighbors become better off.

We believe that the Ogden Civic Action Network is ideally situated to help organizations in our community to fulfill their social responsibility goals by investing in interventions that address the social determinants of health.

Social Determinants of Health

The work of OgdenCAN is aligned with the social determinants of health as defined in Healthy People 2030 by the U.S. Office of Disease Prevention and Health Promotion. The five areas of focus are:





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 as follows:

Metric	2009-2013	2017-2021
Total Population	15,620	14,871
<i>Race/Ethnicity/Nationality</i>		
White	51%	54%
Hispanic/Latino	42%	36%
Black/African American	1.5%	1.6%
American Indian/Alaska Native	NA	1.6%
Asian	NA	2%
Native Hawaiian	NA	.3%
Foreign Born	20%	15%
<i>Income and Employment</i>		
Below Poverty Level	31.7%	20.4%
Median Household Income	\$32,203	\$45,214
Social Security Income	20%	21%
Food Stamps	31%	21%
<i>Housing</i>		
Gross Rent 30% or More	53.4%	42.5%
Average Family Size	3.51	3.39
Renter-occupied	61%	56%
Owner-occupied	39%	45%
Unoccupied	14%	12%
Median Rent	\$535	\$812
Single-family Home Cost *	NA	\$350,000
<i>Health</i>		
Medicare	10%	10%
Medicaid	21.2%	26.5%
White Uninsured	25%	13%
Hispanic Uninsured	47%	23%
<i>Education</i>		
Total % High School Graduates	69.6%	81.4%
White High School Graduates	71%	90%
Hispanic High School Graduates	36%	61%
Hispanic Bachelors +	5%	2%
Education Bachelors	22%	7%
Science and Engineering Bachelors	27%	38%
STEM Bachelors	7%	11%

- Zillow Home Values Index, April 2023, Median Home Price in East Central

Who's better off from a demographics perspective?

The demographics provided above describe several significant impacts from a total population perspective. We do need to acknowledge that the housing stock in this neighborhood has been changing with several new housing developments. This has impacted the housing prices and the income levels. To some degree the changing demographics can be attributed to these factors. Here's a summary:

- **Total Population** - The total population has reduced by 749 or 4.8% from 15,620 to 14,871. There is a lot of mobility in this neighborhood and we do not know where the people who moved have gone.
- **Poverty Level** - The reduction from 31.7% to 20.4% in "below poverty level" suggests that 1,765 residents are better off by not living in poverty. We don't know how many residents that were living below the poverty level moved from the neighborhood.
- **Household Income** - The median household income has risen by 40% or \$13,011 from \$32,203 to \$45,214. This increase is attributed to the new housing stock and those that are able to afford the homes along with the improvements in income levels for our residents.
- **Gross Rent** - The reduction in "gross rent 30% or more" is 10.9% which equates to 1,700 residents which correlates with the reduction in the poverty level.
- **Home Prices** - The median home price in East Central is currently estimated at \$350,000. At that price it is obvious that those not making a living wage are unable to purchase a home.
- **Medicaid** - The increase in those covered by Medicaid of 5.3% or 800 residents is important for healthcare coverage for these additional residents.
- **Insurance** - The reduction in "White uninsured" and "Hispanic uninsured" also suggests that a combined 5,576 residents now have insurance which is very significant in terms of being better off.
- **High School Graduates** - High school graduates who live in the neighborhood have increased by a combined 11.8% or 1,843 residents. As we know, a high school diploma opens a lot of employment doors and is very important.
- Overall are our residents better off? Many are!

Financial Summary

The financial plan for FY2023 and FY2024 are summarized as follows. The actuals for FY2023 and the proposed for FY2024 will be presented to the OgdenCAN Board on July 19, 2023.

Expenses	FY2023	FY2024
Administrative Expenses	\$202,517	\$180,654
Program Expenses	\$20,765	\$81,000
Demonstration Project Expenses	\$238,305	\$371,427
Other Programming	\$36,055	\$311,883
TOTAL EXPENSES	\$497,642	\$944,964

Revenues	FY2023	FY2024
Net Position at Beginning of the Year	\$458,987	\$478,842
Anchor Institution Revenue	\$133,496	\$468,000
Demonstration Project/Alliance Revenue	\$300,000	\$271,000
Gifts and Grants	\$75,830	\$100,492
Other Revenue	\$8,171	\$8,000
TOTAL REVENUE AND SURPLUS	\$976,484	\$1,326z,334

NET POSITION *	\$478,842	\$381,370
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*The goal for “net position” is to be \$100,000 or more each year.

Interventions

Interventions that focus on the five areas of social determinants of health are sought from the networks and committees within the Ogden Civic Action Network and United Partnership. These networks and committees vet the proposed interventions prior to being submitted for funding consideration. Each intervention application includes performance measures and an evaluation plan. The Funding Application Review Committee provides a recommendation to the OgdenCAN Board of Directors. The Board makes the final decision to fund or not to fund the application. The applicants are required to provide a midway report and a final report. The intervention can be up to \$100,000 and up to two years in length. Each intervention is designed to be a pilot project that can be scaled-up if appropriate with other funding sources. The interventions that have been funded include:



Produce RX Program	\$18,000
Food Ethnography	\$25,000
Rideshare services for medical patients	\$2,000
Network facilitation – food council	\$97,500
Corner Store Network Analysis	\$10,300
SNAPEd Incentives	\$2,000
Corner Store Organizer	\$13,490
Food Rescue	\$45,373
School-based Health Collaborative	\$35,650
Sub-Total	\$249,313



Tutoring/Mentoring/Coaching	\$20,000
Adult High School Diplomas & GED	\$10,000
Noncontingent Home Visits	\$8,000
Academic Interns	\$79,540
Community Literacy Specialist	\$46,323
Sub-Total	\$163,863

Other Investments

Intervention Evaluation – WSU	\$180,000
Community Research Extension	
Sub-Total	\$180,000



Net Zero Home Construction	\$25,000
Housing needs assessment and advocacy pilot	\$20,000
Sub-Total	\$45,000



Interweave Solutions training	\$2,240
Financial Stability Pilot, Cottages of Hope	\$10,000
Research regarding Benefits Cliff	\$10,220
Sub-Total	\$22,460



Community Leaders Network	\$106,998
Sub-Total	\$106,998

Total Interventions

TOTAL	\$767,634
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What is the distribution of the funded interventions?

The 20 interventions that have been funded can be viewed from three different distribution perspectives: completed / being implemented, lead organization, and geography.

Completed / Being Implemented

83% Being Implemented
17% Completed

Lead Organization

51% Weber State University
33% United Way of Northern Utah
14% Ogden School District
2% Weber Morgan Health Department

Geography

44% East Central Neighborhood
30% Ogden City
26% Weber County

(74% within Ogden City)

Who's better off from the Completed Interventions?

The following information regarding “Who's better off?” is provided for interventions that have been completed. Eight interventions have been completed totaling \$130,240.

Tutoring/Mentoring/Coaching (\$20,000)

Summary – Tutoring was provided to high school and junior high school students in the Ogden School District between September 2020 and May 2021. The tutoring was provided by students in near-peer tutoring to 7th – 12th grade students. Most of the tutoring was provided to Hispanic students and non-English language learners.

Results – Tutoring was provided to 866 students with 912 hours of total tutoring. Most of the tutoring was in math subjects. Overall tutored students did not show improvements between 1st quarter math and 4th quarter math. Of students who had a C or lower in 1st quarter math, 20% received a B+ or higher in 4th quarter math. Future tutoring efforts will increase the dosage of tutoring to three or four times per week.

Produce RX (\$18,000)

Summary – A literature review was completed by the WSU Community Research Extension regarding Produce RX programs. These programs are designed to target populations in order to purchase fresh produce. Medical professionals prescribe the vouchers. As a result, a collaboration between the Utah Department of Health and OgdenCAN was created to provide Produce RX vouchers that are redeemed at participating retailers.

Results – Produce RX vouchers were prescribed by five clinics in the Ogden area. The vouchers were for \$10 which can be redeemed for \$20 worth of produce at Rancho Markets and Farmers Market Ogden. A total of 960 vouchers were prescribed over a two-year period. It is estimated that 300 Ogden families benefited from the program.

Net Zero Home Construction (\$25,000)

Summary – In 2019, Weber State University, in concert with several partners, established the net zero home program where an interdisciplinary team of WSU students annually design and build a sustainable and net zero in Ogden City. To finance the program, WSU created a student construction capital revolving fund, which was comprised of contributions from OgdenCAN and several academic and administrative departments at WSU. The fund was established to ensure that the program would have perpetual financing. Once completed, each home would be sold and the money would be reinvested in the construction of another home.

Results – In the fall of 2020 WSU completed and sold its first net zero home located at 2807 Quincy Avenue. A lottery system was created to determine who could buy the home. This first home was entered into the U.S. Department of Energy’s Solar Decathlon home competition. Several awards were received in this competition.

OgdenCAN contributed \$25,000 toward this project. The home has six bedrooms and the monthly utilities cost is \$7.00. The family that purchased the home is certainly benefiting. Two additional homes are being designed through a partnership with Weber County Housing Authority. One home will be completed each year for the foreseeable future.

Adult High School Diplomas and GED (\$10,000)

Summary – The high number of Ogden residents without high school diplomas or equivalents is hurting the economic development of Northern Utah and contributing to growing inequality. In Ogden City, about 16.3% of adults 25 and older do not have a high school diploma or GED which translates into nearly 9,000 people without this important credential. In Ogden Latinx individuals make up a disproportionate 53% of these adults.

Results – The WSU Community Research Extension conducted a literature review and gap analysis regarding high school diplomas and GEDs. The recommendations included investing in additional pathways for this credential which includes full-time navigators, teachers, counselors, and other staff. To

this end Two Rivers High School expanded their program and partnered with the Ogden-Weber Tech College to create a program where students received both a high school diploma and a technical certificate. The first cohort of students is participating in the program.

Food Ethnography (\$25,000)

Summary – The relationship with food of the people of the East Central Neighborhood was needed through a food ethnography. A partnership with the Utah Cancer Action Network was created in order to perform this qualitative research project. The research included interviews and participant observation during 2022 and 2021. The eight thematic sections of the research included: demographic background, food preferences, eating and cooking, food access, gardening and other food obtaining and transformation practices, food programs and other services, food security and health, food sharing and celebrations, and food landscape and future interventions.

Results – This research was conducted during the pandemic which created numerous challenges. However, 20 families participated in the project. The 88-page report goes into great depth based on the eight thematic areas. This is a foundational document for the creation of the Ogden Food Council which began in January 2022.

Interweave Solutions (\$2,240)

Summary – Interweave Solutions is an international nonprofit organization (doing business in 70 countries) with the goal to truly fight poverty by interweaving the positive aspects of both business and community development. Self-reliance groups are formed to work on business, home, and community issues. Training is provided through Masters of Business in the Streets, Success Ambassadors, and Wellness and Literacy.

Results – Interweave Solutions training was conducted in eight 2 ½ hour sessions in January and February 2023 at the WSU Community Education Center. Twenty individuals were invited to participate. Nine participants graduated with a Masters of Business in the Streets certificate. All nine are starting or growing a business. Two of the graduates shared very exciting news at the graduation. One launched her business the week before. The second was awarded a very large account with her bookkeeping business.

Housing Needs Assessment and Advocacy Pilot (\$20,000)

Summary – In 2018 as OgdenCAN began focusing on housing needs it quickly became evident that there was a housing advocacy gap. As a result, a pilot project was initiated which ran from July 2019 to June 2021. The primary pilot services developing and delivering training on renters' rights and providing housing search and counseling services to tenants referred from Ogden School District, the Weber County Inter-Generational Poverty Initiative, and the Ogden-Weber Community Action Partnership. Additional services included housing search assistance and landlord outreach for additional target populations, the development of an educational website, and phone and email referrals to other service providers for households that fell outside the scope of pilot services.

Results – Six renters’ rights trainings were conducted. There were 75 referrals from the various organizations involved. Of the 75 referrals 41 involved multiple contacts over several weeks to several months. Many of these referrals involved complex issues including housing search assistance, referral to legal services, rent assistance applications, physical moving assistance, subsidized housing applications, emergency assistance, education, and various types of communication and negotiation. All those who received assistance benefited in significant ways. During the pandemic we participated in the effort to enact an eviction moratorium in Utah. As a result of this pilot project a licensed landlord-tenant mediator was hired by the Ogden-Weber Community Action Partnership (OWCAP). OWCAP also administered the federal rent assistance programs that emerged during the pandemic.

Financial Stability Pilot with Cottages of Hope (\$10,000)

Summary – The WSU Community Research Extension conducted a landscape analysis of current best practices and innovative ideas regarding financial stability services. United Way of Northern Utah agreed to lead the financial stability effort in our community. One of the partners in this work is Cottages of Hope which focuses on people living near or below the poverty line. Their services include employment coaching, financial coaching, supportive services, expungement education, and free tax preparation.

Results – United Way of Northern Utah hired a network facilitator to focus on financial stability. Additional research was conducted by this person. Through funding from OgdenCAN, Cottages of Hope expanded their services to all residents of the East Central Neighborhood for one year. Their primary focus has been families with children in the Ogden School District. The direction for our financial stability work will continue to be led by United Way of Northern Utah.

What interventions are currently being implemented?

Eleven interventions totaling \$637,394 have been approved and are being implemented. Several new interventions are at various stages of development.

Corner Store Network Analysis (\$10,300)

Summary – A social network analysis is being conducted to determine what barriers exist in food distribution that hinder the provision of healthy foods in corner stores. Interviews are being conducted with all of the corner stores in the East Central Neighborhood. The analysis will determine how corner stores procure nutritional and culturally appropriate food options, what distribution channels are available in Ogden for corner stores, and what the relationships are between corner stores. Barriers will be identified with recommendations provided to the Ogden Food Council to mitigate these barriers.

Corner Store Organizer (\$13,490)

Summary – Building relationships with corner store owners is vital to understanding the complexities of their businesses. The Corner Store Organizer is responsible for building these relationships. We hope to develop buy-in for strategies to increase healthy options within the stores, to promote communication between corner

stores, to learn about challenges facing corner stores, and to determine if the Ogden Food Council has a role in aiding in the solutions. This is a 15-month intervention.

Food Council Network Facilitation (\$97,500)

Summary – With the creation of the Ogden Food Council it was determined that a network facilitator would be required in order to move the work forward. The Ogden Food Council is a volunteer body that aims to serve as a public forum for discussing food issues, to foster coordination between different sectors of the food system, and to evaluate and influence policies. This 15-member council includes representatives from production, distribution, retail, consumption, hunger, and nutrition. Opportunities will be sought to improve 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.

SNAPed Incentives (\$2,000)

Summary – Create Better Health is Utah’s SNAP-Ed program offered through Utah State University Extension Office. Create Better Health teaches people how to eat well and be active. Low adult attendance at the nutrition classes is a problem. Financial incentives (gift cards) for completing all classes is what this intervention is focused on. The hope is that the financial incentives will improve attendance.

Food Rescue (\$45,373)

Summary – Waste Less Utah is a Utah based nonprofit that is dedicated to the education, prevention and diversion of food waste. Their goal is to protect the environment by keeping food waste out to the landfill, and alleviating hunger in the community by distributing rescued food to food-insecure families and community members. This program provides a system for rescuing surplus perishable food and distributing it to people in need. They use a phone-app based model that allows businesses and organizations that have food to post opportunities for motivated community volunteers to rescue and deliver food items where needed. The target population is those individuals and families that identify as food insecure and live at or below the poverty level. This two-year program focuses on all of Weber County with emphasis on the East Central Neighborhood.

School-based Health Collaborative (\$35,650)

Summary – The School-based Health Collaborative is a chartered collaboration of stakeholders committed to developing sustainable, accessible, and evidence-based health and mental health services for at-risk students in the Ogden School District. The National School-based Health Alliance has been hired to help develop a school-based health center sponsored by Midtown Community Health Center. This 12-month project will yield a needs and readiness assessment and an operations plan.

Academic Interns (\$79,540)

Summary – The academic intern project focuses on the education of underserved students while promoting career pathways. There is a lack of academic tutoring support for underserved junior high students including multilingual learners and first-generation college bound students. Ogden School District 11th and 12th grade

students work as academic interns at junior high schools through a work-based learning program. This is a three-year project.

Community Literacy Specialist (\$46,323)

Summary – Only 44% of Ogden School District 3rd graders read at or above grade level. Reading at grad level by the end of 3rd grade is a strong predictor for high school graduation. Many low-income students do not have regular access to age-appropriate books to practice or be read to at younger ages. This two-year intervention will install 15 little libraries, regularly stock them with books and facilitate activities for each neighborhood. It is hoped that these libraries and activities will help foster a culture of reading that positively influences students’ ability to read at grade level. (Note – This amount does not include the amendments approved by the Board on June 28, 2023.)

Research regarding Benefits Cliff (\$10,220)

Summary – Benefits cliffs are when recipients of public assistance (SNAP, TANF, Section 8 vouchers, childcare assistance, etc.) stop receiving or experience a significant reduction in a type of assistance because of a small increase in earnings. This eight-month research project seeks to gain a better understanding of how benefit cliffs function in Utah, will develop a tool to visualize benefit cliffs, and come up with possible public and private solutions to the benefit cliffs’ problem.

Community Leaders Network (\$106,998)

Summary – The Community Leaders Network is the flagship intervention for the Ogden Civic Action Network. A detailed description is provided below.

Intervention Evaluation (\$180,000)

Summary – The Weber State Community Research Extension (CRE) will coordinate the various evaluations for the different interventions. The CRE will conduct or help other evaluators conduct a CIPP evaluation (Context, Input, Process, and Product) on the funded projects. Additional evaluators will be hired to carry out one or more of the evaluations.

CIPP evaluation models have been used extensively within collaborative education, social services, and federal government evaluations. The **context stage** of the evaluation examines the resources and background of the project. It explores the overarching goals of the programs. It tries to answer the following two questions: What needs to be done? Did the program articulate clear goals based on participants’ needs? The **input evaluation stage** examines program budget, identifies key stakeholders, and reviews plans and strategies for implementation. It explores the following questions: What is the plan for implementation? Was the plan designed to address targeted needs? The **process stage** of the evaluation examines whether the program is implemented as designed, with a special emphasis on continuous improvement. The bulk of formative reports will focus on data from this stage of the evaluation. Questions from this stage include what is being done, is it done well, and how can it be improved. The final stage of the evaluation, the **product evaluation**, is focused on outcomes. Did the program succeed? Were the gains of the participants sustained? Is the program sustainable? Can the program be replicated somewhere else?

OgdenCAN and the CRE will collaboratively determine the criteria and scope for each of the evaluations. The criteria underlying CIPP evaluations may include but are not limited to the following: program quality, cost-effectiveness, probity, feasibility, safety, equity, and significance. The evaluations will follow the Joint Committee Program Evaluation Standards. These standards guide evaluations internationally.

The Community Research Extension will provide periodic formative reports with relevant findings in a timely manner. Before concluding a summative evaluation, a feedback meeting with a draft summative report will be conducted. The purpose of the meeting will be to ask questions, review and critique findings and final outcomes of the summative evaluations. Once feedback is discussed and potentially incorporated, a final report will be issued. The final report will include an executive summary, an introduction of evaluation questions and methodology, context of the assessed program, program operations information, and evaluation results and findings as well as an Outcomes Report.

Demonstration Project

The following information regarding the Demonstration Project is taken from the annual report provided to Intermountain Healthcare for 2022.

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 has become the “flagship” intervention for OgdenCAN.

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 five areas of focus. 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.

The curriculum created for the internship covers an eight-month time frame. This 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.

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
- Power in Parks
- Cultivating a Collective Understanding of the Renter/Landlord Social System in East Central
- Locally Written Children’s Books to Inspire Literacy
- Change in My Neighborhood: Collective Infrastructure Improvements

Cohort #2 began in October 2022 and completed their program in June 2023. From observations of our first year, as well as through a formal plus-delta conversation with our first cohort of interns, emerged the goal of increasing the overall social capital of interns and OgdenCAN as an organization. We refined our curriculum to reflect this social capital goal and tightened the focus of the training on engaging with neighbors and facilitating emergence, allowing neighbors to inform interns what direction their community project should take. We also shifted instruction to be more active and experiential, so that, for example, rather than talking about the uses of a capacity inventory, the interns actually made a capacity inventory and then talked about why it was useful.

One of the most significant updates has been the community group project, led by the Training Coordinator. By working with a real community asset and including hands-on experience, interns were given the opportunity to see the tools and methods of asset-based community development and design thinking applied to a real case study. Interns actively recruit community members to participate in the process, conduct interviews, synthesize data, plan workshops and develop community interventions.

The community group project this year was “Oasis Community Garden: Growing Community not just Plants.” Looking at Oasis Community Garden as a community asset, the community leader interns were given the opportunity for an applied, experiential learning project by helping to create more links between the neighbors of the local community garden and the garden's managing organization. Neighbors were engaged in one-on-one interviews to learn their perspective, invited to share new ideas for strengthening community around the garden and then invited to try out (or validate) those new ideas. Suggestions ranged from organizing monthly potlucks/social events to changing signs in the garden to be more inviting and making the process for renting the garden easier for neighbors to host birthdays, BBQs and other neighborhood activities there.

Our 2nd cohort of interns have implemented community organizing projects addressing:

- Effective Community Composting
- Walkability of Taylor Avenue
- Little Libraries and a Culture of Literacy
- Neighborhood Art Walk

Andrea Díaz (also hired by United Way) – Andrea’s community organizing project was “Little libraries & a culture of literacy.” In addition to her connection with United Way, Andrea has been collaborating with Ogden Weber Community Action Partnership with a series of reading readiness classes. She's also gathered the local hosts of little libraries together to brainstorm literacy events and is starting a reading group for teens and adults at the local Grounds for Coffee.

"The education gained from the weekly classes, paired with the experience of getting out into the community to shape my project, I truly feel like I am making a difference in my community. The world may seem like it is filled with big problems that can't be fixed locally, but that's how change starts! Think small and big things will happen."

Camelia Becerril (also works for the Sustainability office at Weber State) – Camelia’s community organizing project was “Effective community composting.” Lia has been able to connect with Oasis Community Garden, Farmer Karl of Grow Ogden/ Eden Streets, and WasteLess Solutions and will be meeting with all three this week to see if they can pool resources for a sustainable community composting program. She also has connections with Steve Ballard, a local restaurant owner who grows greens at Oasis. She's planning composting workshops at Oasis and earlier ran a composting activity at our April community breakfast.

"Since being part of the OCAN community leaders internship I have gained practical experience and fostered a deeper understanding of community engagement and leadership. One primary value that I gained from this experience is personal development. Asset-based learning promotes a more inclusive and equitable environment by focusing on the diversity of community assets and experiences that members bring. My self-efficacy and self-confidence have enhanced thanks to Isaac’s teaching of asset-based learning. Rather than focusing on deficits or weaknesses, asset-based learning seeks to discover and build upon the existing assets and resources within individuals and communities. This has shaped a new way of thinking and approaching community engagement for me. The ideation workshops gave us the opportunity to motivate each other, delegate tasks, and collaborate on ideas. This is something that I value greatly because it develops empathy and compassion by interacting with one another and working towards the betterment of the community."

Luis Montenegro Calla – Luis’ community organizing project was “Walkability of Taylor Avenue.” Luis has been most successful at connecting with grassroots in his neighborhood to brainstorm solutions. He's also connected with Jenn Bodine of WSU Sustainability and Liz Elsemore at the Weber Morgan Health Department, as well as a mayoral candidate who lives on his street, and is coordinating with them to get the word out about his neighborhood campaign for street safety.

"My internship experience has been truly extraordinary. I never imagined the existence of programs like this, especially since they are not commonly found where I come from. Many individuals have the desire to help and make a positive impact in others’ lives, but often lack the necessary tools, knowledge, and resources to do so. Being part of this program has provided me with all three— the tools, knowledge, and both social and economic means. It has truly expanded my perspective, introducing me to a reality I was unaware of. I consider myself incredibly fortunate to be a part of this program."

The internship has profoundly influenced how I perceive myself and my future aspirations. While pursuing my degree in chemistry, I have discovered the significance of personal growth in various dimensions. This experience has inspired me to develop myself holistically as a human being. In addition to my passion for chemistry, I have a strong aspiration to pursue a career as a physician in the future. I know that by immersing myself in social work, I can enhance my understanding of diverse perspectives and foster essential skills for potential future healthcare practice. This internship has instilled in me a deep sense of compassion and a commitment to making a positive impact on the lives of others, with the hope of one day fulfilling my aspirations as a physician."

Sophie Beck – Sophie’s community organizing project was “Neighborhood art walks.” Sophie has connected with last year's intern Eva Barnett, as well as the Weber Morgan Health Department. Sophie is starting a series of monthly neighborhood walks connecting to Eva's Art Stroll at Lester Park along a route with historic and architectural interest.

"My experience as a community leader intern with Ogden CAN has been absolutely incredible. This time has meant so much to me because I have seen that there are so many different ways to be involved with

one's own community than I previously knew. Our weekly meetings and training exercises were always fun and exciting and taught me so much about how to connect with people and make an impact in our community. I am so excited to take on new projects and roles in life where I can apply what I have learned here and will always reflect on this experience positively!"

Another update this year has been the creation of two second-year positions for standout interns from the first cohort to continue to develop as community leaders. Eva Barnett and Flor Lopez have served as the second-year interns. Both Eva and Flor have had a significant impact on their community. Here are their stories.



Eva Barnett - This year Eva has continued her work to make Lester Park safer and more usable by local residents by convening city planners, parks & recreation, local landscape architect Shalae Larsen and other community members. Eva's efforts have resulted in new soccer goals and she has made progress on a stalled plan for a park renovation. Eva has also worked with the Ogden City, Ogden/Weber Health Department and Get Healthy Utah to put together funds for a new crosswalk with flashing lights to be installed for increased safety for neighbors and children to have more access to the park.

She has collaborated with the public library and Golden Hours Senior Center to lend out activity kits for outdoor play. Last spring while waiting for things to progress at Lester Park, she set up an outdoor play program after school at James Madison Elementary.

Her current effort is the First Friday Art Stroll in Lester Park to get more neighbors feeling a sense of ownership in the park while showcasing the work of local artists. Eva has also been working with MJ Munger to streamline the process for community members to use the Community Education Center for their own classes. She looks forward to the prospect of a series of simple, free education classes to be taught there.



Flor Lopez - Last year Flor talked with her own neighbors who agreed their biggest issue was neighborhood clean-up & safety. They worked together to fix and paint some older neighbors' houses, including donated labor and supplies from neighbors who were plumbers, electricians and landscapers. When they hit a wall with the city to put in lighting along their back alley, the neighbors got together and surprised Flor with solar lighting to improve safety in the alley.

This year Flor started our Spanish language internship pilot program and has been working with MJ Munger to make it sustainable long-term. Her efforts with her cohort of four Spanish language interns has been remarkable for the quality of the interns, as well as those who have participated with their projects. Both Flor's and the interns energy to uplift their neighborhoods is palpable and we see this Spanish-speaking cohort as a huge step to providing resources for all residents of our community.

It has also been exciting to watch Flor put many of her internship skills to work as she opened the Little Rainbow Candy Shop in Ogden with one of her close friends and now business partner. Because of her excellent marketing skills and friendly nature, the business is going well and she has brought some of her Mexican culture with special pinatas and Mexican candy to Ogden.

Here are the stories of the three Spanish language interns that participated in Flor's pilot project:

Danya Bernal – Danya's community organizing project was "community fitness and nutrition." Danya has begun a well-attended series of free community exercise and nutrition classes at the Marshall White Center, the public library, and hopefully at James Madison Elementary as it transitions from being a public school to a community space. She's been able to work out an arrangement where she provides free classes and then can use the space free for additional paid sessions.

"Thanks for teaching us that there are no limits when it comes to achieving our goals. Because no matter how much we feel that we can't take it anymore or that we're not moving in the right direction, people like you always appear and encourage us to keep going."

Lissette Díaz – Lissette Diaz's community organizing project was a "support group for Spanish-speaking immigrant women." Lissette has begun a multi-faceted program she's called Fearless31 to connect Latina entrepreneurs and provide training, mutual help and encouragement, including speakers and support groups. As part of her program, Lissette has started a local book group to read motivational and business training books together online.

"It's wonderful when we realize the true potential we have within, and even with fear we start to use it! It's amazing to have mentors who provide insight into what one can achieve!"

Miriam Oteo – Miriam Oteo's community organizing project was "non-violent parenting workshops." Miriam held a very well-attended, and impressively prepared and dynamically presented parenting workshop, focusing on non-violent ways to work with children. Miriam has made a connection with OWCAP's Circles program to run ongoing parenting workshops in Spanish. Miriam has connected with the Family Support Center of Ogden who are thrilled to partner with her and are searching for ways to reimburse her for her time. Miriam was just hoping for space to teach her classes, but Family Support has needed parenting classes taught in Spanish and recognize the value of what she's doing.

"OgdenCAN provided me with resources, education, tools, and step by step to create and consolidate the foundations of my project. In addition to bringing people committed to the community to the table to guide us and connect with the right people to collaborate with each of the projects."

Community Breakfasts

When regular community members showed up for a "Community Breakfast" intended only for service providers in the community, we knew there was an interest we could tap into to create another "bumping space" where interns and people in the community could connect over ideas and projects.

With the generosity of local caterer Dwain Burbank and the kind cooperation of the Weber State University's Community Education Center, we began hosting a once-a-month breakfast focused on a theme (so far: honoring neighborhood heroes, gardening and composting, and literacy), each of which have been well-attended, each bigger than the last. Over the summer, we'll switch to community dinners held at the Oasis Community Garden to get the ball rolling there before urging them to begin a regular community potluck when we resume breakfasts at the Community Education Center in the fall. It's been exciting to see people lingering to talk afterwards, getting

excited about things happening in their own neighborhood. We've been able to help our interns make connections and recruit applicants for our next year's internship.

Overall Demonstration Project

There are 165 volunteers participating in the nine networks and committees and two boards associated with this work. The creation of the United Partnership allowed us to merge the networks and committees to ensure that there is one place to go if people want to volunteer their time. The nine networks and 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, Economic Stability. The Ogden Civic Action Network focuses on the funding and implementation of interventions and is hyperlocal, place-based in the East Central Neighborhood of Ogden. The United Partnership focuses on policy and is countywide in Weber County.

There are 14,871 residents in the East Central Neighborhood. We desire to impact all residents 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. The five community leader interns in the Community Leaders Network are required to complete a community organizing project. The focus is on their personal neighborhood. The Community Leaders Network is being evaluated by the Weber State University Community Research Extension. This evaluation includes performance measures. The total investment for the Community Leaders Network in FY2023 was \$79,379. The projected expense for FY2024 is \$160,819 as the program is scaled-up to include Spanish-speaking interns.

In addition to the Community Leaders Network, progress has been made in each of the four demonstration project areas of focus as follows:

Career Pathways

Excellent progress has been made with the high school diploma and GED program. Students are still in process of completing their work. For their work on this program Two Rivers High School was selected as the Program of the Year for the State of Utah.

Interweave Solutions conducted eight 2 ½ hour sessions with 20 individuals at the Weber State University Community Education Center. There were five sponsors of this training including: Weber State University Continuing Education, Weber State University Small Business Development Center, United Way of Northern Utah, Interweave Solutions and the Ogden Civic Action Network. Funding from the demonstration project fully funded this training.

As part of the training presentations were given by the participants regarding their own businesses or aspirations as well as the Weber State University Small Business Development Center, the Wildcat Micro Fund, and the Ogden Civic Action Network. Nine of the 20 participants graduated from the program with a Masters of Business in the Streets. Self-reliance groups will be developed by some of the graduates.

Digital Solutions

With Ogden City as the lead agency a Local Broadband Planning Grant from the State of Utah was requested. Weber State University and the Ogden School District are partners in the grant application. The State of Utah has received \$300 million from the Broadband, Equity, Access and Deployment federal program.

Our goal is to provide broadband service throughout the City of Ogden with an initial focus on underserved areas including the East Central Neighborhood of Ogden. Underserved means no access to 100/20 Mbps or better service.

Ogden City was awarded \$30,000 from the digital access grant and \$30,000 from the broadband planning grant from the State of Utah. The due date for the plan is June 1, 2023 which will address the identified needs through surveys and other communications tools. An implementation grant will be considered by the State of Utah after the plans from all entities in the state are reviewed. These grants will allow us to move forward with our goals in this area.

Food Infrastructure

In March 2022 the Ogden Food Council participated in a Data Walk. Council members and members of the community reflected on city and county level food system data. This helped to understand trends in food insecurity, SNAP, WIC enrollment and the gap between income qualifications for food assistance programs and a livable wage in Weber County. As a result, a living document of data needs and requests was developed. The 2022 Ogden Food Council Annual Report includes important data and trends and identified the following key takeaways:

- Food insecurity rates among residents of Weber County are declining but remain high.
- SNAP and WIC enrollment from Ogden City residents has declined since 2016. The cause is being researched.
- The percentage of SNAP recipients who are experiencing intergenerational poverty increased from 35.1% in 2016 to 41.4% in 2022.
- The percentage of Hispanic-Latino residents in Ogden City whose income qualifies them for SNAP is disproportional to the percentage of Hispanic-Latino residents enrolled in SNAP.
- The income gap between SNAP and WIC eligibility and a livable wage in Weber County increases with the family size.

In 2023 the Ogden Food Council will focus on three spheres of focus – community collaboration, community education, and policy/advocacy. Three workgroups have developed strategies and outcomes for 2023.

Equitable Housing Options

Significant progress was made with the housing advocacy program at Ogden Weber Community Action Partnership (OWCAP). In the 2022 Community Needs Assessment completed by OWCAP it was noted that there is a deficit of affordable and available housing – 6,345 units for extremely low-income, 11,225 units for very low-income, and 16,050 units for low-income. Lack of affordable housing is a top cause of poverty. The mean renter wage for monthly rent is \$377 with fair market value of 2-bedroom rentals costing \$1,021.

Rental assistance was provided to 3,973 households for emergency rental assistance applications. In landlord-tenant mediation 39 households received landlord mediation/education services, 23 households prevented lease termination, and 19 households prevented eviction.

The deep dive regarding utilities assistance and reduction was completed. A literature review and inventory of resources was completed. The gap analysis still needs to be completed.

Ogden City, Ogden School District and Weber State University implemented a homebuyer program for employees through Landed a San Francisco-based company. Landed helps essential professionals (police, fire, teachers, etc.) navigate the homebuying process as a co-owner of the home. Landed provides financial wellness guidance, homebuying education, local market guidance, and home financing navigation services.

Goals and progress for 2022-2023

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

Goal #1 Progress: Numerous meetings were held to develop a proposal to align OgdenCAN and the United Partnership Council. A proposal was presented to each board on March 22, 2023. Significant feedback was received which led to several more meetings of the co-leading team. A new proposal will be provided to both boards on June 28, 2023.

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 #2 Progress: A detailed annual report was provided to Intermountain Healthcare which is summarized above.

Goal #3, OgdenCAN Metrics: Each anchor institution will report progress on metrics on an annual basis in an OgdenCAN Board meeting.

Goal #3 Progress: The first anchor metrics report was given by Weber State University on April 26, 2023. The written report and the PowerPoint presentation will be utilized as a template for future anchor institution presentations.

Goal #4, 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 #4 Progress: As part of the proposed alignment between OgdenCAN and the United Partnership Council five areas of focus were identified which align with the social determinants of health developed for Healthy People 2030 by the U.S. Office of Disease Prevention and Health Promotion. The five areas of focus are described above. The interventions that have been funded by OgdenCAN have been designated in each of the five areas of focus. The evaluation of utilities and home improvements will be considered as part of built environment.

Goal #5, 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 #5 Progress: Potential partnerships with for-profit organizations have been vetted with the WSU Development Office. We are in the process of developing the needed relationships with several organizations. America First Credit Union has accepted the invitation to be an anchor institution. A second organization will be invited in the near future.

Goal #6: 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.

Goal #6 Progress: We have fully participated with the Anchor Learning Network which is being coordinated by the Coalition of Urban and Metropolitan Universities, the Healthcare Anchor Network through their Anchor Collaboratives work, and the Anchor Institution Task Force in both their economic development sub-group and their anchor partnerships sub-group. Presentations regarding OgdenCAN were given at the Healthcare Anchor Network and the St. Louis Anchor Action Network. A proposal was submitted to give a presentation at the Coalition of Urban and Metropolitan Universities annual meeting in October 2023.

Proposed Goals for 2023-2024

Goal #1, Outward Inclusion Training: Conduct Outward Inclusion training designed by the Arbinger Institute for 140 OgdenCAN and United Partnership Council members.

Goal #2, Emerging Hispanic Serving Institution: Collaborate with Weber State University in support of the goal to become an Emerging Hispanic Serving Institution (eHSI) which means that 15% of the student population are Hispanic-Latino.

Goal #3, Community Leaders Network: Begin scaling-up the Community Leaders Network by adding a Spanish-speaking cohort of interns and the associated staffing changes. Continue coordinating monthly community breakfasts.

Goal #4, Program Review: Complete a program review as defined by Weber State University which includes a self-study (due Nov 15, 2023), site visit by review team who are experts from outside the community (between Feb 1, 2024 and Mar 30, 2024), review team report (by Apr 15, 2024), and various on-campus reviews and reports (completed by Dec 31, 2024). In preparation for the program review conduct an evaluation through the WSU Community Research Extension.

Goal #5, Strategic Planning: Operationalize the approved alignment plan for OgdenCAN and the United Partnership.

Goal #6, Demonstration Project: Focus on interventions and research related to career pathways, digital solutions, food infrastructure, and equitable housing options. This is the third and final year of this demonstration project. Integrate the focus of the demonstration project with the five social determinants of health areas of focus.

Goal #7, OgdenCAN Metrics: Ensure that all anchor institutions report progress on the agreed upon anchor metrics on an annual basis in an OgdenCAN Board meeting.

Goal #8, Social Determinants of Health: Operationalize the five social determinants of health areas of focus (health, education, economic stability, built environment and social fabric) with interventions and research that move the work forward and have a positive impact on the residents in the geographic footprints of the East Central Neighborhood, Ogden City and Weber County as appropriate. Explore innovative options for funding interventions.

Goal #9, Anchor Institution Expansion: Continue to expand the number of Anchor Institutions through a clearly defined social return on investment model. Add three new anchor institutions in FY2024.

Goal #10: 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. The national organizations include the Anchor Learning Network through the Coalition of Urban and Metropolitan Universities, Healthcare Anchor Network, and the Anchor Institution Task Force.