



**MINUTES OF THE  
SOUTH OGDEN CITY COUNCIL  
ANNUAL STRATEGIC PLANNING WORK SESSION**  
FRIDAY, JANUARY 23, 2026- 4-7:30 PM  
SATURDAY, JANUARY 24, 2026- 9 AM – 2:30 PM  
ZION'S BANK BUILDING – 1 S. MAIN STREET, SALT  
LAKE CITY UTAH, 84133

**JANUARY 23, 2026  
STRATEGIC PLANNING WORK SESSION MINUTES**

**COUNCIL MEMBERS PRESENT**

Mayor Russell Porter, Council Members Mike Howard, Doug Stephens, Jeremy Howe, and Clayton Peterson

**COUNCIL MEMBERS EXCUSED**

Jeannette Smyth

**STAFF PRESENT**

City Manager Matt Dixon, Assistant City Manager Summer Palmer, Finance Director Peter Anjewierden, Public Works Director Jon Andersen, Water Manager Jason Brennan, Police Chief Darin Parke, Fire Chief Cameron West, Deputy Fire Chief Brandon Storey, Planner Alika Murphy, Communications and Events Manager Danielle Bendinelli, and Recorder Leesa Kapetanov

**OTHERS PRESENT**

Rachel Anjewierden, Tyler Murphy, Michelle Howard, Heather Peterson, Kim Howe, and Erin Storey

**Note: The time stamps indicated in blue correspond to the audio recording of this meeting, which can be found by clicking the link:**

**[https://cms7files.revize.com/southogdennew/document\\_center/Sound%20Files/2026/CC260123\\_1707.mp3?t=202602041152200&t=202602041152200](https://cms7files.revize.com/southogdennew/document_center/Sound%20Files/2026/CC260123_1707.mp3?t=202602041152200&t=202602041152200) or by requesting a copy from the office of the South Ogden City Recorder.**

**I. CALL TO ORDER –**

- Mayor Russell Porter called the meeting to order at 4:11 pm. He excused Council Member Smyth who was not feeling well then called for a motion to begin.

00:00:00

**Council Member Howard so moved, followed by a second from Council Member Peterson. Council Members Howard, Stephens, Howe, and Peterson all voted aye.**

- The mayor asked everyone to introduce themselves  
00:01:42

## **II. DEPARTMENT DIRECTOR REPORTS**

### **A. Public Works Director Jon Andersen - Parks and Recreation**

- Mr. Andersen gave a handout to those present. See Attachment A.  
00:05:12

### **B. Fire Chief Cameron West – Fire Department**

- Chief West also had a handout. See Attachment B.  
00:26:01

### **C. Finance Director Peter Anjewierden – Finance Department**

- Director Anjewierden used a visual presentation. See Attachment C.  
00:40:10

### **D. Police Chief Darin Parke – Police Department**

- Chief Parke had prepared a visual presentation. See Attachment D.  
00:55:39

### **E. Public Works Director Jon Andersen - Public Works Department**

- Director Andersen covered the public works department as part of his first report

### **F. Assistant City Manager Summer Palmer- Administration/Courts**

- Ms. Palmer also had a visual presentation. See Attachment E.  
01:18:26

- Comments by City Manager Matt Dixon  
01:44:26

## **III. DINNER BREAK**

The group broke at 6:00 pm for dinner. After dinner, it was determined that since the rest of the meeting was for team building activities, no recording would be made and the meeting should be adjourned. At 6:56 pm, Mayor Porter called for a motion to close the meeting.  
01:48:37

**Council Member Howe so moved, followed by a second from Council Member Howard. All members of the council present voted aye.**

**IV. GROUP ACTIVITY**

The group activity consisted of determining personality types and talking about how understanding the personality types of co-workers would help in bettering workplace relationships.

# JANUARY 24, 2026

## STRATEGIC PLANNING WORK SESSION AGENDA

Note: The time stamps indicated in blue correspond to the audio recording of this meeting, which can be found by clicking the link:

[https://cms7files.revize.com/southogdennew/document\\_center/Sound%20Files/2026/CC260124\\_1000.mp3?t=202602041154370&t=202602041154370](https://cms7files.revize.com/southogdennew/document_center/Sound%20Files/2026/CC260124_1000.mp3?t=202602041154370&t=202602041154370) or by requesting a copy from the office of the South Ogden City Recorder.

### I. BREAKFAST

Breakfast was held from 8:30 to 9:00 am

### II. STRATEGIC PLAN REVIEW/UPDATE

At 9:05 am, Mayor Porter called for a motion to open the work session  
00:00:18

**Council Member Howe so moved. The motion was seconded by Council Member Howard. Council Members Howard, Stephens, Howe, and Peterson all voted aye.**

- City Manager Matt Dixon gave an overview of the strategic planning process. Throughout the day, he used a slide presentation. See Attachment F.  
00:00:36
- Mr. Dixon briefly reviewed the City's Mission Statement  
00:10:02

#### A. Vision Statement Review

- After discussion, it was decided that they would revisit the Vision Statement during an upcoming work session  
00:12:17

Note: In the following discussions on strengths, weaknesses, opportunities, threats, strategic priorities, and strategic initiatives, City Manager Dixon followed the same outline of discussion: He would give instructions about what each topic consisted of, have each person make a list of priority items and ideas under each topic, then each person shared what they had written with those at their table. Each table would then present their top three ideas to the entire group. Since coming up with ideas individually had no talking and sharing with their table had many voices talking at once, only the portion of the meeting where tables shared with the whole group was recorded. Each group also posted their ideas on a large sheet of paper. Photos of the ideas can be viewed in Attachment G.

#### B. S.W.O.T. Exercise

##### Strengths

- Instructions on coming up with the City's strengths

00:20:39

- Presentation of strengths 00:23:21

#### Weaknesses

- Instructions for coming up with the City's weaknesses 00:29:02

- Presentation of weaknesses 00:29:30

#### Threats

- Instructions for coming up with the City's threats 00:36:59

- Presentation of threats 00:37:51

#### Opportunities

- Instructions for coming up with the City's opportunities 00:43:26

- Presentation of opportunities 00:44:24

### **III. BREAK**

At 10:17, the group took a 5 minute break

### **IV. STRATEGIC PRIORITIES EXERCISE**

- Instructions on strategic priorities exercise 00:50:18
- Discussion on whether to keep the current strategic priorities, remove some of them, or add more 00:53:01

### **V. BREAK**

- A break was scheduled for 11 am, however, to keep on schedule, Mr. Dixon did not take a break

### **VI. STRATEGIC INITIATIVES EXERCISE**

Overview and instructions on strategic initiative exercise 00:58:44

#### **A. Fiscal Responsibility**

- Instruction for coming up with initiatives on fiscal responsibility 01:02:08
- Discussion 01:04:07

**B. Infrastructure**

- Directions on initiatives for infrastructure  
01:22:30
- A recording of the discussion on Infrastructure was not made

**VII. LUNCH**

The group broke for lunch at 11:49 am

**VIII. STRATEGIC INITIATIVES EXERCISE (continued)**

The work session started again at 12:40 pm. A new recording was started at this point.

The new recording can be found at

[https://cms7files.revize.com/southogdennew/document\\_center/Sound%20Files/2026/CC260124\\_1246.mp3?t=202602041156280&t=202602041156280](https://cms7files.revize.com/southogdennew/document_center/Sound%20Files/2026/CC260124_1246.mp3?t=202602041156280&t=202602041156280)

or requested from the office of the City Recorder.

**C. Our Employees**

- Instruction 00:03:19
- Discussion 00:05:25

**D. Our Community**

- Spaces and Beautification  
Instruction 00:27:57  
Discussion 00:30:40
- Events and Engagement  
Instruction 00:37:40  
Discussion 00:39:15

**E. Economic Development**

- Instruction 00:53:10
- Discussion 00:54:36

**IX. ADJOURN**

At 2:17 pm, Mayor Porter thanked everyone for taking the time to be there and called for a motion to adjourn  
01:00:50

**Council Member Howard so moved. Council Member Stephens 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 Work Session held Friday and Saturday, January 23 and 24, 2026.

  
Leesa Kapetanov, City Recorder

\_\_\_\_\_  
March 3, 2026  
Date Approved by the City Council

## **ATTACHMENT A**

Department Director Jon Andersen Handout

## South Ogden City 2026 Report

### **Departments:**

1-Inspections	2-Building Maintenance
3-Parks	4-Recreation
5-Water	6-Sewer
7-Streets	8-Storm Water
9-Fleet	

### **Inspections:**

2025 - Residential permits dropped by a few and Commercial permits almost doubled with some remodels and a new 25-unit complex.

Hiring of a City Planner has given the Building Official to focus on inspections?????

### **Building Maintenance:**

2025 - Completed the upgrades to City Hall  
Keeping up with the aging buildings

2026 – Needs for the future

PUBLIC WORKS REMODEL  
Parks gate overhaul

City Hall Roof replacement

City hall – air handler overhaul, garage doors 81, commercial vacuum, control valves, window coverings,

### **Parks:**

2025 - Completed Burch Creek field renovation

Installed four monuments Heritage Trial-Friendship Park

Park restroom improvements

2026 – Applied for two RAMP grants

Major- Meadows Park \$923,230.63

RAMP Request \$476,965.25

SOC portion \$4446,265.38

Minor- Nature Park Enhancement \$251,171.40

1

### **Parks cont.**

RAMP request \$173,056.00

SOC portion \$78,115.40

Small mower replacement

### **Recreation:**

2025- Adjusted part-time wages to make it more competitive and help with recruitment.

Pickle Ball Leagues

WFFL 4 teams

2026 – Use and scheduling of the newly renovated Burch Creek Field area.

New Programs – 7 vs 7, spike ball, youth soccer expansion, rugby league.

### **Water:**

2025 – Two water projects

40<sup>th</sup> St waterline - \$1,338,997.50

900 E. waterline & new PRV \$

Converted to a new SCADA system

Two recertified for backflow testing

2026 – Towers for radio reads

PRV upgrade & new meters

### **Sewer**

2025 – 700 E, sewer project completed

Annual manhole inspections

Annual cleaning of system

2026 – Henry Miller area lining project

Lining of Chimes after road project

Trunk Line turnover

Will need a new vac truck in the next 3-5 years

Continue to GIS sewer

2

**Streets:**

2025 – one road rebuild – 900 E.

Edge-mill & Overlay Ben Lomond, Sunset, and a portion of Porter Ave.

Chip sealed several areas that were repaved in the last two years

2026 – continue using a budget of approximately \$1,500,000. for road projects

-Needs????

**Storm Water:**

2025 - Two projects

40<sup>th</sup> completed through Washington BLVD for future expansion

900 E. upgraded some pipe and few catch basins during the road rebuild

Annual cleaning of system

13<sup>th</sup> year with the Weber County Storm Water Coalition.

2026 – Reline Burch Creek Hollow (4831 & 4841)

Continue to GIS Storm

Adams AVE Storm Project (40<sup>th</sup>-42<sup>nd</sup>)

**Fleet:**

2025 – Kept all departments running as best as could with the current situation

New Fire/Ladder truck delivered late August

Pricing and collect information for the 2026 lease package

2026 – Assit all departments in the new equipment approved in the 2026 lease package

Keep the rest of the Fleet going

Developing a replacement plan to move forward with

**ATTACHMENT B**  
Handout from Fire Chief Cameron West



Prepared for the South Ogden City  
Elected Body

**South Ogden Fire  
Department**  
Operational Needs & Outlook



## Accomplishments & Support

- Your support has enabled major progress:
  - New tower truck investment
  - Pro-employee decisions
  - Strengthening capabilities and operations
  - Permanent Part-Time staffing investment

## Ensuring every firefighter goes home safely at the end of each shift

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- Adequate staffing to prevent dangerous short staffing events
- Training that supports readiness and safety
- Reliable apparatus and equipment to avoid out-of-service gaps
- Proactive replacement planning to avoid operational disruptions



## Staffing and Equipment Reality

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- Our crews continue making daily adjustments to manage short staffing, often stretching themselves to ensure the community remains protected.
- When units operate below minimum staffing, the risk to firefighter safety increases—impacting the men and women who show up every day to serve this city.
- Inconsistent staffing doesn't just strain our teams; it can slow response times and affect the level of service our residents depend on during their worst moments.
- Providing adequate personal protective equipment (PPE) remains an ongoing challenge, yet it is the only barrier between our firefighters and serious injury.
- PPE, tools, and essential equipment require steady, reliable funding to keep our responders safe and ensure they can continue delivering the high-quality service our community expects.

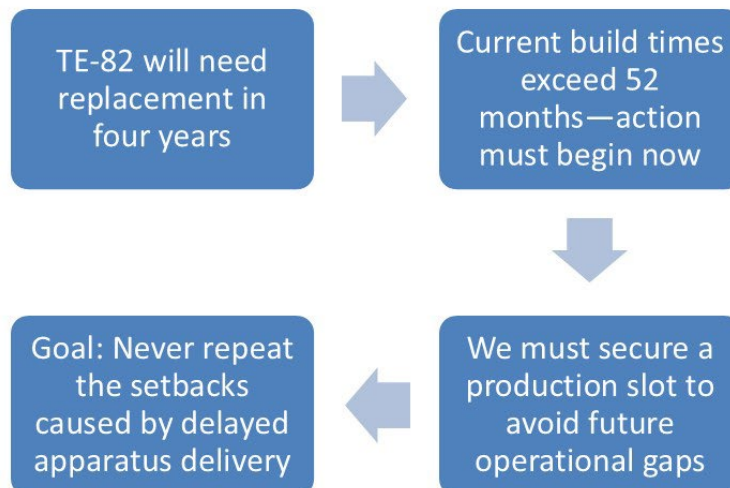


# Apparatus being out of service for extended periods puts the city at risk

- This year’s delay in the arrival of the new truck resulted in an extended period of reduced operational capacity—an experience that underscored how vulnerable we can be when key apparatus is out of service.
- Situations like this remain a significant concern, as they highlight the potential risks to both response capability and community safety.
- Strengthening redundancy, maintenance planning, and our apparatus replacement strategy is essential to prevent similar vulnerabilities in the future.



## Apparatus



## Increase Staffing at Station 82

- Why staffing must increase:
  - With two apparatus responding out of Station 82, our crews need additional personnel to operate safely and effectively—ensuring firefighters aren’t placed in situations where they must do more with less.
  - Adequate staffing is essential to meet safety standards and NFPA guidelines, protecting the men and women who put themselves in harm’s way for our residents every day.
  - Increasing staffing helps distribute the workload more evenly, reducing burnout and improving our ability to respond quickly when families in our community call for help.

## Remodel of Station 82

- Reasons for remodeling:
  - Growing our staffing means creating additional living and working space—so our firefighters have a safe, functional place to rest, train, and prepare to serve the community.
  - Updating Station 82 to meet modern health and safety standards protects our crews from long-term exposure risks and supports their physical and mental well-being.
  - Remodeling strengthens our long-term operational model, helping ensure the station can support the city’s needs not just today, but for decades to come.

## Opportunities Ahead

- Potential revenue sources:
  - Transforming our current command trailer into a communication deployment unit would not only strengthen regional response capabilities but also create a new revenue stream that helps offset departmental costs.
  - Expanding our brush truck deployment opportunities allows us to support state and federal wildfire efforts—bringing in additional funding while showcasing the dedication and professionalism of our firefighters on a wider stage.

## Upcoming Challenges (2026 & Beyond)

- Key challenges the department must prepare for:
  - **House Bill 301 introduces new ambulance service requirements** that will significantly shape how we staff, equip, and deliver emergency medical care—raising expectations at a time when every second matters for our residents.
  - **Growing Wildland Urban Interface (WUI) risks demand stronger compliance and preparedness**, as changing conditions place more homes and neighborhoods at risk and require our firefighters to be trained and equipped for increasingly complex incidents.
  - **Mandatory cancer screening for all firefighters within the next three years**, funded by South Ogden City, reflects an essential investment in the long-term health of the men and women who protect this community—many of whom face elevated cancer risks simply because of the job they proudly perform.

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## Positioning for the Future

- To sustain readiness, we must:
  - **Begin the replacement process for Engine 82**, ensuring our firefighters have reliable, modern apparatus to protect the community without interruptions caused by mechanical failures or extended downtime.
  - **Add a new ambulance at Station 82** so we can meet rising EMS demands and ensure faster, more dependable care for residents experiencing medical emergencies.
  - **Increase staffing to safely operate two apparatus**, giving our crews the support they need to respond effectively while reducing fatigue, burnout, and unnecessary risk.
  - **Remodel Station 82** to provide a safe, functional workspace that supports growing staffing, modern equipment, and the long-term operational needs of our community.



Questions

## ATTACHMENT C

Visual Presentation by Finance Director Peter Anjewierden

# South Ogden Finance Department



Recorder:  
Leesa Kapetanov

Accountant:  
Lori Hurd



Treasurer:  
Jeannine Teel



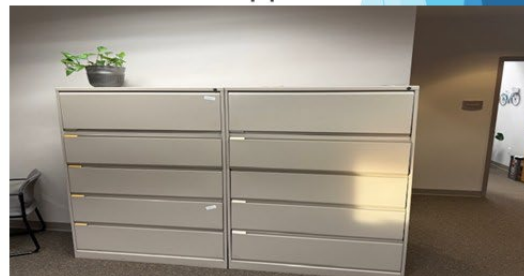
## Accomplishments in the Last Year

### Online Invoicing System:

With the help of administration management, accounting team, and department directors.

- ▶ Ability for multiple users in each department to input invoices
- ▶ Improved reporting for department directors
- ▶ More seamless remote invoice review and approval
- ▶ Essentially paperless!

Invoices used to fill one cabinet per year...



## Accomplishments in the Last Year

Improvements Budgeted for by Council and management Included:

- ▶ Replacement of some aging fleet vehicles especially Police and some ancient Public Works trucks
- ▶ Software improvements (VOIP / Ethernet)
- ▶ Replacement police laptops
- ▶ South Ogden Days increased funding obtained
- ▶ Fire Truck / and Skate Park (before my time)
- ▶ Priorities on City Employees

All of these things help us to better serve the City!



## Future Horizon Planning

- ▶ Public business registration module improvements
- ▶ Sustainable replacement of fleet vehicles
  - ▶ Try to replace  $\frac{1}{4}$  of four-year life cycle vehicles annually
  - ▶ Improve safety as well as employee's 'virtual offices'
- ▶ Time keeping software
  - ▶ Reduce payroll time processing / complexity
  - ▶ Improve reporting ease and accuracy
  - ▶ Current process is too paper heavy
- ▶ Update capital improvement plans
  - ▶ Required for impact fee planning
  - ▶ Longer term vision of projects

## Challenges New and Old

- ▶ Capacity to maintain and exceed quality of work
  - ▶ Small to mid-size city still have most of the same statutory or implied responsibilities as major cities
- ▶ Cost increases in personnel / benefits
  - ▶ Impacted by market conditions and data driven adjustments
- ▶ Cost increases for capital projects
  - ▶ Materials and contract labor cost overruns
- ▶ Keeping technology up to date but also forward thinking
  - ▶ OCR recognition, Software evaluation, AI adoption?

## Strategic Priorities

- ▶ Reporting to improve quality
  - ▶ Not just accuracy error mitigation, but repeatable financial processes
- ▶ Financial Planning
  - ▶ Short term annual / into next year
  - ▶ 3-5 Year planning for budgets Sustainability model
- ▶ Revenue / Expense projections
  - ▶ Investment / growth opportunities
  - ▶ Revenue sources to sustain expense needs

**Never really done just ITERATIVE Improvement Processes**

**ATTACHMENT D**  
Police Chief Darrin Parke Presentation



## 2025 Summary

1

**Part Of:**  
County Attorney Critical Incident Team  
Werber Metro C.R.A.S.H. Team  
UT Attorney General, Internet Crimes Against Children (ICAC)

**Work With:**  
Children's Justice Center  
Sexual Assault Nurse Examiners

**Contract Services Provided:**  
Animal Services:  
Terrace \$50,668  
Riverdale \$22,485  
School Resource \$88,199

**Contract Services Received:**  
C.S.I. \$49,797  
Ogden S.W.A.T. \$ 4,765  
W/M Narcotics \$17,749

2

# Achievements~ Calls Patrol & A.S. 22,203

## • Patrol

• Calls	20,606
• Domestic Complaints	226
• Mental Subjects	175
• Assaults	175
• Thefts-auto, v burg, shoplift	190
• Arrests	749
• Auto Accidents	489
• Registered Sex Offenders	68

## • Animal Services

• Calls	1,597
• South Ogden	1,256
• Riverdale	25
• Washington Terrace	316
• Animal Impounds	247

3

# Achievements

## • Detectives

• Cases	Opened = 1,762 Active = 253
• 3 Detectives with 84 cases each	
• Sex Offences, Financial Crime, and Property Crime	
• Closed by:	
• Arrest	47
• Inactive	76
• Exception	58
• Civil	32
• Referred to OJ	10
• Unfounded	53

## • Records

• Processes and routes all work product from Patrol, Detectives, and Animal Services	
• Submits crime statistics to UCJIS and FBI	
• Requests- Reports, Body Cam	2,200
• Fingerprints	178
• Expungements	499

4

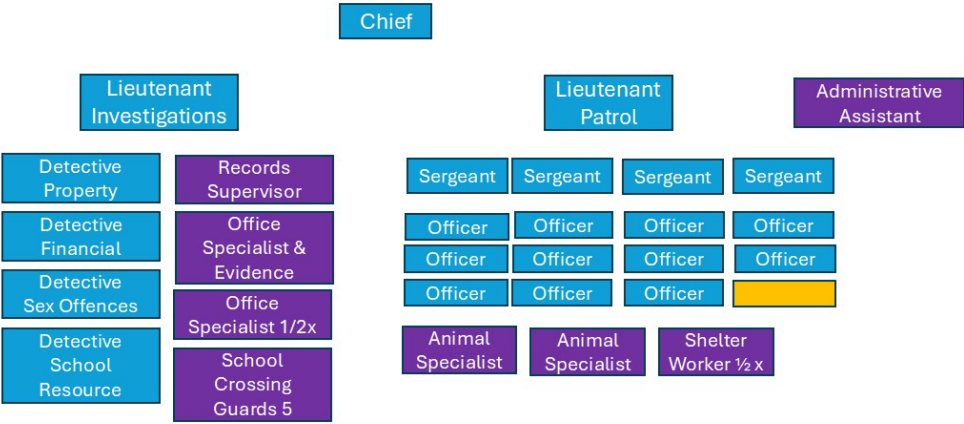
# Comparisons 2024

Source: [2024 Crime in Utah Report](#)

- FBI National Incident Based Reporting System (NIBRS) Total~ Crimes against Persons, Property, and Society:

	Population	NIBRS	To SOPD:	Cr. Per 1,000	Officers Per 1,000
SOC	17,740	826		46.56	(#22) 1.2
Roy	38,353 +216%	1,477	+78%	38.51	(#41) 1.1
NOC	22,645 +28%	558	-48%	24.64	(#21) 0.9
Brghm	20,066 +13%	399	-207%	19.88	(#31) 1.5

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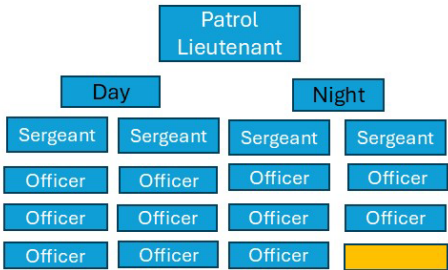


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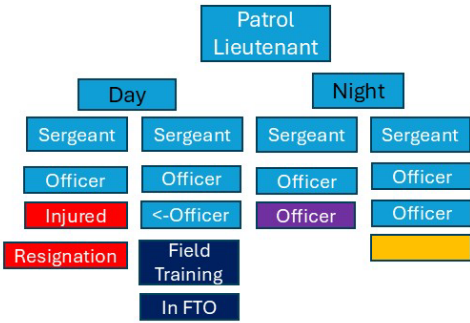
# Real World:

- A retirement occurred in August; a new Officer was hired in November and began 10 weeks of field training (mid February).
  - The result is 2 squads of 3 Officers and 2 squads of “4” Officers
- A resignation occurred January 2 causing 3 squads of 3 and 1 squad of “4”
- An Officer was injured and unable to work resulting in 1 squad of 2, 2 squads of 3, and one squad of “4”

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When fully staffed, we have 3 squads of 4 Officers and 1 squad of 3 Officers.



A retirement/ new hire caused 2 squads of 3 officers and one squad of 4 officers and one squad of <4. Field Training is 10 weeks.

A resignation caused 3 squads of 3 officers.

An injury reduced 1 squad to 2 officers vs 4.

In 2025, 23% of the time we had two patrol officers on duty. Staffing strain is a common operational challenge. The 3 Officer squad worked 56% of shifts with 2 patrol officers.

8

## Fiscal Year 2026 - 2027

- Market Competition with other Departments~ Hiring and Retention

### Equipment:

- Patrol Vehicles ~ Ordering and availability complications; window closes in June 2026
- Tasers ~ Applied Use of Force = 29; Taser Displayed = 4, Taser Used = 6
- 3 Officers
- South Ogden Days security enhancement

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## Discussion

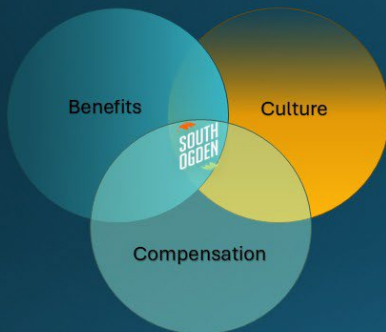
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## ATTACHMENT D

Visual Presentation by Assistant City Manager Summer Palmer

# ADMINISTRATION DEPARTMENT CITY COUNCIL RETREAT

## Improve Recruitment and Retention



- This is never done!
- Continue to monitor our total compensation mix.
  - Currently benchmarking and reviewing time-off policy.
  - Continue to fund compensation strategy.
- Review Employee Survey results for suggestions.
- Turnover dropped from 17% to 13% this year. (not including recreation)
  - Not all turnover is bad
  - Most of our turnover comes from part-time positions
  - We will continue to see turnover due to retirements in 2026.
- Recreation turnover...88%
  - Most of the staff is 14-18
  - Even with 50 PT employees we struggle to fill shifts

### Strategic Initiative:

We prioritize the recruitment, development, and retention of quality employees by maintaining competitiveness in pay and benefits and demonstrating a commitment to every employee's growth and development.

### Employee Survey Results

- 41% of FT/ Reg PT Employees took the survey
- 92% agreed or strongly agreed with the statement, "Overall, I am satisfied with my job at SOC."
- 87% believe the City promotes a positive and professional work environment.
- 87% believe the City supports employee's safety and well-being.
- 81% said City Leaders communicate important information in a clear and timely manner.
- 72% said they trust City Leadership to make decisions in the best interest of employees and the community.

### Strategic Initiative:

We prioritize the recruitment, development, and retention of quality employees by maintaining competitiveness in pay and benefits and demonstrating a commitment to every employee's growth and development.

### Employee Survey Results

- 87% said their department leaders were approachable and listen to their concerns.
- 85% said they feel valued by their supervisor.
- 70% said they felt recognized for their contributions.
- 81% said they have the tools/training/resources to do their job effectively.

### Strategic Initiative:

We prioritize the recruitment, development, and retention of quality employees by maintaining competitiveness in pay and benefits and demonstrating a commitment to every employee's growth and development.

### Employee Survey Results

- 85% said they were paid a fair wage.
- 78% said the City benefit package was adequate. 17% took a neutral stance (most likely because they are PT.
- 57% said staffing levels in their department were adequate, but 74% said their workload was reasonable and manageable.

### Strategic Initiative:

We prioritize the recruitment, development, and retention of quality employees by maintaining competitiveness in pay and benefits and demonstrating a commitment to every employee's growth and development.

### Employee Survey Results

- Less than 1% said they couldn't see themselves working for SOC two years from now. Various reason.
- 90% said they would recommend SOC as a good place to work.

## Strategic Initiative:

We prioritize the recruitment, development, and retention of quality employees by maintaining competitiveness in pay and benefits and demonstrating a commitment to every employee's growth and development.

## Employee Survey Results

- Take-Aways
  - Continue to work on communication strategies
  - Supervisors are doing a great job! Always room for improvement. We will work with departments individually to address concerns in individual areas.
  - Staffing level assessment. Specifically in a couple areas. This may result in some request or restructuring.
  - We have some great employees who offered great feedback. Free pizza Friday was my favorite!



### Communications and Events

Community Events are well attended  
Taking the newsletter  
Always working on external and internal communications strategies



### Customer Service and Court

We aren't for everyone, but we can do better  
Customer Service focused changes



### Community Development

Small Area Plan- City Center



### Code Enforcement

Strategy is currently retroactive, not proactive  
Currently 25 open cases, 386 closed cases  
3 cases per day  
Goal of 10 proactive cases a week



### IT

Deploying new computers to sworn officers  
Staffing assessment request

## Department Updates

## ATTACHMENT E

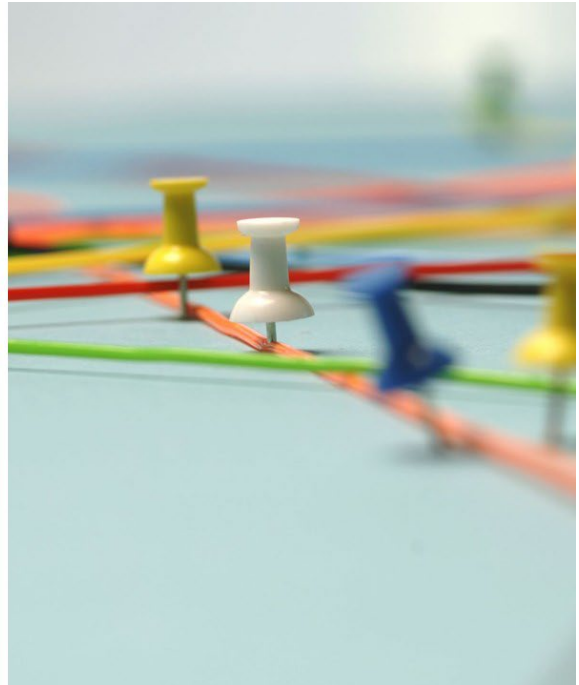
Visual Presentation Used by City Manager Matt Dixon

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# CREATING A STRATEGIC PLAN: A FACILITATOR'S GUIDE

Part 1 of 2

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## WHAT IS A STRATEGIC PLAN?

A roadmap that identifies a long-term vision of what the city wants to become and the priorities and initiatives that will be their focus over the next 3-5 years

## HOW DOES A STRATEGIC PLAN HELP?

- Establishes organizational priorities
- Fosters accountability
- Communicates expectations
- Informs budget decisions
- Builds public trust

## WHERE DO WE START?

# ORGANIZATIONAL READINESS

- Elected Officials
- Key Staff
- Community
- Plan Champion(s)

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## PREPARATIONS

- Identify participants (elected officials, staff, planning commission, etc.)
- Schedule the workshop
- Invite attendees and establish expectations
- Provide participants with S.W.O.T. worksheet & instructions



## S.W.O.T. Worksheet

**Directions:** Use the space provided below to write down what you think the City's **S**trengths (community and government), **W**eaknesses (internal to our organization), **T**hreats (external to our organization), and **O**pportunities (How can we leverage our strengths to overcome our threats and weaknesses?)

• S	• W
• O	• T

## SUPPLIES

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- Projector and screen (or wall)
- Large wall Post-it Pad
- 8" x 6" Post-it Pads
- Pens and notepads at each table
- Dry erase markers at each table
- Dot stickers
- Water & snacks

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## ROOM SETUP

- Comfortable space
  - Tables that allow participants to see each other and work together (round tables best)
  - 3-5 people per table
  - Wall space for Post-it notes
  - Projector and screen where all can see
  - Refreshment table (water and snacks)
  - Name plate tents
- 



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## WORKSHOP AGENDA

- Review Ground Rules & Expectations
  - Draft Mission Statement
  - Draft Vision Statement
  - Define Core Values
  - Complete SWOT Exercise
  - Identify Strategic Priorities
  - Define Measures of Success
  - Draft Strategic Initiatives
  - Review Plan Finalization & Reporting
- 



# GROUND RULES & EXPECTATIONS

Draft Mission Statement  
Draft Vision Statement  
Define Core Values  
Complete SWOT Exercise  
Identify Strategic Priorities  
Define Measures of Success  
Draft Strategic Initiatives  
Review Plan Finalization & Reporting

- No ideas are bad ideas
- Be open to others' perspectives
- Everyone has opportunity to share & provide input
- Permission to keep the group on track
- Be prepared to move around throughout the workshop
- 75 percent is acceptable

Ground Rules & Expectations

## Mission Statement

Draft Vision Statement  
Define Core Values  
Complete SWOT Exercise  
Identify Strategic Priorities  
Define Measures of Success  
Draft Strategic Initiatives  
Review Plan Finalization & Reporting

- A concise statement of our purpose
- Describes what we do, who we serve, and why it matters
- Used to guide decisions, strategy, and communication

---

## MISSION STATEMENT EXAMPLES

“We work with communities to ensure everyone has the opportunity to thrive.”

- Multnomah County, Oregon

“Build a legacy of well-being by working with our partners to provide quality, comprehensive, and fiscally responsible services that are responsive to the needs of our community.”

- Klamath County, Oregon

- A concise statement of our purpose
- Describes what we do, who we serve, and why it matters
- Used to guide decisions, strategy, and communication

---

## MISSION STATEMENT EXAMPLES

"South Ogden City is dedicated to preserving and enhancing quality of life for all residents, businesses, employees, and visitors."

“We serve the public to protect, promote, and enhance a positive quality of life in Marion County.”

- Marrion County, Oregon

- A concise statement of our purpose
- Describes what we do, who we serve, and why it matters
- Used to guide decisions, strategy, and communication

---

# MISSION STATEMENT EXERCISE

1. What do we do?
  2. Who do we do it for?
  3. What outcomes do we desire?
  4. How do we do it? (optional value)
- A. Take one question at a time: Individually write down as many answers as you can in one minute (Repeat for each question)
  - B. One-by-one, take turns sharing your answers to the first question (round-robin style) – look for common answers (6 min)  
(Repeat step B for each question)
  - C. Work together and decide on your two best answers for each of these questions (8 min).
- 

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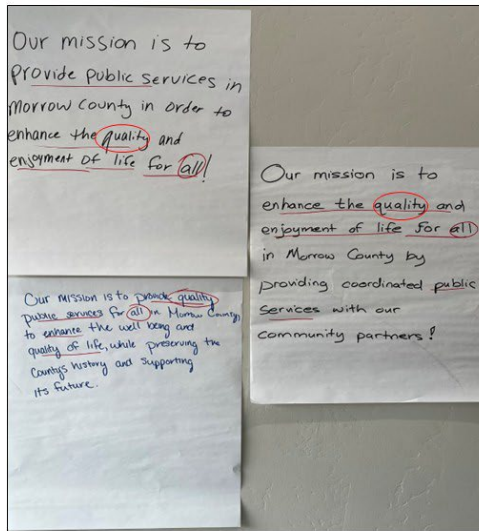
# MISSION STATEMENT EXERCISE CONT.

"Our mission is to [**do what**] for [**whom**] in order to [**achieve outcome**], through [**how**]."

Considering your table's top responses, work to draft your best mission statement. Write your draft on a large wall Post-it.

(template on left provided as a help)

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- Invite one spokesperson from each table to stand and share their table's draft with the group and put it on the wall.
- Once every tables has shared, identify common themes and discuss what needs to be included in the final draft.

**MISSION**

Working together with Community Partners Morrow County delivers exceptional public Services that enhance the well-being and quality of life for all.

**PRO TIP: WATCH YOUR TIME AND ENERGY**

As a group complete a final draft Mission Statement (remember the 75% rule)

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# BREAK & SHUFFLE

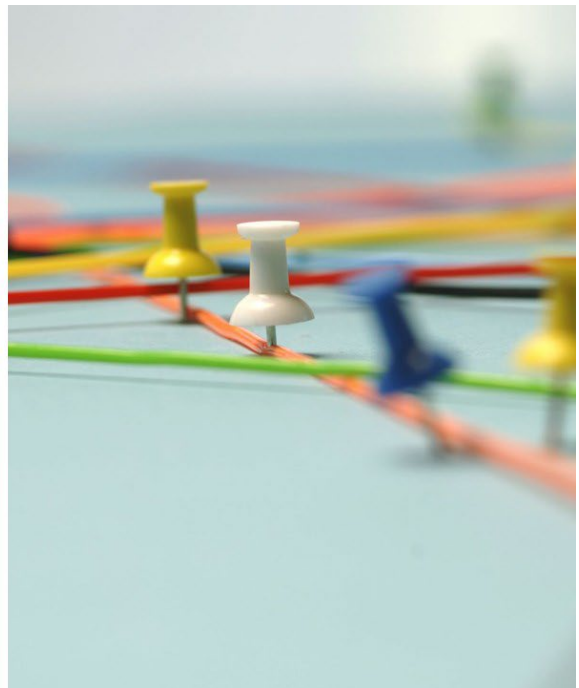
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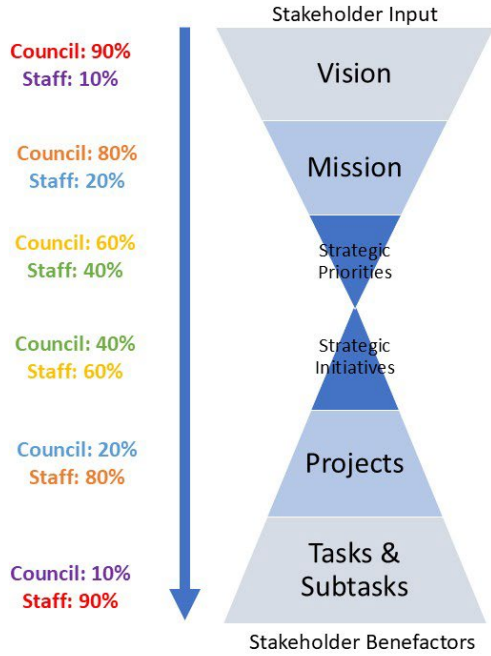
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## STRATEGIC PLANNING WORKSHOP

January 24, 2026

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## MISSION STATEMENT

"South Ogden City is dedicated to preserving and enhancing quality of life for all residents, businesses, employees, and visitors."



Ground Rules & Expectations

Mission Statement

# Vision Statement

Define Core Values

Complete SWOT Exercise

Identify Strategic Priorities

Define Measures of Success

Draft Strategic Initiatives

Review Plan Finalization & Reporting



“If you don’t know  
where you are going,  
you’ll end up  
someplace else.”

- Yogi Berra

Ground Rules & Expectations

Mission Statement

# Vision Statement

Define Core Values

Complete SWOT Exercise

Identify Strategic Priorities

Define Measures of Success

Draft Strategic Initiatives

Review Plan Finalization & Reporting

Describes the desired  
future state of the  
organization or  
community. It is  
aspirational,  
directional, and  
inspirational

Ground Rules & Expectations

Mission Statement

# Vision Statement

Define Core Values

Complete SWOT Exercise

Identify Strategic Priorities

Define Measures of Success

Draft Strategic Initiatives

Review Plan Finalization & Reporting

## CHARACTERISTICS

- Future-oriented & inspirational
- Clear, concise, and aspirational
- Aligned with values and mission
- Provides direction and a sense of purpose
- Easily communicated and remembered

---

## VISION STATEMENT EXAMPLES

“South Ogden City will stand out as a friendly, safe, and inviting place to live, work, and visit; where all residents feel at home and enjoy a high quality of life in a vibrant community.”

- South Ogden City, UT

- Future-oriented & inspirational
- Clear, concise, and aspirational
- Aligned with values and mission
- Provides direction and a sense of purpose
- Easily communicated and remembered

## VISION STATEMENT

“South Ogden City will stand out as a friendly, safe, and inviting place to live, work, and visit; where all residents feel at home and enjoy a high quality of life in a vibrant community.”

- South Ogden City stands out as a welcoming community where everyone feels at home and enjoys a high quality of life.
- South Ogden City stands out as a place where everyone feels at home and enjoys a high quality of life.
- South Ogden City stands out as a community where everyone belongs and enjoys a high quality of life.
- South Ogden City stands out as a vibrant community where everyone feels at home and enjoys a high quality of life.
- A friendly, safe, and welcoming community with a high quality of life for all who live, work, and visit.

---

## VISION STATEMENT EXERCISE CONT.

"Our vision is to [**describe future state of aspiration**] where [**impact or outcome**] is achieved through [**core approach or values**]"

Considering your table's top responses, work to draft your best vision statement. Write your draft on a large wall Post-it.

(template on left provided as a help)

Ground Rules & Expectations

Mission Statement

Vision Statement

# Core Values

Complete SWOT Exercise

Identify Strategic Priorities

Define Measures of Success

Draft Strategic Initiatives

Review Plan Finalization & Reporting

“Think about the kind of city you would be proud to lead. What values or principles would you want to see embodied in how you operate, serve residents, and make decisions?”

Ground Rules & Expectations

Mission Statement

Vision Statement

# Core Values

Complete SWOT Exercise

Identify Strategic Priorities

Define Measures of Success

Draft Strategic Initiatives

Review Plan Finalization & Reporting

As we work daily in pursuit of our Vision and in fulfillment of our Mission, what are the values we will live by and never compromise?

# EXAMPLES

## Government & Leadership

- Accountability
- Transparency
- Ethics
- Public Service
- Civic Engagement
- Rule of Law
- Stewardship of Resources
- Responsibility
- Good Governance
- Trustworthiness

## People & Relationships

- Respect
- Inclusivity
- Empathy
- Collaboration
- Compassion
- Courtesy
- Civility
- Fairness
- Equity
- Open Communication

## Professionalism & Excellence

- Integrity
- Excellence
- Innovation
- Strategic Thinking
- Efficiency
- Professionalism
- Reliability
- Adaptability
- Learning & Growth
- Results-Oriented

## Community & Culture

- Community First
- Pride in Place
- Local Heritage
- Environmental Responsibility
- Sustainability
- Cultural Awareness
- Resilience
- Quality of Life
- Safety
- Well-Being

## Direction & Vision

- Visionary Leadership
- Continuous Improvement
- Long-Term Thinking
- Courage to Change
- Boldness
- Dedication
- Perseverance
- Initiative
- Focus
- Clarity

## DEFINING OUR CORE VALUES EXERCISE

- Which values feel non-negotiable for how we lead and serve?
- Which of these values, if violated, would damage our reputation or culture?
- Which values reflect what makes us *distinct*?

# CORE VALUES EXERCISE

1. Individually write your responses to these questions (3 min)
2. Share your responses with your table
3. As a table, select your top 3-4 values (write one value per small Post-it)
4. Spokesperson from each table to stand and share their table's top 3-4 values & post on the wall

- Which values feel non-negotiable for how we lead and serve?
- Which of these values, if violated, would damage our reputation or culture?
- Which values reflect what makes us *distinct*?

Ground Rules & Expectations

Mission Statement

Vision Statement

Define Core Values

## SWOT Exercise

Identify Strategic Priorities

Define Measures of Success

Draft Strategic Initiatives

Review Plan Finalization & Reporting

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# STRENGTHS

Considering our Vision, what are our biggest strengths? These may be both internal and external to the organization.

- Referring to your individual homework sheets, take a few minutes and have everyone share what they wrote down as the city's biggest strengths.
  - As a table, discuss, debate, and select what you think are our Top 3 strengths. Write one per small Post-it.
  - One table at a time, share what your table selected as your Top 3 Strengths (post on wall).
- 

---

# WEAKNESSES

Considering our Vision, what are our biggest weaknesses as an organization? Where might we get in our own way? (internal to the organization)

- Referring to your individual homework sheets, take a few minutes and have everyone share what they wrote down as the city's biggest weaknesses
  - As a table, discuss, debate and select what you think are our Top 3 biggest weaknesses. Write one per small Post-it.
  - One table at a time, share what your table selected as your Top 3 weaknesses (post on wall).
-

---

# THREATS

Considering our Vision, what are the biggest threats we face as an organization? These are external to the organization (e.g. economy, state legislation, etc.)

- Referring to your individual homework sheets, take a few minutes and have everyone share what they wrote down as the city's biggest threats.
  - As a table, discuss, debate and select what you think are our Top 3 biggest threats. Write one per small Post-it.
  - One table at a time, share what your table selected as your Top 3 threats (post on wall).
- 

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# OPPORTUNITIES

Considering our Vision, strengths, weaknesses & threats: What are the city's biggest opportunities to make meaningful progress/improvements?

- Referring to your individual homework sheets, take a few minutes and have everyone share what they wrote down as the city's biggest opportunities.
  - As a table, discuss, debate and select what you think are our Top 3 biggest opportunities. Write one per small Post-it.
  - One table at a time, share what your table selected as your Top 3 opportunities (post on wall)
-

---

# BREAK & SHUFFLE

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Ground Rules & Expectations

Mission Statement

Vision Statement

Define Core Values

SWOT Exercise

## Strategic Priorities

Define Measures of Success

Draft Strategic Initiatives

Review Plan Finalization & Reporting

**Considering our  
Mission and Vision:**

The few critical  
areas where  
sustained attention  
and resources must  
be focused over the  
plan period.

---

# STRATEGIC PRIORITIES EXERCISE

With our Vision in mind and understanding our biggest opportunities (SWOT):

- Where must we focus to move towards our vision?
  - What do we have to get right in the next 3-5 years to move the organization forward?
- 

---

# STRATEGIC PRIORITIES EXERCISE

- Individually write down what you believe should be our top Strategic Priorities? (5 min)
- At your tables, share each of your ideas and work together to decide what your top 3 Priorities are. (15 min)
- Write one idea per small Post-it.
- Each table present and explain their 3 Priorities.
- Clarify, Refine, and Consolidate (remember 75% rule).

With our Vision in mind and understanding our biggest opportunities (SWOT)...

- Where do we need to focus our efforts?
  - What do we have to get right in the next 3-5 years to move the organization forward?
-

# STRATEGIC PRIORITIES

- FISCAL RESPONSIBILITY
- OUR EMPLOYEES
- OUR INFRASTRUCTURE
- OUR COMMUNITY
- ECONOMIC DEVELOPMENT

---

# BREAK & SHUFFLE

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# Defining Success Exercise

(Work on one Strategic Priority at a time)

- At your tables, work together to determine ways we can measure our progress and success for each Strategic Priority.
- Produce 2 measures for each Priority. Write one measure per small Post-it.
- Each table present and explain their 2 preferred measures.
- Clarify, Refine, and Consolidate (remember 75% rule).

Considering our Strategic Priorities...

- How will we know when we are succeeding?
- How will we evaluate success?

---

## BREAK & SHUFFLE

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Ground Rules & Expectations

Mission Statement

Vision Statement

Define Core Values

SWOT Exercise

Strategic Priorities

Measures of Success

# Strategic Initiatives

Review Plan Finalization & Reporting

The key outcomes or improvements that must be achieved to advance a Strategic Priority. They are specific enough to guide work but broad enough to allow flexibility.

## STRATEGIC INITIATIVES

- Answers: "What must change or improve in this Strategic Priority area (3-5 years)?"
- Start with a verb (e.g., improve, reduce, increase...)
- Measurable – if too hard to measure, does not make a good initiative

# STRATEGIC INITIATIVES EXAMPLES

## Strategic Priority Infrastructure

### Strategic Initiatives:

- Improve the quality of our roads & related infrastructure (storm drain)
- Increase planning and funding for trails
- Reduce sewer system backups
- Expedite water system development

# CURRENT INITIATIVES

- Answers: "What must change or improve in this Strategic Priority area (3-5 years)?"
- Start with a verb (e.g., improve, reduce, increase...)
- Measurable – if too hard to measure, does not make a good initiative

## Fiscal Responsibility

1.1 Improve Financial Planning (Dixon)

1.2 Improve efficiencies (Dixon)

**Archived:** Update Sustainability Model

## CURRENT INITIATIVES

- **Answers:** "What must change or improve in this Strategic Priority area (3-5 years)?"
- Start with a verb (e.g., improve, reduce, increase...)
- **Measurable** – if too hard to measure, does not make a good initiative

## CURRENT INITIATIVES

- **Answers:** "What must change or improve in this Strategic Priority area (3-5 years)?"
- Start with a verb (e.g., improve, reduce, increase...)
- **Measurable** – if too hard to measure, does not make a good initiative

## Our Employees

2.1 Improve Employee Satisfaction (Dixon)
2.2 Improve leadership development and training programs (Dixon)
2.3 Improve workplace safety (Dixon)

**Archived:** Improve recruitment & retention efforts

## Our Infrastructure

3.1 Increase resident satisfaction with the quality of the City's streets (Dixon)
3.2 Make progress on sidewalk improvements within the Safe Routes to School Plan (Dixon)
3.3 Complete Adams Ave. sidewalk project from 40th Street to 42nd Street. (Dixon)
3.4 Upgrade City Facilities (Dixon)
3.5 Improve quality of the city's infrastructure management systems (Dixon)
3.6 Implement the Capital Improvement Projects identified in each Capital Facilities Master Plans (Dixon)
3.7 Improve Fire Hydrant viability through policies, procedures, SOP's, etc. (Dixon)

# CURRENT INITIATIVES

- Answers: "What must change or improve in this Strategic Priority area (3-5 years)?"
- Start with a verb (e.g., improve, reduce, increase...)
- Measurable – if too hard to measure, does not make a good initiative

# CURRENT INITIATIVES

- Answers: "What must change or improve in this Strategic Priority area (3-5 years)?"
- Start with a verb (e.g., improve, reduce, increase...)
- Measurable – if too hard to measure, does not make a good initiative

## Our Community Spaces & Beautification

4.1 Increase resident satisfaction with city parks (Dixon)
4.2 <span style="border: 1px solid green; border-radius: 50%; padding: 2px;">Grant</span> Complete Phase II (4 monuments) of South Ogden Heritage Trail (part of 4.1) (Dixon)
4.3 Demonstrate progress with City's Active Transportation Plan and related projects (Dixon)
4.4 Improve beautification of city-owned ROW's (Urban Forestry) (Dixon)

### Archived:

- Complete Phase I Heritage Trail
- Implement Code-Compliance Program
- Complete Fields at Burch Creek

## Our Community Events and Engagement

4.8 Improve communications with residents & businesses. (Dixon)
4.9 Strengthen engagement and sense of Community through Special Events. (Dixon)
4.10 Improve Community Emergency Preparedness (Dixon)
4.11 Create arts and events council (Dixon)
4.12 Strengthen city recreation opportunities for the community (Dixon)
4.13 Increase volunteer opportunities (Dixon)

# CURRENT INITIATIVES

- **Answers: "What must change or improve in this Strategic Priority area (3-5 years)?"**
- Start with a verb (e.g., improve, reduce, increase...)
- **Measurable – if too hard to measure, does not make a good initiative**

## Our Community Moderate Income Housing

4.14 [State Strategy] Demonstrate utilization of moderate income housing set aside from a community reinvestment agency, redevelopment agency, or community development and renewal agency to create or subsidize moderate income housing (Menu Item P). (Dixon)
4.15 [State Strategy] Preserve existing and new moderate-income housing and subsidized units by utilizing a landlord incentive program, providing for deed restricted units through a grant program, or, notwithstanding Section 10-9a-535, establishing a housing loss mitigation fund (Menu Item K). (Dixon)
4.16 [State Strategy] Create or allow for, and reduce regulations related to, internal or detached accessory dwelling units in residential zones (Menu Item E). (Dixon)
4.17 [State Strategy] Zone or rezone for higher density or moderate-income residential development in commercial or mixed-use zones near major transit investment corridors, commercial centers, or employment centers (Menu Item F). [on-going] (Dixon)
4.18 [State Strategy] Rezone for densities necessary to facilitate the production of moderate-income housing (Menu Item A) [on-going] (Dixon)
4.19 Explore potential for new housing thru residential code review and infill ordinances (Dixon)
4.20 Implement a grant/loan program for home improvements. (Dixon)

# CURRENT INITIATIVES

- **Answers: "What must change or improve in this Strategic Priority area (3-5 years)?"**
- Start with a verb (e.g., improve, reduce, increase...)
- **Measurable – if too hard to measure, does not make a good initiative**

## Economic Development

5.1 Demonstrate progress of Catalytic Projects of the City's General Plan (Dixon)
5.2 Leverage CDRA resources to facilitate redevelopment of vacant buildings and facilitate redevelopment. (Dixon)
5.3 Develop a community gathering place and other public improvements that will add to the image and reputation of the City and provide increased quality of life for residents. (Dixon)
5.4 Retain and strengthen existing businesses. (Dixon)
5.5 Recruit additional businesses to South Ogden (Dixon)
5.6 Strengthen the City's brand. (Dixon)

When we complete \_\_\_\_ will we  
be making progress towards  
accomplishing \_\_\_\_, and will it  
move us towards achieving  
our Vision?

---

**THANK YOU**

[Matt Dixon](#)  
[801.388.4667 \(cell\)](tel:801.388.4667)  
[mdixon@southogdencity.gov](mailto:mdixon@southogdencity.gov)

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**ATTACHMENT F**  
Charts from S.W.O.T. Exercise

# STRENGTHS

CONSISTENT  
REVENUE STREAMS

Tax Base  
(balance)

Financial  
Performance

High Level  
of Service

Strong Community  
Support  
In All Areas

Benefits enjoyed  
By All.

Staff

Exp  
Admin

Support  
Staff

Stable  
EO

Location

Lim  
G  
P

# Weaknesses

IT  
Technology + S  
Responsiveness

running  
lean

Revenue  
Sources

Inter-Departmental  
Communications

Communications  
positive +  
negative

Community  
engagements

Recruitment  
Retention

Loss of  
tenured  
leaders/employees

Tenure

Limited  
Growth  
Pot

Infrastructure  
(aging)

# THREATS

Neighboring/  
Other  
Cities

State Growth

Employe Market  
Competition

Development

Tax Base  
Retention

Revenue  
resources (grants)

State  
Fed

State  
Legislatio

State &  
Federal  
Laws  
&  
Regs.

Unrealistic  
expectations

Market &  
Inflation Area  
Expenditures

# OPPORTUNITIES

PRIVATELY  
FUNDED PICKLEBALL  
MICRO-PARKS  
PARK GREEN SPACE  
DEVELOPMENT

Expand  
Services  
-DAC

Small  
Area Pla

City  
Center

Redevelopment  
(city center)

Engagement of  
the City Center  
Master Plan

Additional  
Economic  
Development

Continue with  
Sustainability  
model.

Great Succession  
Plan.

Internal efficiency  
& processes

Evaluating  
Processes

Residential  
Education  
Identify Gaps