



# Ogden City

## City Council Meeting Agenda

February 2, 2016 – 6:00 p.m.

City Council Chambers

Municipal Building – Third Floor

2549 Washington Boulevard, Ogden, Utah 84401

1. Roll Call.
2. Pledge of Allegiance.
3. Moment of Silence.
4. Recognition (*voice vote*):
  - a. **Olene Walker.** Proposed Joint Resolution 2016-1 recognizing the life and legacy of Olene Walker (*Adopt joint resolution*)
  - a. **Ogden City Water Division.** Proposed Joint Resolution 2016-5 recognizing the Ogden City Water Utility Division and its services (*Adopt joint resolution*)
5. Common Constent (*voice vote*):
  - a. **Fleet and Facilities Management and Operations Study.** Proposed Resolution 2016-5 adopting a contract with Matrix Consulting Group, LTD., to conduct a general management and operations study of the city's Fleet and Facilities Division. (*Adopt resolution*)
  - b. **Planning Commission.** Consideration of the appointments of Bob Chris and Dave Graf to the Ogden City Planning Commission. (*Approve appointments*)
  - c. **Records Review Board.** Consideration of the appointments of Ryan Cowley and Tamara Glover to the Records Review Board. (*Approve appointments*)
  - d. **Urban Forestry Committee.** Consideration of the reappointments of Joy Pashley, Dennis Miller, Daniel Wheelwright, Dean Ellis, and Robert Saunders and the appointment of Heather Root to the Urban Forestry Committee. (*Approve reappointments/appointments*)
6. Approval of Minutes (*voice vote*):
  - a. Regular Meeting of December 15, 2015 and Joint Study Session of December 15, 2015 – *Council member Stephens*
  - b. Work Session of December 15, 2015 – *Council member Hyer*
  - c. Regular Meeting of November 24, 2015 – *Council member Garner*
  - d. Work Session of November 24, 2015 – *Vice Chair Blair*
7. Reports from the Planning Commission:
  - a. **Bicycle Master Plan.**
    - i. Presentation
    - ii. Public Input
    - iii. Proposed Ordinance 2016-7 amending the transportation element of the Ogden City general plan. (*Adopt/not adopt ordinance – roll call vote*)
    - iv. Proposed Ordinance 2016-8 adopting the Ogden City Bicycle Master Plan. (*Adopt/not adopt ordinance – roll call vote*)

8. Public Comments: This is an opportunity to address the Council regarding concerns or ideas on any topic. To be considerate of everyone at this meeting, public comments will be limited to three minutes per person. Participants are to state their name and address for the record. Comments which cannot be made within these limits should be submitted in writing to the City Council Office ([citycouncil@ogdencity.com](mailto:citycouncil@ogdencity.com)).

The Council encourages civil discourse for everyone who participates in our meetings. Comments pertaining to an agenda item that includes a public hearing or public input should be given during the meeting as that item is discussed.

9. Comments:  
a. Mayor  
b. Council members
10. Adjournment.

**Reminder: A City Council Work Session will be held in the Council Work Room immediately following the City Council meeting. The purpose of the work session includes presentations and discussions regarding:**

- **Arts and Cultural Master Plan**
- **FY2017-2021 Capital Improvement Plan – Specific Projects**
- **Council Business**

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In compliance with the Americans with Disabilities Act, persons needing auxiliary communicative aids and services for these meetings should contact the Management Services Department at 629-8701 (TDD# 629-8949) or by email: [ADACompliance@ci.ogden.ut.us](mailto:ADACompliance@ci.ogden.ut.us) at least 48 hours in advance of the meeting.

#### CERTIFICATE OF POSTING

The undersigned, duly appointed City Recorder, does hereby certify that the above notice and/or agenda was posted in three public places within the Ogden City Limits on this 29th day of January, 2016. These public places being: 1) City Recorder's Office on the 2nd floor of the Municipal Building; 2) 2nd floor foyer of the Municipal Building; and 3) the Weber County Library. A copy was posted to the Utah State Public Notice Website and the Ogden City Website, as well as provided to the Standard- Examiner.

TRACY HANSEN, MMC  
OGDEN CITY RECORDER



# City Council Meeting **COUNCIL STAFF REVIEW**

## **JOINT RESOLUTION RECOGNIZING OLENE WALKER**

### **COUNCIL STAFF REVIEW**

**ACTION:**                **Adopt joint resolution**

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***Request***

This joint resolution recognizes the life and legacy of former Utah Governor Olene Walker and the many contributions she provided to Ogden City.

Nena Slighting, Olene's daughter, will be present to accept this joint resolution. Other family members and friends are also anticipated to be in attendance.

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**Council Staff Contact: Amy Sue Mabey, (801)629-8629**

# *JOINT RESOLUTION OF THE OGDEN CITY COUNCIL AND MAYOR*

**#2016-1**

## **RECOGNIZING THE LIFE AND LEGACY OF OLENE WALKER AND HER SIGNIFICANT CONTRIBUTIONS TO OGDEN AND THE STATE OF UTAH**

- WHEREAS,** Olene Walker was born in Ogden, Utah on November 15, 1930 to Thomas Ole Smith and Nina Hadley. She graduated from Weber High School and earned a bachelor's degree from Brigham Young University, master's from Stanford University and doctorate from the University of Utah. She married her sweetheart, Myron Walker, on March 25, 1954, and together they raised seven children. Olene loved life and all that it had to offer. She was humble, gracious and kind in all endeavors; and
- WHEREAS,** Olene dedicated her time to serving her family, church and community. She was the Vice President of her family's business, Country Crisp Foods, from 1969 to 1992. In 1970, she served as an Education Consultant for the United States Department of Education and later as the director of a volunteer program in the Salt Lake City School District. Olene founded and served as the director of the Salt Lake Education Foundation and also served as director of the Utah Division of Community Development; and
- WHEREAS,** Olene was a trailblazer in Utah politics. She served in the Utah House of Representatives from 1981-1989, including one term as majority whip. Olene shepherded dozens of bills and is responsible for the creation of Utah's Rainy Day Fund. She was Utah's first female lieutenant governor from 1993-2003 and spearheaded many important initiatives, including education programs, budget security measures, healthcare reform and workforce development. Olene played a critical role in establishing the Children's Health Insurance Program (CHIP) and also served as Chair of the Workforce Task Force, resulting in the development of the Utah Department of Workforce Services. She chaired the National Conference of Lieutenant Governors and was the first lieutenant governor ever to serve as president of the National Association of Secretaries of State; and
- WHEREAS,** As Utah's 15th governor and Utah's first and only female governor, Olene was focused on improving housing, education, health care and community development. Utah's housing fund bears her name, the Olene Walker Housing Trust Fund. She also led efforts to propose comprehensive reform of Utah's tax code. Continuing her legacy, she created the Olene S. Walker Institute of Politics and Public Service at Weber State University in 2012 to help foster community and public service; and
- WHEREAS,** Olene earned numerous honors during her lifetime, including Utah's YWCA Mary Schubach McCarthy Lifetime Achievement Award, the Weber State University Emeriti Lifetime Achievement for Setting New Standards and an honorary degree, the Salt Lake Chamber of Commerce ATHENA International Award and the Salt Lake Tribune's 2003 Utahn of the Year; and
- WHEREAS,** Throughout her life, Olene was dedicated to making a positive impact on everyone around her. Her life was an inspiration, and she will be sorely missed by family, friends, the Ogden community and the entire state of Utah.

**NOW THEREFORE BE IT RESOLVED** that the Ogden City Council and Mayor Michael P. Caldwell hereby recognize Olene Walker for her outstanding contributions to Ogden and the State of Utah. We are saddened by Olene's passing and offer our sincere condolences to her family, friends and other close associates. We are confident that her legacy will continue for many years to come.

**PASSED AND ADOPTED** this 2<sup>nd</sup> day of February 2016.

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Marcia L. White, Council Chair

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Michael P. Caldwell, Mayor

ATTEST:

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Tracy Hansen, City Recorder



# City Council Meeting **COUNCIL STAFF REVIEW**

## **JOINT RESOLUTION RECOGNIZING THE OGDEN CITY WATER UTILITY DIVISION**

### **COUNCIL STAFF REVIEW**

**ACTION:**                **Adopt joint resolution**

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***Request***

This joint resolution recognizes the Ogden City Water Utility Division and its perfect score received on the Utah Division of Drinking Water's Sanitary Survey analysis.

Kenton Moffett, Water Division Manager, will be present to accept this joint resolution.

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**Council Staff Contact: Amy Sue Mabey, (801)629-8629**

# ***JOINT RESOLUTION OF THE OGDEN CITY COUNCIL AND MAYOR***

**#2016-5**

## **HONORING THE OGDEN CITY WATER UTILITY DIVISION FOR PROVIDING EXCEPTIONAL SERVICE TO OGDEN RESIDENTS**

**WHEREAS,** The Ogden City Water Utility Division oversees more than 23,000 utility accounts and is responsible for maintaining and replacing City-owned water mains. The Water Division works diligently to provide exemplary service and clean water to Ogden residents; and

**WHEREAS,** The Water Division's exceptional service was recently highlighted when the City received a perfect score on a Sanitary Survey performed by the Utah Division of Drinking Water. This analysis includes an assessment of the construction, monitoring, quality, operations and record keeping of all public drinking water systems. Sanitary Survey scores are based on significant deficiencies found within the system, meaning the lower the score the better. A passing score for a city of Ogden's size is 150 points or less. Ogden City received an outstanding score of -10 points for having no significant deficiencies and an emergency response program. This is the best score a City can receive; and

**WHEREAS,** Ogden City's newly completed Water Treatment Plant has also received a prestigious honor. The plant won the 2015 Utah Construction and Design Most Outstanding Project for Water. The project was selected due to the challenging nature of its construction and the many architectural features of the plant, including the large window and huge truss it required. The new Water Treatment Plant, which operates seasonally to meet peak demands in summer months, is able to produce 13.5 million gallons of water per day and is expandable to produce 17 million gallons of water per day to meet future needs. The plant utilizes microfiltration technology to produce more reliable services and a safer quality of water; and

**WHEREAS,** Water Division employees approach challenges with integrity, providing residents with the best service possible. Ogden's Water Division received praise from the Utah State Auditor for its response to the flooding in the Douglas-Hiland neighborhood last year. The Division responded quickly and appropriately to the incident, and the City provided the neighborhood with dumpsters and other services to aid cleanup; and

**WHEREAS,** The Water Utility Division is constantly working to improve the City's water system. Employees consistently pursue projects to make our water system a standard of excellence.

**NOW, THEREFORE BE IT RESOLVED** that Ogden City Council and Mayor Michael P. Caldwell proudly recognize the Ogden City Water Utility Division for providing exceptional service to Ogden residents. We appreciate the outstanding and dedicated efforts of our employees in their service to the Ogden community.

**PASSED AND ADOPTED** this 2<sup>nd</sup> day of February 2016.

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Marcia L. White, Council Chair

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Michael P. Caldwell, Mayor

ATTEST:

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Tracy Hansen, City Recorder



# City Council Meeting COUNCIL STAFF REVIEW

## FLEET AND FACILITIES MANAGEMENT AND OPERATIONS STUDY

### - *Approval of Contract with Matrix Consulting, Ltd.*

#### DETERMINATION:

Adopt or Not Adopt Resolution

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#### *Executive*

##### *Summary*

Council staff will consider a Resolution approving a contract with Matrix Consulting, Ltd., to complete a Management and Operations Study of the Ogden City Fleet and Facilities Division.

#### *Background*

##### **July 2015**

Following the conclusion of the FY2016 budget cycle, the Administration recommended that the Council's next management study be conducted on the City's Facilities Section of the Fleet and Facilities Division. The last audit of the Fleet and Facilities Division was completed in 2002 and was conducted only on the Fleet Section. After further discussion, it was determined that a study of the full Division was in order with focus on the Facilities Section.

##### **August 15, 2015**

A Request for Proposal for a General Management and Operations Study of the Ogden City Fleet and Facilities Division was advertised in accordance with the City's purchasing policies.

##### **September 29, 2015**

Five (5) consulting firms submitted proposals in response to the RFP:

- Asset Management Association
- Baker Tilly
- Municipal Solutions, LLC
- The Novak Consulting Group
- Matrix Consulting Group, Ltd.

##### **December 15, 2015**

Two firms were interviewed by a selection committee comprised of the following:



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## COUNCIL STAFF REVIEW

- Bill Cook, Executive Director, City Council
- Janene Eller-Smith, Deputy Director, City Council (Project Manager)
- Mark Johnson, CAO
- Police Chief Mike Ashment (Chair, Fleet and Facilities Committee)
- Gregg Buxton, Management Services Director
- Mara Brown, Deputy City Attorney

*CS Note: At the time of the interviews the Fleet and Facilities Division Manager position was vacant.*

The two firms interviewed were

- The Novak Consulting Group
- Matrix Consulting Group, Ltd.

### ***Proposal***

The selection committee is recommending the City enter into an agreement with Matrix Consulting Group, Ltd., to complete the Management and Operations Study of the Ogden City Fleet and Facilities Division. A summary of the scope of services as outlined in the RFP follows:

#### **A. General Description**

The study shall analyze the policies, procedures, management and operations of the Ogden Fleet and Facilities Division, to respond to the issues outlined below. The analysis shall include comparisons with similar-situated cities in the United States, especially those located in the West. Criteria such as city size, demographics, large central city, age of city neighborhoods, form of government, etc. should be used in the comparisons wherever possible.

Further analysis should be conducted to determine if the current Fleet and Facilities operations are cost-competitive with the private sector and/or operating within industry standards.

The study will not address the condition of the fleet or city facilities. The study is meant to focus on the management structure, staffing levels, efficiency and effectiveness of day-to-day operations, and the sufficiency



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## COUNCIL STAFF REVIEW

of supporting data management tools and data collected etc., used by the Division to complete its mission.

### **B. Management and Performance Review**

1. Review current Fleet and Facilities Division operations.
  - a. Overall Operational Philosophy.
  - b. Organization, staffing, and productivity.
  - c. Administrative procedures, policies, manuals.
  - d. Customer service.
  - e. Performance measures.
  - f. Financing methods.
  - g. Contracted services.
  - h. Billings to users.
  - i. Equipment inventory, inventory control, level of inventory, service level.
  - j. Enterprise Resource Planning (ERP) Software Requirements.
  - k. Other Departments.
2. Review of Management Best Practices.

### **C. Personnel Management and Training**

1. Determine if the Division is meeting the required standards for performance evaluation, promotion, compensation, discipline and removal.
2. Review and evaluate the Division's employee training procedures. Determine if the training supports the mission of the Division, the technical aspects of each respective job, and the City's expectation for customer service.
3. Determine if there are sufficient opportunities for professional and management training of employees.
4. Determine if there is sufficient cross-training of employees to ensure there is no loss of service capability when absences—planned or emergency—take place.

### **D. Data Collection/Management**

1. Determine whether the present and/or planned information management and office automation systems used for creating, recording, storing, retrieving, analyzing, using and distributing information are appropriate and adequate for the tasks required.



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## COUNCIL STAFF REVIEW

2. Review data management for compliance with federal, state, and local requirements, as well as industry standards.
3. Determine if the Division is collecting the data that is most helpful in determining whether the goals of the Division are being met. Identify the data that will give managers the information needed to make resource management decisions for the City.
4. Ensure that the data processing and management needs of the Division, including inventory control, work order management, etc., will be met by the new ERP system.

### **E. Records Management**

1. Evaluate the effectiveness of the record keeping and retrieval systems.
2. Evaluate the Division's workload management systems to determine if the systems are operational and effectively used throughout all applicable functions.

### **F. Fiscal Management**

1. Review the Division's fiscal management practices to determine if practices are adequate and appropriate with regard to budget development, preparation, management and control. Make recommendations for change and improvement, where appropriate.
2. Determine whether billings for functions and operations of the Division reflect actual costs of services provided. Make recommendations for change and improvement, where appropriate.
3. Identify the funding levels needed to bring the Division to an optimal level. Make funding level recommendations that fit within the City's budgetary constraints.

### **G. Strategic Planning**

Review the Division planning processes and long range plan for adequacy. Provide recommendations for change and improvement, if necessary.

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**Council Staff Contact: Janene Eller-Smith, (801)629-8165**

**RESOLUTION NO. 2016-5**

**A RESOLUTION OF THE OGDEN CITY COUNCIL ADOPTING A CONTRACT WITH MATRIX CONSULTING GROUP, LTD., TO CONDUCT A GENERAL MANAGEMENT AND OPERATIONS STUDY OF THE CITY'S FLEET AND FACILITIES DIVISION.**

**WHEREAS**, under Utah Code Annotated §10-3b-203 the City Council has the authority to review municipal administration; and

**WHEREAS**, under Ogden City Municipal Code § 4-2A-3.C the City Council has the authority to contract for professional services to accomplish legislative purposes; and

**WHEREAS**, in exercising this authority, the Council has, from time to time, contracted for management studies of various City departments and divisions to determine levels of efficiency and effectiveness, to identify areas needing improvement, and to outline a plan for implementing study recommendations; and

**WHEREAS**, in July 2015 the City Council determined that a study of the Fleet and Facilities Division would provide valuable information to assist the Division's ongoing efforts to increase productivity, customer service levels, and maximize its effectiveness; and

**WHEREAS**, the City conducted an open bid process which resulted in the selection of Matrix Consulting Group, Ltd., to conduct a General Management and Operations Study for the City's Fleet and Facilities Division; and

**WHEREAS**, Matrix Consulting Group, Ltd. has agreed to complete a General Management and Operations Study for the City's Fleet and Facilities Division in accordance with the terms and conditions outlined in the contract attached at Exhibit A;

**NOW, THEREFORE**, be it resolved by the Ogden City Council that the Council hereby approves the contract with Matrix Consulting Group, Ltd., attached at Exhibit A herein, for completion of a General Management and Operations Study for the City's Fleet and Facilities Division.

Passed and Adopted by the Ogden City Council this     day of     2016.

\_\_\_\_\_  
Marcia L. White  
Council Chair

ATTEST

\_\_\_\_\_  
CITY RECORDER

APPROVED AS TO FORM

MAB  
LEGAL

1/28/16  
DATE

## Exhibit A

Exhibit A

## PROFESSIONAL SERVICES AGREEMENT

**THIS AGREEMENT**, entered into as of the \_\_\_\_ day of February, 2016 ("Effective Date"), by and between **OGDEN CITY CORPORATION**, a municipal corporation of the State of Utah, hereinafter "City," and **MATRIX CONSULTING GROUP, LTD.**, hereinafter "Contractor."

### WITNESSETH:

**WHEREAS**, City has established a need for certain professional services; and

**WHEREAS**, Contractor has proposed to provide such professional services.

**NOW, THEREFORE**, in consideration of the mutual covenants and agreements stated herein and of the payments for services hereinafter described, the parties hereto mutually agree as follows:

1. **Performance of Services.** City hereby agrees to engage Contractor, and Contractor hereby agrees to perform the services outlined in the Proposal to Conduct a Management and Operations Study of the Fleet and Facilities Division for Ogden City, set forth in Exhibit "A," incorporated herein by reference. Any services not specifically described therein but which may be fairly implied as required thereby or necessary to complete the work for the use or purpose intended, shall be within the scope of services to be provided hereunder.

2. **Time of Performance.** This Agreement shall commence on the Effective Date entered above, and shall terminate on June 30, 2016, subject to budgetary appropriations by the Ogden City Council, unless sooner terminated as hereinafter set forth.

**3. Compensation.** Contractor shall be paid as specified under Exhibit "B", Price Schedule, attached hereto and incorporated by this reference.

**4. Termination of Agreement for Cause.** If, through any cause, Contractor shall fail to fulfill, in a timely and proper manner, its obligations under this Agreement, or if Contractor shall violate any of the covenants, agreements or stipulations of this Agreement, City shall have the right to terminate this Agreement by giving written notice to Contractor of such termination and specifying the effective date thereof. In the event of termination for cause, Contractor shall be entitled to receive only the pro rata share of the total compensation which is equal to any satisfactory work completed as of the date of termination. Upon termination, Contractor shall reimburse the City for any prepaid payments received in excess of the pro rata share earned by Contractor. Notwithstanding the above, Contractor shall not be relieved of liability to City for damages sustained by City by virtue of any breach of the Agreement by Contractor, and City may withhold any payments to Contractor for the purpose of setoff until such time as the exact amount of damages due City from Contractor is determined.

**5. Termination for Convenience.** The City or Contractor may terminate the Agreement at any time by giving written notice to the other and specifying the effective date thereof. If the Agreement is terminated by City as provided herein, City shall pay Contractor a percentage of the established fee for work performed up to the time of such termination. Said percentage shall be based on the ratio of work completed to the total work required.

**6. Non-assignability.** Contractor shall not assign or transfer any interest in this Agreement without the prior written consent of the City thereto.

**7. Interest of Contractor.** Contractor covenants that Contractor presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of the services hereunder. Contractor further covenants that in the performance of this Agreement no person having such interest shall be employed.

**8. Indemnification.** Contractor agrees to indemnify, and save harmless City and its authorized agents, officers and employees from and against any and all claims, damages, demands, actions, costs and charges arising out of or by reason of Contractor's performance or failure to perform this agreement.

**9. Attorney's Fees.** In the event either party institutes litigation to enforce its rights under this Agreement, the prevailing party in such litigation shall be entitled to an award of its reasonable attorney's fees and costs.

**10. Notice.** Any notice, or notices, required or permitted to be given pursuant to this Agreement, may be personally served on the other party by the party giving such notice, or may be served by certified mail, return receipt requested, to the following addresses:

City: Bill Cook  
Council Executive Director  
Ogden City Council Office  
2549 Washington Boulevard, Suite 320  
Ogden, Utah 84401

Copy to:  
Ogden City Attorney  
2549 Washington Boulevard, Suite 820  
Ogden, Utah 84401

Contractor: Richard P. Brady, President  
Matrix Consulting Group, Ltd.  
201 San Antonio Circle, Suite 14B  
Mountain View, CA 94040

**11. Independent Contractor.** Contractor is independent of the City and shall perform all services according to its own methods without being subject to the control of the City except as to the results obtained. The City shall not carry Worker's Compensation insurance or any health or accident insurance to cover Contractor. The City shall not pay nor be responsible for any contribution to Social Security, unemployment insurance, federal or state withholding taxes, nor provide any other contributions or benefits which might be expected in an employer-employee relationship. Contractor, as an independent contractor, shall provide and be responsible for any and all of Contractor, and its employees or agents, Worker's Compensation contributions, federal and state withholding, unemployment compensation contributions and social security tax withholding, etc. Contractor agrees to report and pay any contributions for taxes, unemployment insurance, Social Security and other benefits.

**12. When Rights and Remedies Not Waived.** In no event shall any payment by City hereunder constitute or be construed to be a waiver by City of any breach of conditions or any default which may then exist, or while any such breach or default shall exist, in no way impair or prejudice any right or remedy available to City with respect to such breach or default.

**13. Integrated Document.** This Agreement embodies the entire agreement between City and Contractor for the scope of services and the terms and conditions. No verbal agreements or conversations with any officer, agent or employee of City prior

to the execution of this Agreement shall affect or modify any of the terms or obligations contained in any documents comprising this Agreement. Any such verbal agreement shall be considered as unofficial information and in no way binding upon City.

**14. Compliance with Laws.** Contractor shall comply with all laws, ordinances, regulations, rules, etc., of the federal, state and local governments in connection with the performance of this Agreement.

**15. Furnishing of W-9.** Payment under this Agreement is contingent upon Contractor furnishing City with a completed W-9 IRS tax form, which shall be attached hereto and incorporated herein. Contractor shall cooperate with City in furnishing any additional information City may need to comply with rules and regulations of the Internal Revenue Service.

**16. Employment Status Verification.** Contractor shall register and participate in the Status Verification System and comply with Utah Code Ann. § 63G-12-302 of the Utah Identity Document and Verification Act.

**17. Severability of Provisions.** If any provisions of this Agreement are held invalid, the remainder of this Agreement shall not be affected thereby if such remainder would then continue to conform to the terms and requirements of applicable law.

**18. Modifications.** No oral modifications or amendments to this Agreement shall be effective, but this Agreement may be modified or amended by written agreement.

**19. Governing Law.** This Agreement, its terms and conditions, shall be governed by Utah law. The forum or venue for litigation of any dispute arising from or related to this agreement shall be the courts of the State of Utah.

**IN WITNESS WHEREOF**, the parties hereto execute the foregoing instrument as of the day and year first above written.

**MATRIX CONSULTING GROUP, LTD.**

By:   
Richard P. Brady, President

**OGDEN CITY CORPORATION**

By: \_\_\_\_\_  
Marcia L. White, Chair  
Ogden City Council

ATTEST:  
City Recorder

Approved as to Form: MAB 1-27-16  
City Attorney Date

**EXHIBIT A**

**SCOPE OF SERVICES**

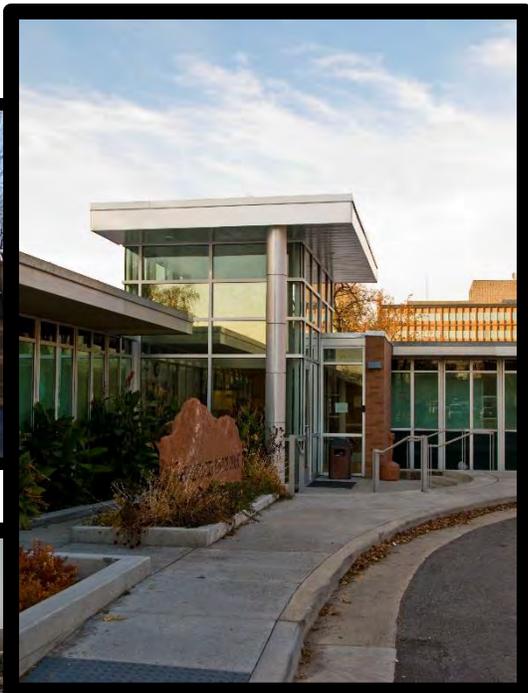
**A-1**

**Ogden City Council  
Request for Proposal for a  
General Management and Operations Study of  
Ogden City Fleet and Facilities**

**A-2**

**Matrix Consulting Group, Ltd.'s  
Proposal to Conduct a  
Management and Operations Study  
of the Fleet and Facilities Division**

OGDEN CITY COUNCIL  
REQUEST FOR PROPOSAL  
for a  
GENERAL MANAGEMENT AND OPERATIONS STUDY  
of  
OGDEN CITY FLEET AND FACILITIES



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**OGDEN CITY COUNCIL**  
**REQUEST FOR PROPOSAL**  
**for a**  
**General Management and Operations Study**  
**of the**  
**Ogden City Fleet and Facilities Division**

**I. REQUEST FOR PROPOSAL**

The Ogden City Council is soliciting proposals from qualified consulting firms to conduct a general management and operations study of the Ogden City Fleet and Facilities Division. This Request for Proposal describes the City, the Fleet and Facilities Division, the scope of work, proposal requirements, selection criteria and other related information.

**II. OGDEN CITY**

Ogden City was incorporated in 1851. With a population of approximately 83,000 contained in an area of 27 square miles, it is the largest municipality in Weber County and serves as the county seat. Ogden City has stable, older neighborhoods undergoing revitalization, newer neighborhoods experiencing some growth, and a central business district also undergoing revitalization. Many of the county's recreational, leisure and cultural opportunities are located in Ogden. It is home to Weber State University, a public institution with a total enrollment of 26,000.

The City operates under a Council-Mayor form of government, operating similar to the executive and legislative branches of the federal government. A seven (7) member Council sets city policy and authorizes all budgetary actions. Council members are elected on a non-partisan basis. The Mayor is responsible for all administrative operations of the City and, with the assistance of the Chief Administrative Office (CAO), manages six (6) departments: Legal, Public Services (includes Parks and Public Ways, Recreation, the Water, Sewer, Storm Sewer Utilities, and Golf Enterprise), Community and Economic Development (including the Airport Enterprise), Management Services (includes the Justice Court, Human Resources, Finance, Fleet and Facilities, and IT), Police, and Fire.

### III. FLEET AND FACILITIES DIVISION

**A. Internal Service Fund.** The City's Fleet and Facilities Division operates as an internal service fund within the Department of Management Services and has a FY2015 total operating budget of \$11.25 Million dollars.

The Fleet and Facilities Internal Service Fund is used to account for the financing of goods or services provided by the Division to other departments/divisions on a breakeven or cost reimbursement basis. The Fund includes cost of operating a maintenance facility for automotive, mechanical, and electrical equipment used by other departments. These costs are billed to the other departments at actual cost, including burdened personnel costs. This fund also accounts for maintenance of City facilities, management of the City's radio tower and radio equipment, and operation of a central warehouse.

Charges to the using departments are handled as follows:

Fleet charges:

- The Division establishes lease rates for vehicles and equipment that include maintenance and replacement costs. As maintenance is completed, charges are billed to the vehicle or equipment asset listed on the replacement schedule to evaluate the sufficiency of the lease rates
- For equipment that will be replaced by sources other than the equipment replacement program (General Fund), the using department is billed directly for actual maintenance and repair costs
- Fuel is billed to departments based on actual use. It is up to using departments to determine how to budget for fuel

Facilities charges:

- Facilities maintains an asset list and charges costs to the asset as work is performed
- Some buildings/assets receive an allocated amount for the year to cover operating and maintenance
- Using departments responsible for buildings/assets that are not scheduled for replacement are billed directly
- Some buildings/assets or City functions are billed for Facilities services only upon service requests
- Requests that are more than maintenance or considered a special project are billed directly to the City function

Stores charges:

- An overhead allocation is charged on parts/inventory to cover personnel costs. This allocation is updated annually
- Stores charges materials to assets maintained by fleet and facilities. These materials are charged to the asset or through direct bills to City functions

**B. Organizational Structure.** The Fleet and Facilities Division is divided into four sections: Facilities, Fleet, Stores, and Communications. The Division Manager, with assistance of a Senior Project Coordinator, manages the four sections of the Division. Administrative support is provided to all Division sections by two (2) full-time Senior Office Assistants and one (1) part-time Office Assistant. Primary functions of each section are as follows:

**Facilities (Budget - \$2.36 M).** The Facilities Section is responsible for maintenance of several Ogden City facilities (approximately 500,000 sq. feet total), and assists with maintenance on others as requested. The section is also responsible for project management of some City construction projects, and property management of over 1,000 parcels of city-owned property. One (1) crew leader and two (2) maintenance technicians carry out the day to day activities. Outside contractors are engaged as necessary to accomplish the work.

In 2013 a Facility Condition Assessment was completed on all Ogden City facilities. This report provided, among other information, an overview of each asset, detailed costs associated with recommended repairs and maintenance, and a lifecycle component inventory. The report also highlighted the backlog of critical repairs needed to various facilities and provided optimal timelines for completion of each repair or replacement. A summary of the 2013 Facility Condition Assessment is attached as Exhibit C. The full report will be provided to the successful consultant.

**Fleet (Budget - \$ 7.58 M).** The Fleet Section is responsible for vehicle and equipment maintenance, repair, licensing, vehicle and equipment surplus, emergency services for Fleet equipment, procurement, warranty repair, and contract maintenance of 700 vehicles and other mechanical equipment. This section also maintains the City's emergency generators and the CNG fueling facility. One (1) shop supervisor and six (6) mechanics complete the work.

Fleet equipment purchase and replacement decisions are made based on recommendations from the Fleet Committee comprised of representatives from the using departments. Replacement value of the City's fleet is approximately \$22 million.

**Stores (Budget - \$1.16 M).** The Stores Section maintains an inventory of approximately \$850,000 and is staffed by three (3) parts technicians, two (2) full-time and one (1) part-time.

**Communications (Budget - \$0.16 M).** The Communications section is responsible for radio communication services, surveillance equipment and camera infrastructure, building access, and magnetic card reader access to all City facilities. One (1) full-time employee provides these services.

A copy of the Division's organization chart is attached at Exhibit B.

#### **IV. WRITTEN AGREEMENT REQUIRED**

The selected consultant must be willing to negotiate and enter into a written agreement with Ogden City to provide all services required under the Scope of Services set forth in this solicitation or as may be modified by the written agreement.

#### **V. SCOPE OF SERVICES**

##### **A. General Description**

The study shall analyze the policies, procedures, management and operations of the Ogden Fleet and Facilities Division, to respond to the issues outlined below. The analysis shall include comparisons with similar-situated cities in the United States, especially those located in the West. Criteria such as city size, demographics, large central city, age of city neighborhoods, form of government, etc. should be used in the comparisons wherever possible.

Further analysis should be conducted to determine if the current Fleet and Facilities operations are cost-competitive with the private sector and/or operating within industry standards.

The study **WILL NOT** address the condition of the fleet or city facilities. The study is meant to focus on the management structure, staffing levels, efficiency and effectiveness of day-to-day operations, and the sufficiency of supporting data management tools and data collected etc., used by the Division to complete its mission.

**B. Management and Performance Review**

1. Review current Fleet and Facilities Division operations. The Consultant shall obtain an in-depth understanding of the Division's current operations and plans for future operation, and the extent to which desired results and benefits are being achieved. This information should be obtained via interviews with the Department Director, the Division Manager, and other representatives of the using departments as deemed appropriate. Information will also be gleaned from on-site visits and a review of policies, procedures, manuals, budget documents, or other written information relating to the operation of the Division.

Special emphasis shall be given to the following areas of operation within the Division during the management and performance review:

- a. Overall Operational Philosophy. Evaluate the overall philosophy for the Division's operations. Determine whether the business-type model used is the best approach for the City or whether a different approach is recommended. (Example: The City's recently shifted its philosophy on information technology from a charge-back/business type model to an overall investment model.)
- b. Organization, staffing, and productivity. Appraise the level of staffing, organization, and level of training of personnel. Evaluate indirect duties versus direct work and workflow processes. Determine whether the Division is staffed at the correct level and is using the existing staff as efficiently and effectively as possible. Make recommendations for change and improvement if appropriate.

- c. Administrative procedures, policies, manuals. Evaluate the appropriateness of and compliance with existing procedures and policies. Identify and evaluate the impact of such administrative procedures, policies and manuals on the efficiency and competitiveness of the Division. Make recommendations for change and improvement if appropriate.
- d. Customer service. Determine the actual and desired levels of service (quality, accessibility, responsiveness, timeliness, down time, etc.) and cost. If recommended service levels are lower than the current service level, identify and quantify all impacts on the affected customer departments. Review existing project coordination and management to determine if changes should be made to optimize service levels for the other departments. Make recommendations for change and improvement if appropriate.
- e. Performance measures. Evaluate appropriateness and use of performance measures, tracking, and current performance levels. Determine whether current performance levels are high or low compared to industry standards. Make recommendations for change and improvement if appropriate.
- f. Financing methods. Assess the current financial practices of the Division and make recommendations that will allow the Division to operate within its budgetary parameters. Make recommendations for change and improvement if appropriate.
- g. Contracted services. Evaluate work that is being performed under contract with outside providers. Make recommendations regarding existing contracts and how to make them more cost-effective or how to increase vendor performance. Identify functions currently being outsourced by the Division and analyze the cost-effectiveness and impact on service levels due to the outsourcing. Make

recommendations for change and improvement if appropriate.

- h. Billings to users. Evaluate the methods used to bill users for services. Evaluate the budgeting information and annual budget development process. Identify the labor rate calculation, equipment mark-ups, overhead rate, and related information. Make observations and recommendations regarding how the Division plans and develops its budget to arrive at the rates and charges currently used. Make recommendations for change and improvement if appropriate.
- i. Equipment inventory, inventory control, level of inventory, service level. Evaluate the systems and methods used to manage inventories. Evaluate contracts with outside providers used for the acquisition of equipment and supplies. Make recommendations for change and improvement if appropriate.
- j. Enterprise Resource Planning (ERP) Software Requirements. Review data processing and management needs and weigh needs against the new ERP system currently in development. Makes recommendations for change and improvement if appropriate. (Note: Acquisition of the new ERP system is underway. Implementation will be phased. It is anticipated that the modules that will be used by Fleet and Facilities Division will not be implemented until 2017.)
- j. Other Departments. Review practices of other Departments—particularly relating to facilities maintenance and warehousing—to ensure that services provided by the Division are not being unduly duplicated. If duplication exists, identify ways to increase efficiency and effectiveness. Determine if more or less centralization of services is best for the City as a whole. Make other recommendations for change and improvement if appropriate.

2. Review of Management Best Practices. Analyze the extent to which current and future operations are or will be competitive with the private sector (if appropriate) based on the review of current operations of fleet and facilities maintenance and best practices from other comparable jurisdictions. The Consultant shall make recommendations for improvements within the Division that shall increase overall performance based on best practices, and competitiveness with the private sector, appropriate.

**C. Personnel Management and Training**

1. Determine if the Division is meeting the required standards for performance evaluation, promotion, compensation, discipline and removal.
2. Review and evaluate the Division's employee training procedures. Determine if the training supports the mission of the Division, the technical aspects of each respective job, and the City's expectation for customer service.
3. Determine if there are sufficient opportunities for professional and management training of employees.
4. Determine if there is sufficient cross-training of employees to ensure there is no loss of service capability when absences—planned or emergency—take place.

**D. Data Collection/Management**

1. Determine whether the present and/or planned information management and office automation systems used for creating, recording, storing, retrieving, analyzing, using and distributing information are appropriate and adequate for the tasks required.
2. Review data management for compliance with federal, state, and local requirements, as well as industry standards.
3. Determine if the Division is collecting the data that is most helpful in determining whether the goals of the Division are being met. Identify the data that will give managers the information needed to make resource management decisions for the City.

4. Ensure that the data processing and management needs of the Division, including inventory control, work order management, etc., will be met by the new ERP system.

**E. Records Management**

1. Evaluate the effectiveness of the record keeping and retrieval systems.
2. Evaluate the Division's workload management systems to determine if the systems are operational and effectively used throughout all applicable functions.

**F. Fiscal Management**

1. Review the Division's fiscal management practices to determine if practices are adequate and appropriate with regard to budget development, preparation, management and control. Make recommendations for change and improvement, where appropriate.
2. Determine whether billings for functions and operations of the Division reflect actual costs of services provided. Make recommendations for change and improvement, where appropriate.
3. Identify the funding levels needed to bring the Division to an optimal level. Make funding level recommendations that fit within the City's budgetary constraints.

**G. Strategic Planning**

Review the Division planning processes and long range plan for adequacy. Provide recommendations for change and improvement, if necessary.

**VI. DELIVERABLES**

- A. Consultant will document all study findings, conclusions and recommendations in a formal study report. The consultant will identify

opportunities for improvement in all areas identified in the Scope of Services, and develop specific recommendations for implementation of those improvements.

Recommendations should be given a time frame for completion (e.g., immediate implementation, next fiscal year, within three years, etc.) to provide direction for the Division in incorporating the changes. Budgetary constraints on implementation should be taken into consideration

- B. Consultant will provide information describing the purpose of the study, methodology, time frame, and introduce the consultant staff to Fleet and Facilities employees and other City employees in an orientation meeting. This meeting(s) may be conducted in person or by using a web-based method.
- C. Consultant will survey Department Directors and Division Managers in the City to determine their views toward the Fleet and Facilities Division relating to service provision, delivery, and other expectations. The results of the anonymous survey will be included and reported in the final report.
- D. Consultant will survey employees of the Division regarding their perception of Division mission, goals and objectives, workload, information, supervision, training, policies and procedures, promotion, resources, etc. The results of the anonymous survey will be included and reported in the final report
- E. Consultant will provide monthly status reports to the Project Coordinator including a summary of all costs incurred and work performed by project team members during the period.
- F. Consultant will provide the Council Executive Director, Project Manager, the CAO, the Management Services Director, and the Division Manager, and the Chair of the Fleet and Facilities Committee draft copies (six (6) copies) of the final report of findings and recommendations for review and comment prior to the final printing. The review of the draft report will be for factual accuracy only. (Whether s/he disagrees or agrees with the recommendations can be expressed in a formal response once the final report has been delivered).

- H. Consultant will make oral presentations of the results of the study to the City Council at a regularly scheduled Council Work Session. This presentation will assist the Council in understanding the implications of the report and the consultant's recommendations. This presentation will be made in the City Council Work Room at the City offices.
- I. Consultant will make an oral presentation of the results of the study to the Division employees so that they may hear the recommendations directly from the consultant.
- J. Consultant will provide eight (8) copies of the final report and any attachments to the Project Coordinator. Consultant will also provide a copy of the final report in an electronic (PDF) format.

**VII. PROPOSED WORK SCHEDULE**

|                       |                                  |
|-----------------------|----------------------------------|
| August 15             | RFP Advertised                   |
| August 24 or 31, 2015 | Intent to Bid Notification Due** |
| September 29          | Responses Due                    |
| October 9, 2015       | Internal Review Complete         |
| October 12, 2015      | Finalists notified               |
| November 2-6, 2015    | Interviews/Selection             |
| November 17, 2015     | City Council Interview/Approval  |
| November 9-30, 2015   | Contract Completed               |
| December 1, 2015      | Consultant Begins Work           |
| March 15, 2016        | Project Completion               |
| April 5, 2015 (T)     | Report to City Council           |

\*\*Notification of the consultant's intent to bid will allow Ogden City to more effectively manage questions and information requests and ensure that all interested parties get all requested information and answers to questions at the same time. Failure to provide a notice of intent to bid will not preclude a consultant from submitting a proposal. However, the consultant assumes all responsibility for any missed information.

Services required must be commenced by December 1, 2015, and be completed no later than March 15, 2016, unless another date is negotiated by the successful consultant prior to award of the contract.

## VIII. PROPOSAL

In order to assist the selection committee, proposals from consultants must be submitted in the same sequence shown below.

1. Cover Sheet (See Exhibit A).
2. A statement indicating whether your organization is national, regional or local.
3. A description of your organization's professional qualifications.
4. A statement indicating the number of employees, by level, that will handle the study.
5. A separate listing of current and prior clients, indicating the following:
  - A. Type(s) of services performed.
  - B. Indicate the names, addresses and telephone numbers of persons who may be contacted by the selection committee as references. Governmental clients are preferred.
6. Provide a resume for each study team member, and indicate the experience for each team member who would be assigned to the Ogden City study, including:
  - A. Name of individual.
  - B. Education/Professional credentials.
  - C. Experience in Facilities and/or Fleet management studies.
  - D. Experience in government facilities and/or fleet management.
  - E. Hourly rates to be charged for each team member.
  - F. Amount of time of each member dedicated to each study.
  - G. Their position on each study.

- H. Percentage of time senior or higher level personnel will be on-site.
- 7. A tentative schedule for completing the study within time frames specified herein.
- 8. A quoted price for each area and a "Not to exceed" total cost for the study.
- 9. Any additional information, which, in the opinion of the consultant, would be relevant to the City's evaluation process.
- 10. A written work plan outlining in detail how the consultant proposes to perform the services required.
- 11. A list of specific exceptions to any and all items, conditions and requirements contained in the RFP.
- 12. The signature of an authorized representative must appear on the cover sheet of the consultant's proposal. Signature on this form will be interpreted to indicate the consultant's willingness to comply with all the terms and conditions set forth in this Request for Proposal unless specific written exceptions are noted.
- 13. A list of any proposed exceptions to the terms and conditions of the attached agreement.
- 14. Information pertaining to any area of facilities and/or fleet administration and operations which are customarily reviewed during such a study which have not been mentioned in the "Scope of Services" section of the RFP.

## **IX. EVALUATION CRITERIA**

- 1. Following the receipt of proposals, the City-appointed selection committee will select finalists for further evaluation. The finalists will be selected based upon consideration of the following criteria:
  - A. Availability of national, local and regional resources.

- B. Number and depth of office staff to be used in carrying out the study.
- C. Level of expertise and experience of personnel in performing this type of study.
- E. Quality of the work plan used by the study team.
- F. Experience, education and training of personnel as it relates to Fleet and Facilities management and operations studies, particularly local government experience.
- F. Proposed schedule for completion of the required study functions within the specified deadlines.
- G. Hourly rates and a not-to-exceed price for completion of the work outlined in the Scope of Services in similar format as follows:

**Price Quote**

Hourly rates to be charged as follows:

| CLASSIFICATION   | RATE     |
|------------------|----------|
| Partner          | \$ _____ |
| Manager          | \$ _____ |
| Field Supervisor | \$ _____ |
| Staff            | \$ _____ |
| Clerical         | \$ _____ |
| Other: _____     | \$ _____ |

Not to Exceed cost to perform the Ogden City Fleet and Facilities Division General Management and Operations Study is \$ \_\_\_\_\_.

2. A selection committee consisting of the Council Executive Director, Council Deputy Director, Management Services Department Director, Fleet and Facilities Division Manager, and the chief deputy city attorney will evaluate all proposals received. Following evaluation by the committee, three or four finalists will be selected for further consideration.

The Committee will conduct oral interviews with each finalist. The individual designated as the project manager should be in attendance at the

interview. Other team members may attend at the discretion of the proposing consultant. All costs associated with travel to this interview are the responsibility of the consultant. The City will make every effort to accommodate flight and other schedules to minimize the cost to the proposing consultants.

Proposing consultants should be prepared to discuss all aspects of their proposal. In addition to the criteria for the proposals, finalists will be evaluated based on the following criteria:

- A. Professional qualifications and ability to present required information.
  - B. Previous experience.
  - C. Comments from references.
  - D. Ability to communicate effectively with the City Council, Department employees, and the public.
  - E. Willingness and ability to perform in an informal advisory capacity to the City Council.
  - E. Willingness and ability of the consultant to cooperate and work with the City Council staff in performance of the required study functions.
3. The selected consultant will be required to meet with the City Council at one of their regularly scheduled work sessions to present their proposal prior to entering into a contract. The City Council must approve the contract prior to commencement. All costs associated with travel to this interview are the responsibility of the consultant. The City will make every effort to accommodate flight and other schedules to minimize the cost to the consultant.

## **X. NOTICE OF SELECTION**

The City Council hopes to select the consultant to perform the Division management study by November 6, 2015. The selected consultant will be notified

as soon as possible. If a written agreement cannot be negotiated with the selected consultant within a reasonable period of time after selection, the City reserves the right to terminate negotiations and select a consultant from among the other finalists.

## **XI. SUBMISSION OF PROPOSALS**

In order to be considered for award, the consultant must submit six (6) copies and an electronic PDF of the written proposal to **the Purchasing Division, Ogden City, 2549 Washington Boulevard, Suite 500, Ogden, Utah, 84401, prior to 4:00 p.m. on September 29, 2015**. All proposals will be delivered in a sealed package and **Fleet and Facilities General Management and Operations Study** must be marked in a conspicuous place on the outside of the package. Proposals which are not received in the Purchasing Division prior to the time and date specified herein will be considered late. **LATE PROPOSALS WILL NOT BE CONSIDERED FOR AWARD.**

The City reserves the right to reject any and all proposals and to waive any informality or technicality in proposals received, in the interest of the City.

## **XII. PROPOSAL COORDINATOR – CITY CONTACT**

Questions concerning the scope of work or the meaning or intent of these specifications should be directed in writing to Sandy Poll, Ogden City Purchasing. Ms. Poll can be reached at 2549 Washington Boulevard, Suite 510, Ogden, Utah 84401; (801) 629-8743 or via e-mail at [SandyPoll@ogdencity.com](mailto:SandyPoll@ogdencity.com).

Note that all questions received prior to the due date for the Intent to Bid will be handled at the discretion of Ms. Poll. After the due date for the Intent to Bid, every effort will be made to the same information to all consultants who have communicated an intent to bid.

## **XIII. PROJECT MANAGER – CITY CONTACT**

Janene Eller-Smith, Council Deputy Director will serve as the project manager and the contact for this project. Ms. Eller-Smith can be reached at the Office of the Ogden City Council, 2549 Washington Boulevard, Suite 320, Ogden, Utah 84401; (801) 629-8165 or via e-mail at [janene@ogdencity.com](mailto:janene@ogdencity.com).

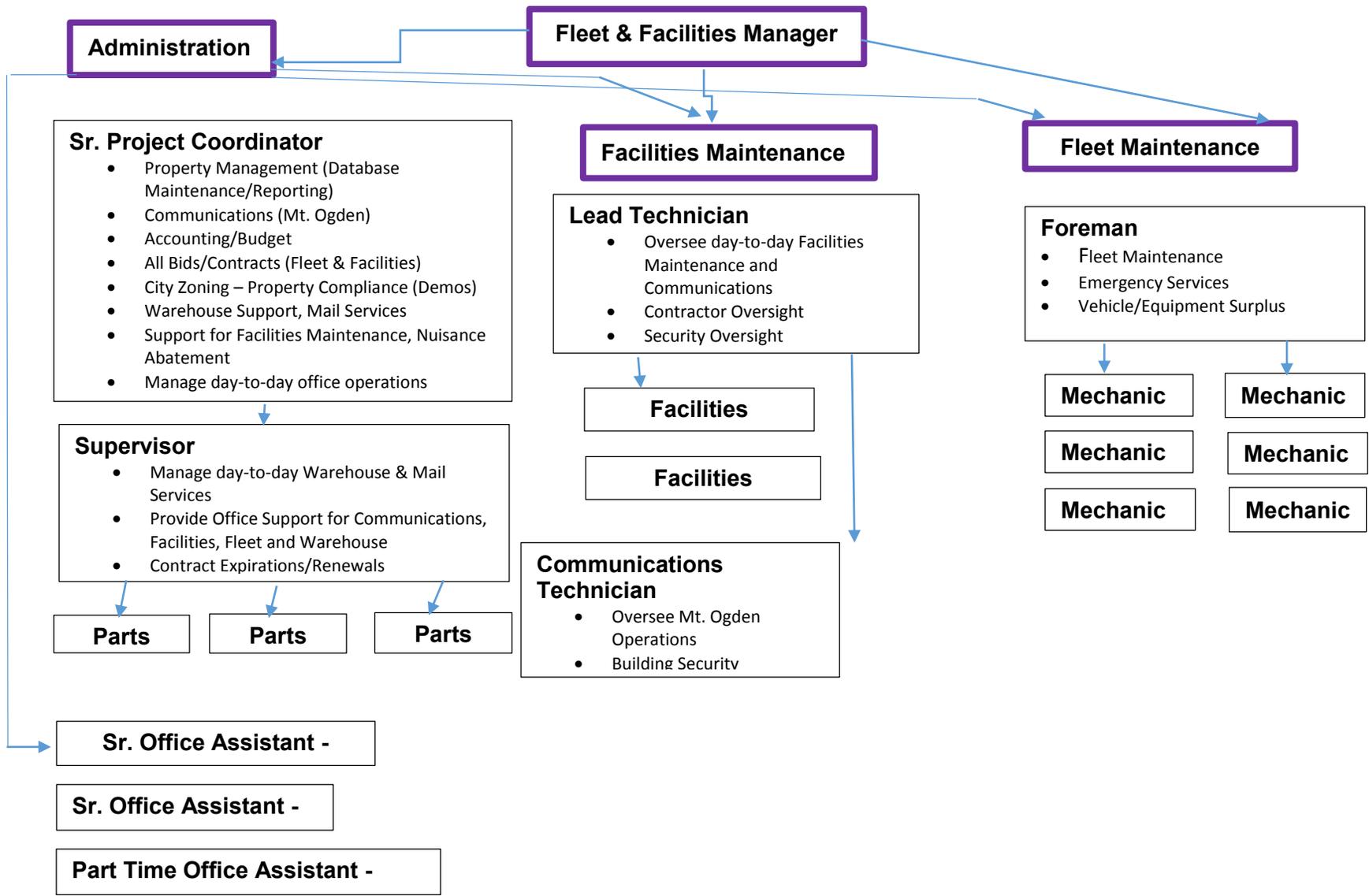
**EXHIBIT A**

**COVER SHEET FOR PROPOSAL**



**EXHIBIT B**

**FLEET AND FACILITIES DIVISION  
ORGANIZATIONAL CHART**



**EXHIBIT C**

**SUMMARY – 2013 FACILITIES CONDITION REPORT**

FACILITIES RENEWAL NEEDS COMPARISON

| Asset Code           | Asset Name                      | Immediate  | Critical           | Non-Critical       | Deferred Renewal    | 2014             | 2015             | 2016               | 2017               | 2018             | 2019               | 2020               | 2021               | 2022               | 2023               | 10-YR. TOT. NEEDS   |
|----------------------|---------------------------------|------------|--------------------|--------------------|---------------------|------------------|------------------|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| 04007                | UNION PACIFIC TERMINAL STATION  | 0          | 124,045            | 2,635,764          | 3,417,970           | 286,422          | 80,544           | 28,335             | 797,955            | 383,628          | 259,015            | 981,183            | 694,078            | 29,844             | 0                  | 6,938,975           |
| 101400               | FRANCOM PUBLIC SAFETY           | 0          | 7,131              | 0                  | 0                   | 24,348           | 0                | 0                  | 707,337            | 0                | 403,668            | 32,732             | 145,476            | 400,871            | 756,183            | 2,470,614           |
| 101821               | MT. OGDEN GOLF COURSE CLUBHOUSE | 0          | 8,461              | 210,885            | 373,696             | 0                | 0                | 0                  | 201,791            | 4,647            | 0                  | 0                  | 0                  | 128,287            | 2,064              | 710,483             |
| 101858               | MARSHALL WHITE CENTER           | 0          | 34,664             | 167,413            | 3,449,039           | 0                | 60,683           | 0                  | 221,864            | 70,195           | 0                  | 471,069            | 0                  | 0                  | 25,127             | 4,297,977           |
| 102110               | COMMUNITY SERVICES              | 0          | 75,278             | 61,981             | 44,652              | 0                | 0                | 244                | 0                  | 0                | 0                  | 71,794             | 0                  | 21,707             | 0                  | 138,368             |
| 108501               | JUNCTION NORTH PARKING          | 0          | 346,778            | 862,197            | 104,501             | 0                | 0                | 417,224            | 0                  | 0                | 6,754              | 0                  | 878,702            | 0                  | 0                  | 1,407,182           |
| 108506               | JUNCTION SOUTH PARKING          | 0          | 647,878            | 1,548,979          | 1,818,757           | 37,310           | 1,854            | 757,155            | 0                  | 32,973           | 24,788             | 0                  | 0                  | 0                  | 0                  | 2,672,838           |
| 140190               | FIRE STATION NO. 4              | 0          | 64,133             | 106,044            | 220,700             | 0                | 5,862            | 39,888             | 0                  | 0                | 0                  | 114,730            | 0                  | 798                | 0                  | 381,977             |
| 250400               | JUSTICE COURT                   | 0          | 2,553              | 233,213            | 30,634              | 0                | 0                | 142,308            | 0                  | 43,593           | 0                  | 72,456             | 0                  | 38,054             | 90,036             | 417,080             |
| 400400               | OGDEN AIRPORT TERMINAL BUILDING | 0          | 69,941             | 262,412            | 896,522             | 0                | 143,592          | 0                  | 121,603            | 0                | 0                  | 188,140            | 0                  | 13,648             | 1,359              | 1,364,864           |
| 421734               | MUNICIPAL BUILDING              | 0          | 3,012              | 263,290            | 0                   | 227,017          | 0                | 1,068,563          | 0                  | 12,757           | 668,139            | 313,841            | 0                  | 1,026,991          | 220,393            | 3,537,701           |
| 551400               | LORIN FARR POOL                 | 0          | 122,691            | 138,989            | 495,910             | 0                | 40,984           | 24,394             | 0                  | 0                | 0                  | 19,765             | 0                  | 24,893             | 45,707             | 651,653             |
| 565400               | GOLDEN HOURS CENTER             | 0          | 2,553              | 160,965            | 863,916             | 0                | 51,769           | 0                  | 41,089             | 4,732            | 88,703             | 304,691            | 77,059             | 110,365            | 4,340              | 1,547,663           |
| 573400               | EL MONTE GOLF COURSE CLUBHOUSE  | 0          | 162,437            | 108,349            | 168,904             | 0                | 1,591            | 0                  | 0                  | 69,234           | 0                  | 3,155              | 0                  | 28,642             | 1,835              | 273,360             |
| 601400               | PUBLIC WORKS COMPOUND           | 0          | 4,842              | 23,674             | 0                   | 0                | 0                | 0                  | 40,001             | 315,012          | 0                  | 155,977            | 0                  | 376,146            | 67,754             | 974,891             |
| 606400               | COMMUNICATIONS AND OLD WATER    | 0          | 91,073             | 95,169             | 1,144,495           | 0                | 20,925           | 0                  | 7,210              | 0                | 0                  | 70,172             | 0                  | 184,653            | 0                  | 1,427,456           |
| 608400               | FLEET AND VEHICLE               | 0          | 3,208              | 29,933             | 0                   | 0                | 0                | 0                  | 52,764             | 0                | 24,155             | 117,749            | 0                  | 192,400            | 0                  | 387,069             |
| <b>GRAND TOTALS:</b> |                                 | <b>\$0</b> | <b>\$1,768,678</b> | <b>\$6,908,246</b> | <b>\$13,029,495</b> | <b>\$335,099</b> | <b>\$407,804</b> | <b>\$2,478,110</b> | <b>\$2,181,614</b> | <b>\$996,770</b> | <b>\$1,478,322</b> | <b>\$2,917,424</b> | <b>\$1,795,315</b> | <b>\$2,577,501</b> | <b>\$1,234,797</b> | <b>\$29,600,151</b> |





**Proposal to Conduct a Management and  
Operations Study of the Fleet and Facilities  
Division**

**OGDEN CITY, UTAH**



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# **COVER SHEET**

**CONTRACTOR'S PROPOSAL FOR  
PROFESSIONAL MANAGEMENT AND OPERATIONS STUDY SERVICES**

TO: The Purchasing Officer of Ogden City Corporation

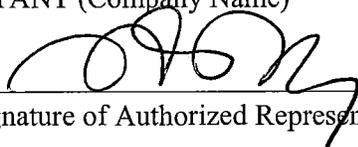
Proposal of

\_\_\_\_\_  
(an individual) (a partnership) (a corporation) duly organized under the laws of the State  
of \_\_\_\_\_.

The undersigned, having carefully read and considered the Request For Proposal for Professional Auditing Services for the Ogden City Council, does hereby offer to perform such services on behalf of the City, in the manner described, subject to and in accordance with the terms and conditions set forth in the attached proposal and at the rates indicated in our response to this solicitation.

\_\_\_\_\_  
CONSULTANT (Company Name)

\_\_\_\_\_  
Date

BY:   
Signature of Authorized Representative

PRINCIPAL OFFICE ADDRESS:

\_\_\_\_\_  
\_\_\_\_\_  
(City) (County) (State)

TELEPHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

E-MAIL: \_\_\_\_\_

# **LETTER OF TRANSMITTAL**



September 28, 2015

Ms. Sandy Poll  
 Purchasing Division  
 City of Ogden City  
 2549 Washington Boulevard, Suite 500  
 Ogden City, UT 84401

Dear Ms. Poll:

The Matrix Consulting Group is pleased to provide you with a proposal to Conduct a General Management and Operations Study of the Fleet and Facilities Divisions for the City of Ogden City. The Matrix Consulting Group is a firm comprised of highly experienced consultants specializing in the analysis of fleet and facilities management services. We have structured a proposal and a project team that will provide the City with the highest possible quality of consulting services.

A review of our proposal will show that the Matrix Consulting Group and our proposed project team have decades of experience evaluating municipal services, which includes fleet and facilities maintenance and management operations in Utah and throughout the United States. The references we have provided can attest to the depth, quality and value of our analysis. Our team's fleet and facilities management service analytical experience includes hundreds of projects, including this partial list of assignments conducted in just the past few years:

|                   |                               |                             |
|-------------------|-------------------------------|-----------------------------|
| Albany, NY        | Imperial Irrigation Dist., CA | <b>Salt Lake County, UT</b> |
| Albuquerque, NM   | Long Beach, CA                | San Clemente, CA            |
| Avon, CT          | Lowell, MA                    | San Luis Obispo, CA         |
| Boston, MA        | Maricopa County, AZ           | Scottsdale, AZ              |
| Brattleboro, VT   | Marion County, OR             | Spokane, WA                 |
| Cedar Rapids, IA  | Montpelier, VT                | Springfield, MA             |
| DeKalb County, GA | Niles, IL                     | Sunnyvale, CA               |
| Falmouth, MA      | Oakland, CA                   | Tiburon, CA                 |
| Franklin, TN      | Orland Park, IL               | The United Nations          |
| Gloucester, MA    | Palo Alto, CA                 | Waltham, MA                 |
| Greenwich, CT     | <b>Salt Lake City, UT</b>     | White Plains, NY            |

In addition we are conducting a facilities study for Brookline, Massachusetts and have just completed draft maintenance stud reports for Rock County (WI), Northampton (MA) and Amherst (NH).

As the table demonstrates we have significant fleet and facilities management analytical experience, including a recent engagement to analyze County-wide operations in Salt Lake County which included both the Fleet Management and Facilities Management Departments. In addition, we recently completed a study for Salt

Lake City in which we evaluated its Golf Fund. This project also included an evaluation of the condition of the facilities of the Fund.

Our credibility in the analysis of facilities is bolstered by the fact that we assisted the United Nations in developing a staff reorganization and preventive maintenance plan when they remodeled their New York facilities (the Secretariat and General Assembly buildings).

Finally, the firm has experience in over 1,000 studies since it was formed 13 years ago with every function of local government. This provides us with vast knowledge of the needs of operational departments relating to fleet and facilities.

There are many significant aspects of our firm, our project team, our experience and our approach which distinguish us in this analytical industry. These elements are summarized by the following points:

- As President of the firm, I will provide oversight and quality control for deliverables. I have conducted many previous fleet and facilities maintenance and management service studies.
- Our proposed staff members are extremely experienced, having themselves conducted scores of fleet and facilities maintenance and management service studies. To maintain quality and consistency our team has no subcontractors.
- We are a fact-based firm providing detailed data collection and analysis.
- We obtain extensive input from stakeholders, including City management, elected officials, department and divisional staff, and others.
- We work closely with our clients through interim reports and review meetings.
- We provide our clients with detailed implementation plans.

If you have any questions, please do not hesitate to contact me at our headquarters office at 650-858-0507 or via email at [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net).

Richard P. Brady  
President



**Matrix Consulting Group**

# **1. FIRM QUALIFICATIONS AND EXPERIENCE**

# 1. FIRM QUALIFICATIONS AND EXPERIENCE

In this section of the proposal we provide an introduction to the Matrix Consulting Group, which provides a summary of the firm and its strength as an organization in terms of its client base, as well as its analytical philosophy, and particular focus on the subject matter in Ogden City's needs for a fleet and facilities management consultant.

## 1. PROFESSIONAL QUALIFICATIONS OF THE MATRIX CONSULTING GROUP

The Matrix Consulting Group is a national management consulting firm dedicated to providing assistance to local government. While we provide a wide variety of services to local government, the analysis of fleet and facilities management services is a key facet of our business. Key elements of our approach to working with local government and its fleet and facilities maintenance and management services include the following:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- We are incorporated in the State of California, with offices in Massachusetts, Illinois, Washington and Texas. We are also incorporated in the State of Utah.
- Our *only* market and service focus is management, staffing, organization and operations analysis of local government, including fleet and facilities management.
- We have extensive fleet and facilities management analytical experience across the country, having worked with many such municipal agencies for over 30 years.
- We have conducted over 100 studies of fleet and facilities management departments. Some recent studies include the following:

|                                                                                                                                                                       |                                                                                                                                                                                             |                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Albany, NY<br>Albuquerque, NM<br>Avon, CT<br>Boston, MA<br>Brattleboro, VT<br>Cedar Rapids, IA<br>DeKalb County, GA<br>Falmouth, MA<br>Franklin, TN<br>Gloucester, MA | Imperial Irrigation Dist., CA<br>Long Beach, CA<br>Lowell, MA<br>Maricopa County, AZ<br>Marion County, OR<br>Montpelier, VT<br>Niles, IL<br>Oakland, CA<br>Orland Park, IL<br>Palo Alto, CA | <b>Salt Lake County, UT</b><br>San Clemente, CA<br>San Luis Obispo, CA<br>Scottsdale, AZ<br>Spokane, WA<br>Springfield, MA<br>Sunnyvale, CA<br>Tiburon, CA<br>The United Nations<br>Waltham, MA |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

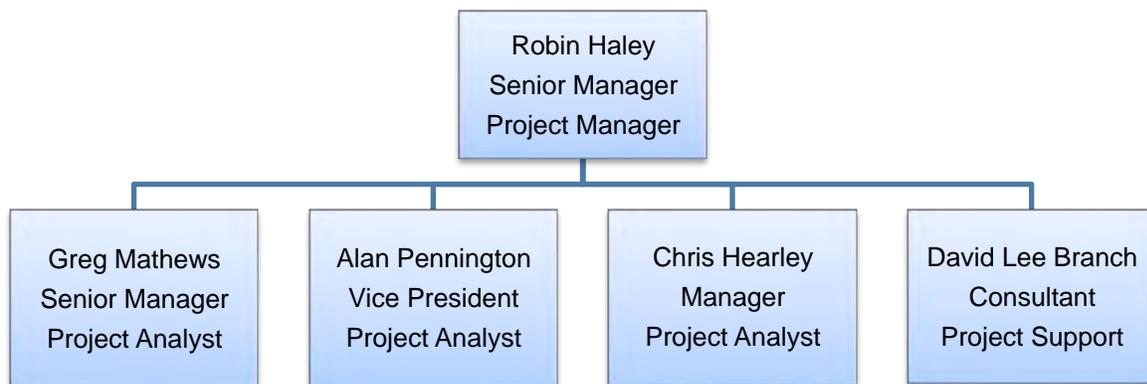
In addition we are conducting a facilities study for Brookline, Massachusetts and have just completed draft maintenance stud reports for Rock County (WI), Northampton (MA) and Amherst (NH).

Our credibility in this area is bolstered by the fact that we assisted the United Nations in developing a staff reorganization and preventive maintenance plan when they remodeled their New York facilities (the Secretariat and General Assembly buildings).

Finally, the firm has experience in over 1,000 studies since it was formed 13 years ago with every function of local government. This provides us with vast knowledge of the needs of operational departments relating to both fleet and facilities management in municipal organizations.

**2. EMPLOYEES WHO WILL HANDLE THE STUDY**

For this engagement, we are proposing a project team consisting of many of our senior staff who have extensive public works experience that includes fleet and facilities management and other related service areas. We would commit these personnel to this engagement upon selection. The following organization chart provides the names, positions and project roles of our proposed team members.



**3. CURRENT CLIENTS**

The Matrix Consulting Group has provided consulting services nationally to hundreds of previous clients since our inception in 2002. The resumes of our senior staff members are provided as an attachment to this proposal, and these include comprehensive listings of the clients for which we have provided consulting services.

**OGDEN CITY, UTAH****Proposal to Conduct a Management and Operations Study of the Fleet and Facilities Division**

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As our previous client list is too long to list in this proposal, we have provided, in the table below, the list of current clients for whom each of our proposed project team members is providing services, as well as the nature of these consulting services.

| <b>Client</b>              | <b>Team Members</b>                                | <b>Service</b>                                                     |
|----------------------------|----------------------------------------------------|--------------------------------------------------------------------|
| <b>Butte County, CA</b>    | Greg Mathews                                       | Emergency Communications                                           |
| <b>Hennepin County, MN</b> | Greg Mathews                                       | Sheriff Department Operations                                      |
| <b>Honolulu, HI</b>        | Greg Mathews                                       | Public Utilities Study                                             |
| <b>Niles, IL</b>           | Alan Pennington                                    | Community Development Study                                        |
| <b>Oconomowoc, WI</b>      | Robin Haley                                        | DPW/Engineering/Facilities                                         |
| <b>Peoria County, IL</b>   | David Lee Branch<br>Robin Haley<br>Alan Pennington | Facilities Management, Fleet Management, General County Operations |
| <b>Trumbull, CT</b>        | David Lee Branch<br>Robin Haley                    | Parks and Recreation/Fleet Management                              |
| <b>Seattle, WA</b>         | Alan Pennington<br>Chris Hearley                   | Parks and Recreation Operations Analysis                           |

**4. REFERENCES**

The following table provides recent illustrative references for our firm and the key project team members.

| Client                                                                                                                                       | Project Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Reference                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <p><b>Palo Alto, California</b></p> <p><b>Organizational Assessment of Facilities Management</b></p> <p><b>2014 – 2015</b></p>               | <p>The Matrix Consulting Group conducted a study of this city’s facilities management function that included analyses of organizational structure, use of technology, planning and scheduling, staffing analysis, and more. The project team recommended the authorization of a Facilities Manager position to institute an asset management program, implement the Department’s computerized maintenance management system, implement predictive maintenance techniques, and ensuring that preventive maintenance, which had been lagging, was performed according to schedule. Other recommendations focused on redesigning certain positions to better align with the needs of the organization, developing a strategic plan for the Facilities Management, as well as others.</p>                                                                                                                                                                                                         | <p>Walter Passmore<br/>Urban Forester<br/>250 Hamilton Ave.<br/>Palo Alto, CA 94301</p> <p>(650) 496-5986</p>      |
| <p><b>Salt Lake County, Utah</b></p> <p><b>Process Improvement and Business Process Reengineering Services</b></p> <p><b>2014 – 2015</b></p> | <p>During this engagement, the firm conducted an organizational scan for the entire County organization to identify key issues, processes and staffing allocations impacting services. This effort included interviews with representatives from each functional area and a county-wide employee survey. From this effort, a listing of prioritized areas for further inquiry was developed and evaluated. The additional areas included: development of a performance management program framework for implementation by the County Mayor’s Office, an evaluation of staffing levels, organizational structure and processes for all County operations, including fleet and facilities functions. Areas of duplication in internal service delivery were identified and recommendations made to streamline services, reallocate staff to centralized functions, and implement service level agreements between internal service functions and operating departments. Of particular note,</p> | <p>Carleton Christianson, Director<br/>2001 S. State Street<br/>Salt Lake City, UT 84114</p> <p>(385) 468.7032</p> |

| Client                                                                                                                                     | Project Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Reference                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Lowell, Massachusetts</b></p> <p><b>Organizational and Space Needs Analysis of Fleet Maintenance Services</b></p> <p><b>2015</b></p> | <p>The City of Lowell historically has provided fleet maintenance and repair services in four different locations in the City under three different departments – Public Works, Fire and Police. Working with Lavalee Brensinger Architects, the project team analyzed the feasibility of consolidating fleet maintenance services in the City. This included the analysis of equipment to determine the technological needs, the optimum mechanic staffing levels as well as the managerial and administrative needs of a consolidated department. The project team also determined the space needs of a consolidated facility that included right-sizing the numbers and sizes of bay space, vehicle wash facility, fueling site, administrative and managerial office space, mechanical space, as well as the parking space needed for City equipment as well as visitor parking.</p> | <p>Robert Robicsek<br/>Principal<br/>Lavalee Brensinger Architects<br/>155 Dow Street, Suite 400<br/>Manchester, NH 03101</p> <p>603.622.5450 x110</p> |
| <p><b>Niles, Illinois</b></p> <p><b>Operational Review of the Public Services Department</b></p> <p><b>2013</b></p>                        | <p>This operations performance review consisted of a comprehensive organizational and management analysis of the Public Services Department. Recommendations included enhancements to the use and application of the computerized maintenance management system, the work planning and scheduling systems, preventive maintenance of the Village’s infrastructure, asset management practices, capital project management practices, organizational structure, outsourcing of non-core activities, etc.</p>                                                                                                                                                                                                                                                                                                                                                                              | <p>Steven Vinezeano<br/>Village Manager<br/>1000 Civic Center Drive<br/>Niles, IL 60714</p> <p>(847) 588-8000</p>                                      |
| <p><b>Greenwich, Connecticut</b></p> <p><b>Facilities Management Consolidation Feasibility Study</b></p> <p><b>2012</b></p>                | <p>In this study, the Matrix project team analyzed the feasibility of consolidating the Town and Schools facilities management functions. The project team analyzed operational practices, custodial staffing ratios, training, and work planning and scheduling to assess the feasibility of consolidating these functions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>Peter Mynarski<br/>Comptroller<br/>101 Field Point Road<br/>Greenwich, CT 06830</p> <p>(203) 622-7720</p>                                           |

**5. BRIEF RESUMES OF PROPOSED PROJECT TEAM MEMBERS**

In the brief biographies provided below, please note that we have indicated the approximately percentage of time each consultant will be on site in Ogden City. The hourly rates for our consultants, as well as the total number of hours for each, are provided in Section 3 of this proposal, in which we outline the fees charged for services.

A summary of the experience of our consultants is provided below, with more extensive resumes provided in the attachment to this proposal.

The Matrix Consulting Group is not proposing the use of any subcontractors on this engagement because the experience and expertise to conduct this study reside among our staff. This also has the effect of making quality and customer service consistently high in our projects.

**ROBIN HALEY** is a Senior Manager with the Matrix Consulting Group and brings over 26 years of consulting experience at the local, state and federal level. His primary areas of work include analyses of fleet, facilities, engineering and utilities, organization and management consulting, as well as productivity and benchmarking studies. Mr. Haley has consulted in numerous functional areas in government including public works, public safety, community development, planning, human and social services, finance, human resources, organizational development, as well as administrative and support services. Mr. Haley has conducted over 70 fleet and facilities operational reviews that have focused on fleet right-sizing, asset replacement methodology, inventory optimization, facility project management, and other facets of operations and organization. Some of Mr. Haley's municipal clients include Salt Lake County (UT), Maricopa County (AZ), Polk County (FL), Chelsea (MA), Springfield (MA), Onondaga County (NY), Douglas County (OR), Charleston County (SC), Nashville (TN), and Aurora (CO). He received his B.S. degree from the Georgia Institute of Technology and his M.B.A. from Georgia State University. ***Mr. Haley will serve as the Project Manager on this engagement, providing oversight, quality assurance and quality control aspects. Mr. Haley will be on site for approximately 33% of his total time on the project. His hourly billing rate for this project is \$200.***

**GREG MATHEWS** – Mr. Mathews is a Senior Manager and has over twenty years of public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of the Performance Auditing, Follow-up and Management Assessment sections. For over fifteen years, Mr. Mathews has provided public sector consulting services to cities, counties and special districts throughout the Western U.S., and has completed comprehensive management studies encompassing over 200 operating departments including public works and utilities. Mr. Mathews has participated as lead consultant in over 100 consulting engagements, with emphasis in the public works field, including both fleet and facilities management. His experience includes assignments for Vacaville (CA), Spokane (WA), Goodyear (AZ), Sunnyvale (CA), South Coast Water District (CA), Tualatin Valley Water District (OR), the Santa Clara Valley Water District (CA), the Association of California Water Agencies (ACWA), and Barstow (CA). He has an MPA from USC. ***Mr. Mathews will serve as a Project Analyst on this engagement. Mr. Mathews will be on site for approximately 33% of his total time on the project. His hourly billing rate for this project is \$200.***

**ALAN PENNINGTON** – Mr. Pennington is a Vice President with the Matrix Consulting Group with over 10 years of local government management consulting experience. Additionally, he has over 15 years of experience as a top manager in the public sector in Illinois and Maine before joining Matrix. These top management positions included Assistant City Manager, Assistant Human Resources Director and Labor Relations Manager. His experience conducting Public Works studies includes: Alexandria (VA), Avon (CT), Charleston County (SC), Franklin (TN), Johnson County (KS), Marion County (OR), Milwaukee (WI), Missouri Department of Conservation (MO), Orland Park (IL), Raymore (MO), South Coast Water District (CA) and White Plains (NY). His fleet and facilities management experience includes numerous financial and administrative analyses, including the analysis of charge-back systems, financial controls, budgeting and customer service. Mr. Pennington has taught collective bargaining and economics at Bradley University and Eureka College. Mr. Pennington has a BA (Public Management) and M.P.A. from the University of Maine. ***Mr. Pennington will serve as a Project Analyst on this engagement. Mr. Pennington will be on site for approximately 33% of his time on the project. His hourly billing rate for this project is \$200.***

**CHRIS HEARLEY** is a Manager with the Matrix Consulting Group and has been an operational finance manager in several public agencies. Prior experience included two years as the Director of Business for the Glens Falls School District and 22 years with the Budget Office for the City of Albany, NY, the last 17 years as Budget Director. As Director managed all business related functions including budgeting, accounting, human resources, payroll, purchasing, transportation, facility operations and food service. Streamlined the budget process, recommended and implemented cost saving measures and led the District to its' first balanced budget in more than a decade. Developed strategic planning initiatives including the use of multi-year revenue and expense forecasting. Assisted the Deputy Mayor in managing day-to-day operations of City Administration, oversaw Administrative Services, Personnel and Purchasing. In addition, assisted with the planning, design and financing of major capital projects, examined departmental programs for financial, policy and community implications and reviewed all departmental expenditures. ***Mr. Hearley would serve as a Project Analyst for this assignment. Mr. Hearley would be on site for approximately 33% of his time on the project. His hourly billing rate for this project is \$125.***

**DAVID LEE BRANCH** – Mr. Branch is a Consultant with the Matrix Consulting Group. Mr. Branch is assigned to support our senior staff in all subject areas but focuses on supporting staff in our general management consulting practice. Prior to joining the Matrix Consulting Group he completed internships with the City of Riverside, CA Planning Division and the public policy department of the Los Angeles Area Chamber of Commerce. During his time with the firm, he has worked in a supporting role to senior project analysts on numerous projects. He is an alumnus of the 2011 Teach For America St. Louis Corps. Mr. Branch received his BS in Public Policy, Management, and Planning from USC and his Masters of Education from University of Missouri St. Louis. ***Mr. Branch will provide support to the Project Analysts on this engagement. Mr. Branch will be on site for approximately 25% of his time on the project. His hourly billing rate for this project is \$100***

## **2. TENTATIVE PROJECT SCHEDULE**

## 2. TENTATIVE PROJECT SCHEDULE

The chart, below, shows our proposed time schedule by week for accomplishing each of the tasks associated with the project work plan provided in this section of the proposal.

| TASK / WEEK                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
|----------------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|
| 1. Kickoff Meetings        |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| 2. Profile                 |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| 3. Best Practices          |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| 4. Opinion Surveys         |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| 5. Evaluate Work Practices |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| 6. Evaluate Administration |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| 7. Evaluate Organization   |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| 8. Draft and Final Reports |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |

We are prepared to begin promptly following award of the contract and complete work within a sixteen (16) week period, as specified in the City’s Request for Proposals.

### **3. PRICE**

### 3. PRICE

Based on our task plan, we propose to conduct this study for not to exceed price of **\$99,950**, inclusive of all professional fees and expenses, at the level of detail outlined in our proposal.

| Task                      | Haley           | Mathews         | Pennington      | Hearley         | Branch         | Total Hours     |
|---------------------------|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|
| 1. Initiation             | 8               | 0               | 0               | 0               | 0              | 8               |
| 2. Profile                | 32              | 32              | 24              | 16              | 16             | 120             |
| 3. Best Practices         | 16              | 16              | 16              | 16              | 8              | 72              |
| 4. Opinion Surveys        | 8               | 0               | 0               | 0               | 40             | 48              |
| 5. Work Practices         | 32              | 28              | 8               | 16              | 8              | 92              |
| 6. Admin / Financial      | 8               | 0               | 24              | 32              | 8              | 72              |
| 7. Organization           | 8               | 8               | 8               | 8               | 0              | 32              |
| 8. Final Report           | 32              | 24              | 24              | 16              | 0              | 96              |
| <b>TOTAL HOURS</b>        | <b>144</b>      | <b>108</b>      | <b>104</b>      | <b>104</b>      | <b>80</b>      | <b>540</b>      |
| <b>RATE PER HOUR</b>      | <b>\$200</b>    | <b>\$200</b>    | <b>\$200</b>    | <b>\$125</b>    | <b>\$100</b>   |                 |
| <b>TOTAL COST</b>         | <b>\$28,800</b> | <b>\$21,600</b> | <b>\$20,800</b> | <b>\$13,000</b> | <b>\$8,000</b> | <b>\$92,200</b> |
| <b>EXPENSES</b>           |                 |                 |                 |                 |                | <b>\$7,750</b>  |
| <b>TOTAL PROJECT COST</b> |                 |                 |                 |                 |                | <b>\$99,950</b> |

The cost for each task of the study is provide in the table below:

| Task                        | Cost            |
|-----------------------------|-----------------|
| 1. Kickoff Meetings         | \$1,600         |
| 2. Profile                  | \$19,110        |
| 3. Best Practices           | \$13,175        |
| 4. Opinion Surveys          | \$6,800         |
| 5. Evaluate Work Practices  | \$16,450        |
| 6. Evaluate Admin/Financial | \$12,220        |
| 7. Evaluate Organization    | \$12,100        |
| 8. Draft and Final Reports  | \$18,245        |
| <b>TOTAL PROJECT COST</b>   | <b>\$99,700</b> |

## **4. WORK PLAN**

## 4. WORK PLAN

This section of our proposal provides our management plan to ensure study success, as well as details for our proposed Scope of Work. The Matrix Consulting Group believes that it is important for the City to understand our fact-based work approach.

### 1. PROPOSED APPROACH FOR CONDUCTING THE ANALYSIS OF FLEET AND FACILITIES MANAGEMENT.

We believe that several aspects of our study approach should be mentioned and stressed. Our intent is not merely to describe what tasks we will perform to conduct the analysis of fleet and facilities management, but also how we will produce results that are accurate and concrete, substantive, defensible and can be implemented. These aspects are described in the paragraphs below.

#### (1) Project Management

One critical success factor in conducting a project of this size and complexity in an efficient, timely, and effective manner is project management. The Matrix Consulting Group utilizes project management approaches that assure that (a) efficiencies can be achieved in the gathering and analysis of information; (b) disruption to the day-to-day operations of the City can be minimized; and (c) later tasks can build upon the results of earlier ones so that backtracking and redundant work effort (and unnecessary costs to the departments) can be avoided.

#### (2) Information Gathering

Equally important to the success of the project are the methods that we will use to collect, analyze, and present information in order to formulate findings and develop and assure acceptance of recommendations. The Matrix Consulting Group has developed and fine-tuned over the years, a number of information gathering tools and techniques. These tools enable us to gather information efficiently and quickly. The tools that we will employ in this project include

- **Formal field data documentation.** These are written checklists that specify the types of documentary material (e.g., organization charts, policy and procedure manuals, etc.) and quantitative information (e.g., work order data, facility inventory data, fleet listing, budget information, etc.) we are seeking in order to evaluate workload, staffing, and benchmark operations. They will serve as an initial blueprint for our staff to follow in assembling pertinent information.
- **Interviews.** Employee interviews are a staple of our consulting approach. We utilize interviews to gain a perspective regarding such issues as:

- Staffing and responsibilities of the staff of the organizations included in the study.
  - Current workload, inventory, and workload trends.
  - Basic service level goals and objectives established to guide divisional activities and to establish accountability for service delivery.
  - The work scheduling system utilized by the organizations (e.g., 4/10, 5/8, other).
  - Effectiveness of the use of work planning and scheduling systems.
- **Site Inspections.** Visits to the four facilities maintained by the organizations will afford consulting team members an opportunity to observe these facilities and discuss the issues associated with the maintenance and repair of these facilities.

As the next section demonstrates, this attention to detail carries through to our analysis.

### **(3) Data Analysis**

The Matrix Consulting Group uses a number of proven analytical methodologies that we have developed in areas such as the following:

- **Best Practices Analysis.** Best practices analysis of services, efficiency and effectiveness has been increasingly utilized in the public sector to evaluate organizations. This approach will be useful in this study to assess the City of Ogden City's current approaches to delivery of fleet and facilities management services. We would utilize a list of quantitative and qualitative best practices that have been developed by the Matrix Consulting Group to benchmark these services. This list of "best management practices" that we have developed in other studies and by professional associations would be utilized to identify potential strengths and improvement opportunities in existing fleet and facilities management operations and services.
- **Benchmarking.** The Matrix Consulting Group employs benchmarking techniques in every review we conduct. In this assignment, the Matrix Consulting Group would benchmark the City of Ogden City against other public and private sector organizations. We will identify key cost drivers and performance metrics that will be used to facilitate comparisons to other similar cities. Ogden City's actual data will be reviewed and analyzed to categorize the existing information into pre-established formats for benchmarking studies. Some of the key metrics that will be used to facilitate comparisons to existing benchmark data are:

- Space Utilization
- Maintenance - costs and percent of PM activity
- Energy consumption and costs
- Custodial costs, staffing and cleaning frequencies
- Fleet size and composition
- Parts availability
- Mechanic and Technician targets for chargeability to work orders
- Turn around (work-cycle) time
- Equipment Performance (reliability data)

The ability to conduct this full range of benchmarking will depend to a great extent on the availability of data from Ogden City. In addition to serving as a valuable diagnostic tool, benchmarking adds an important tool. The cause of a variance between actual practice and these benchmarks may result from poor data. Regardless, the performance statistic will have served its purpose in drawing attention to an area in need of review.

#### **(4) An Inclusive, Stakeholder Oriented Approach**

Employee involvement is a critical component of the review. If selected to conduct the review of the organizations, we would propose the following approaches to ensure staff involvement is maximized over the course of the project.

- At the beginning of the project, we would prepare a brief handout for distribution to all full-time and part-time staff of the Division that introduces our project team; describes project objectives; and shows the project schedule. This handout would be distributed to employees at an initial introductory, briefing session at which we would introduce the team and answer questions about the study. We have found that this initial briefing session is useful in reducing anxiety frequently associated with a review project.
- We would conduct personal interviews with selected employees of the Division. During these interviews, we would explain the purpose of the study, solicit employees' input regarding improvement opportunities and solicit information regarding each employee's work assignment.
- We will work with the City's assigned Project Coordinator on this project. We envision the Project Coordinator's role to include reviewing and critiquing our

findings, conclusions, and recommendations as they are developed. We will also provide monthly status reports to the Project Coordinator, including a summary of all costs incurred and work performed by project team members during the period. We also strongly suggest the creation of a project steering committee comprised of fleet and facilities maintenance staff as well as City management and representatives of key customer departments.

The following section contains the project team's detailed work plan for conducting the analysis of fleet and facilities management.

## **2. WORK PLAN**

This section of the proposal provides a statement of the programs, services proposed, and methodologies to be used in the analysis of fleet and facilities management.

### **Task 1 Develop an Understanding of the Key Issues Impacting Fleet and Facilities Management.**

To realistically evaluate operations, we need to develop an understanding of the key issues impacting and shaping service requirements for the Division of Fleet and Facilities. To gain this perspective and develop a clear focus for the analysis, we will conduct interviews with the key members of Ogden City's management team. These interviews would focus on exploring issues and attitudes in the following areas:

- Goals and objectives of the study;
- Key operating issues associated with fleet and facilities management services such as the adequacy of preventive maintenance, the response time to corrective work orders, etc.;
- Impacts of growth of the fleet and of facilities on the Division and the related impact any growth will have on staffing;
- Adequacy of data collection and management reporting capabilities, and the extent to which information systems are effectively utilized to manage preventive and corrective maintenance, the use for performance management and measurement, etc.;
- The philosophy regarding contracting for fleet and facilities maintenance services provided by the Division;
- The degree of centralization of fleet and facilities maintenance and repair, and the Division's philosophy regarding centralization versus decentralization of functions;

- The Division’s degree of strategic planning, and how the plan fits with the City’s overall strategic goals;
- The extent of resource constraints impacting the Division such as deferred maintenance in facilities and possible deferral of vehicle and equipment replacement, both now and as expected in coming years, given the growth in the fleet and facilities; and
- Key internal issues that need to be addressed in the study of fleet and facilities management.

Based on the results of these initial interviews, we will prepare a detailed project work plan for the weeks that follow.

***Task Result: The result of this task will be a detailed project plan which will be presented to the Project Coordinator and the project steering committee.***

**Task 2      Develop a Profile of Ogden City’s Fleet and Facilities Management Service Delivery**

In the second task, the project team would develop a profile of the organization, staffing, budgets and operations relating to fleet and facilities management in Ogden City. The project team would develop this understanding based upon the following work tasks:

- Document the current plan of organization for delivery of fleet and facilities management in the division, including:
  - The structure and functions of fleet and facilities management within the two sections;
  - Staffing levels for fleet and facilities management within the separate sections;
  - The basic job responsibilities for management, supervisory and operational staff involved in fleet and facilities management; and
  - The budgets for the current and two prior fiscal years at a level of detail showing the authorized budget for the organizations providing fleet and facilities management services.
- Document all key programs and operations of facilities management services including:
  - How staff are scheduled and deployed;

- The facilities maintained, the square footage and operating hours of these facilities, and any unique operating demands with these facilities such as the 24/7 demands by the Police Department and Fire Department;
  - Approaches to managing construction and repair projects;
  - Basic service levels and workload in the maintenance and repair of facilities;
  - The facility inventory data (such as the number of air handlers, boilers, cooling towers, elevators, emergency generators, etc. by facility) for Ogden City facilities (to the extent this data is available); and
  - The extent of contracted services by type, size, cost, and methods utilized to administer and manage the contract.
- Document all key programs and operations of fleet management services including:
    - How staff are scheduled and deployed;
    - The fleet of vehicles and equipment maintained, including the makes and models, user department, fuel type, utilization (miles or engine hours);
    - Policies regarding outsourcing of services;
    - Service levels and policies regarding priority of repair;
  - Document management systems available to support operations, including:
    - Financial reporting and budgeting systems;
    - Organizational business processes and procedures;
    - Policies and procedures for fleet and facilities management services;
    - Use and capabilities of computerized maintenance management systems;
    - Performance reporting systems; and
    - Customer satisfaction monitoring and reporting.

Once these initial data collection activities have been completed, the project team will prepare a summary descriptive profile that presents our understanding of the current organization, staffing, operations and costs of fleet and facilities management services in Ogden City. This profile will be circulated among staff for comment to ensure

the accuracy of our understanding. The profile would then be presented to the Project Coordinator and project steering committee. Once completed and reviewed, the profile information will provide the basis for analysis conducted and completed in subsequent study tasks.

***Task Result: The deliverable for this task would be a detailed profile of the Fleet and Facilities Division, including staffing levels, organizational structure, budgets, workloads, fleet and facilities maintained, and others. This profile will be reviewed with Division management as well as with the Project Coordinator and project steering committee.***

**Task 3 Compare Ogden City Fleet and Facilities Management Programs and Practices to Those of Other Cities and to “Best Management Practices”.**

The purpose of this task is to evaluate fleet and facilities management services in the context of best management practices in the profession and also other cities in Utah and the Mountain West delivering comparable services.

This task will initially consist of the development of measures for the use in evaluating fleet and facilities management services in Ogden City against other cities. These could include measures regarding services delivered by contract, productivity, service levels, expenditures, staffing levels by function, the extent of inventory maintained per fleet and facilities management technician, etc. Once these measures have been selected, the Matrix Consulting Group would select at least six other cities, primarily in Utah and the Mountain West, in consultation with Ogden City, for purposes of this comparative survey. These would be cities of comparable population, service provision, and other factors. Upon collection of this data from these other cities, we would identify findings and conclusions based upon the comparison of these other cities versus Ogden City.

In addition, the Matrix Consulting Group would evaluate fleet and facilities management services in the context of best management practices. This benchmarking would focus both on quantitative and qualitative measures. We have presented in the following table, some representative samples for facilities management.

| <b>Illustrative Facilities Management Best Management Practices</b>                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A replacement reserve or sinking fund is used to insure the timely replacement of facility assets.                                                                           |
| A multiple year facility equipment replacement plan has been developed to identify future peak year funding requirements so that this can be dealt with in a planned manner. |
| The Facilities section has installed energy management systems that monitor energy use by facility and supply ventilation and lighting to areas based on occupancy.          |
| Building components are periodically inspected for condition and maintenance needs.                                                                                          |

The preventive maintenance compliance rate by the Facilities section is 95%. That is, 95% of all building components receive preventative maintenance within 10% of the due date in accordance with manufacturer guidelines.

The facility management services of the City average a preventive maintenance work order to all work order ratio of not less than 35% (National average is 15%). That is, not less than 35% of the work orders are preventive maintenance work orders.

The facility management services of the City complete 70% of the Emergency and High priority work orders in 3 workdays or less

The City has deployed a fully functional CMMS for facility management (e.g., a work order system, annual work program development, weekly or bi-weekly work planning and scheduling system, staff resource leveling [staff available versus workload], a reporting system to report actual versus planned performance, asset management system, defined service levels and performance standards for each work activity, etc.)

We would expect to evaluate the programs and practices of fleet and facilities management services against best practices in areas such as management and strategic planning of preventive maintenance and deferred maintenance, human resource management, prioritization of construction projects, maintenance management, training, asset management including compliance with GASB 34, indoor air quality management, etc. The best practices utilized for comparison in this task would be based upon our accumulated knowledge and experience with efficient and effective fleet and facilities management organizations across the country, as well as through accepted industry benchmarks from such organizations as NAFA, APWA, IFMA, and others.

Once the results have been completely analyzed, the project team would utilize them as a component in the definition of a detailed issue list that would highlight potential issues and improvement opportunities related to fleet and facilities management organization and operations.

***Task Result: The result of this task will be documentation of the comparison of the Fleet and Facilities Division's comparison to best management practices, as well as to other peer cities. This document will be distributed to Division management, as well as to the Project Coordinator and the project steering committee.***

#### **Task 4 Assess Customer and Employee Attitudes Toward Service Delivery**

In a project that focuses of organizations that provide internal services, it is critical for the project team to assess the degree of satisfaction with those services, both from the perspectives of the staff who deliver the services, as well as the customers who receive them. In this task, the project team will develop two surveys. One survey will be administered to the management and staff of the Fleet and Facilities Division, and one will be administered to the City's department and division directors who receive services from the Division. Both will be administered electronically, and both will be

anonymous. Representative topics to be covered in the Division management and employee survey would include the following:

|                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Perceptions regarding the Division's mission, goals and objectives.                                                                                                |
| Attitudes toward the types, levels and quality of services provided.                                                                                               |
| Attitudes toward the balance of workloads and staffing.                                                                                                            |
| Attitudes toward organizational elements such as coordination of staff and services, internal management of operations, scheduling and deployment, and the like.   |
| Perceptions regarding key management issues such as planning of work to be performed, internal communications, dissemination of relevant information and the like. |
| Views regarding opportunities to restructure services, reduce costs, etc.                                                                                          |
| Views regarding the adequacy of training opportunities, promotional opportunities, etc.                                                                            |
| Views regarding the adequacy of policies and procedures.                                                                                                           |

Concurrent with the Division management and employee survey, the project team will also administer an anonymous survey to all City department and division directors to elicit their views regarding the services they receive from the Fleet and Facilities Division. Representative topics to be covered in this customer survey would include the following:

|                                                                                                  |
|--------------------------------------------------------------------------------------------------|
| Perceptions of the quality of services delivered                                                 |
| Perceptions of the value received for the service rates charged                                  |
| Attitudes toward the customer service orientation of the Division                                |
| Attitudes toward the billing documentation provided to customers                                 |
| Attitudes toward the notifications customers receive regarding preventive maintenance scheduling |

Following the receipt of these surveys, the project team will tabulate and summarize the results and will discuss the findings with the Division and with the Project Coordinator.

***Task Result: The result of this task will be summaries of the employee and customer surveys. Pertinent findings will be utilized in the draft report as appropriate, and the full surveys will be included in the report as appendices.***

**Task 5 Evaluate Work Practices, Staff Productivity and Service Levels.**

In this work task, the Matrix Consulting Group will analyze the efficiency and effectiveness in the delivery of fleet and facilities management services in Ogden City.

This assessment will include an evaluation of the adequacy of service levels for corrective, scheduled, preventive/predictive, and discretionary maintenance, energy conservation, systems operations, and housekeeping.

Examples of the types of tasks that we would perform in conducting this assessment are presented below.

- **Gather and analyze the appropriate policies, procedures, and operations guidelines** that affect staffing and services for the delivery of fleet and facilities management services.
  
- **Analyze the level of preventive maintenance, and the extent of labor hours required to provide preventive maintenance at a level suggested by industry guidelines.** The assessment of staffing requirements for preventive maintenance by the Matrix Consulting Group would document:
  - The labor hours required to consistently meet preventive maintenance guidelines by facility and craft including facility condition assessments;
  - That portion of preventive maintenance that is currently performed by contractors; and
  - Opportunities to expand the use of contractors for the performance of this work, if any.

The assessment will include the documentation of the existing levels of service and the gaps that exist between these actual levels of service versus industry guidelines. These gaps would be identified by equipment item, the number of that type of equipment, the actual maintenance frequency, and the frequency guideline. This assessment may require an estimate of staff hour allocation in the absence of work orders.

- **Assess the extent of the backlog of deferred maintenance, and the labor hours required for deferred maintenance.** The extent of deferred maintenance is an excellent indicator of the condition of Ogden City facilities and its equipment. It reflects the cumulative effects of underfunding of facilities maintenance and repair. The evaluation of the deferred maintenance is necessary for the assessment of staffing requirements and outsourcing requirements (for those projects that are more appropriate for contractors). The review of the extent of deferred maintenance would include the identification of those types of work that should be performed by Ogden City's staff (versus contractors), the estimated labor hours required, and the estimated priority and timing for the accomplishment of the deferred maintenance.

- **Evaluate the extent of labor hours allocated to corrective maintenance.** The Matrix Consulting Group would document and evaluate the facilities management work program as it regards corrective maintenance in terms of:
  - The amount of corrective maintenance labor hours by facility;
  - The amount of corrective maintenance labor by task and type of craft;
  - The use of contractors, if any, to perform corrective maintenance; and
  - An assessment of the extent that implementation of an effective preventive maintenance program could lessen the demand for corrective maintenance. This would be determined by sampling work orders to identify the extent and type of corrective maintenance that could have been avoided and could reduce the demand for corrective maintenance.

This assessment may require an estimate of staff hour allocation in the absence of work orders.

- **Analyze the extent of labor hours allocated to discretionary maintenance and whether some or all of this work could be cost-effectively performed by contractors.** Discretionary maintenance consists of work requested by customers that is not part of the base level of service. The project team would assess the impact of the possible reallocation of discretionary maintenance to contractors on the ability of the organizations to provide more effective preventive maintenance. This would include the identification of the types of work performed in delivering discretionary maintenance by sampling work orders, the crafts that are delivering discretionary maintenance, and the possible cost impact of the use of contractors to provide this service. This assessment may require an estimate of staff hour allocation in the absence of work orders.
- **Evaluate the level of staffing for fleet and facilities management.** We would utilize benchmarks developed by the *International Facility Management Association* to document the amount of staff necessary for effective maintenance of the City's facilities. This analysis would include the type of staff (specialists versus generalists). Based upon this analysis we would evaluate the cost effectiveness of outsourcing some or all of the facility management services delivered. For fleet maintenance services, our project team would analyze the number and type of work orders completed by mechanic staff, and would also compare the number of Vehicle Equivalent Units (VEU) maintained per mechanic to workload norms.
- **Evaluate the adequacy of major work practices.** This analysis would focus on opportunities to improve work practices within the Division, and would identify opportunities to reallocate staff to programs such as preventive maintenance where additional staff hours are clearly required to meet reasonable levels of

service. This analysis would focus on the identification of opportunities to streamline work practices to increase utilization levels and/or reduce requirements for staff, overhead and equipment. Through the analysis of major work practices, the consulting team will seek to determine if:

- Crew sizes in various units are appropriate to the type and volume of work performed;
  - Ways exist to reduce travel time and unproductive staff usage;
  - The frequency of various work tasks now performed is necessary (core services) or can be reduced or eliminated (non-core); and
  - The amount of labor hours required to complete tasks is reasonable.
- **Evaluate work planning and scheduling.** This analysis would focus on systems and processes used to plan and schedule facilities and fleet management to improve the efficient utilization of staff including steps such as:
    - Evaluation of the overall maintenance management systems employed to support operations including workforce planning; facility and vehicle condition inspections; maintenance frequencies; maintenance standards; staff assignments to maintenance tasks; and systems and procedures employed to monitor performance of both scheduled and unscheduled maintenance programs.
    - The existence of basic frequency and task time completion standards for operations and maintenance work activities and, if available, whether the information is used to monitor actual staff performance.
    - The effective use of information generated by maintenance management systems to compare staff hours allocated to preventive maintenance and scheduled activities versus unscheduled maintenance and repair activities.
  - **Evaluate the mix of in-house and outsourced fleet and facilities maintenance services.** The use of contracted services can be an effective means of minimizing overall costs to the City, as well as maximizing service level provision. In certain cases, it makes economic sense to outsource services in when the hiring and/or training and certification of internal staff is cost prohibitive due to the relatively few number of repairs required for specific types of expertise. Therefore, even in cases for which hourly rates of contractors are well above those paid to internal staff, the overall cost to the City may be minimized because of the relatively few hours expended for expert services. On the other hand, organizations are continually evolving, and it makes sense to also continually reassess decisions such as these from time to time, as workloads and

required skill sets are also continually evolving. The project team will make these assessments based on an assessment of workload trends and expenditures for outsourced maintenance and repairs.

- **Evaluate the adequacy of asset management.** The American Public Works Association has developed a *Guidance Position Statement for Public Works Infrastructure Asset Management*.<sup>1</sup> We would evaluate the effectiveness of Ogden City's asset management practices for fleet and facilities management as it pertains to policies and procedures, the availability of facility asset and fleet inventory data, the extent of building condition assessments, the development of five-year major maintenance plans, the development of five-year vehicle replacement plans, etc.
- **Evaluate inventories and inventory controls.** Inventory supply operations should be a balance of several factors, including the frequency of need, the risk associated with stock-out of required parts, the cost of stocking parts, and the space available to stock them. Overlaying these factors, however, is the need to accurately account for the locations and disbursements of the parts on hand. In these regards, enterprise resource planning software can greatly facilitate decisions regarding the frequently-used parts and supplies, and can also facilitate the physical inventory counts on a periodic basis. The project team will evaluate these factors, as well as the contracts with outside providers of equipment, parts and supplies, and will make recommendations to make this facet of operations more efficient.
- **Assess the cost competitiveness of Fleet and Facilities Operations.** Once the project team has evaluated the actual cost of operations for the Fleet and Facilities functions, we will compare the fully-burdened hourly rates to those charged by the primary contractors used by the City, as well as other local providers of fleet and facilities repair. If these costs are determined to be uncompetitive, the project team will identify the elements of cost that are the major contributors to this imbalance, and make recommendations for reducing costs, as appropriate.
- **Assess the degree of centralization of fleet and facilities maintenance and repair.** The degree of centralization of fleet and facilities will be assessed to determine which departments, if any, are performing the services provided by the Division, and the degree to which they are duplicated. Typically, centralizing these functions results in a greater degree of standardization of repair and maintenance, as well as asset replacement, record-keeping, and parts inventories. If our interviews and observations indicate that there are duplicative services being performed, our project team will identify these, and assess the likely costs associated with their duplication, and make appropriate recommendations for reducing or eliminating any wasted efforts on the parts of

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<sup>1</sup> Guidance Position Statement for Public Works Infrastructure Asset Management, American Public Works Association, 2003

City staff.

- **Evaluate the adequacy of capital project services.** In this step, the project team would evaluate the effectiveness of capital project services using a number of different approaches such as comparing the approach used for project management to those recommended by the *Project Management Institute* in the Project Management Body of Knowledge. In addition, the project team would also evaluate whether capital repairs are funded adequately considering the extent of deferred maintenance and other backlogs, and whether construction projects are managed effectively.
- **Evaluate the overall operational philosophy of the Division.** The Fleet and Facilities Division operates as an internal services fund, charging users for services on a cost-reimbursement basis designed to break even. The project team will evaluate this charge-back method to determine if this is the most efficient method, or if there are alternative models that would either simplify billing procedures, result in a more predictable method of reimbursement, or a combination of these, or other, benefits.

The results of this task will include detailed recommendations to address the efficiency and effectiveness in the delivery of fleet and facilities operational management services.

***Task Result: The result of this work task will be a thorough analysis of the Division's operational work practices regarding staffing allocations, asset management, outsourcing decisions, work management, and others.***

#### **Task 6 Evaluate Administrative and Financial Practices.**

Having evaluated the staffing and operations in the previous task, the project team will, in this task, evaluate the administrative and financial practices of the Fleet and Facilities Division. Examples of the types of tasks that we would perform in conducting this assessment are presented below.

- **Evaluate administrative policies and procedures.** Policies provide guidance on how the organization reaches its goals and objectives, with procedures defining the methods by which employees comply with these policies, and define their scopes of responsibilities. The Matrix project team will evaluate the Division's existing policies and procedures within these contexts, and will make recommendations for additional, revised or enhanced policies and procedures in the manual.
- **Evaluate the adequacy of records management.** Our project team will assess the current practices as they relate to the Division's record keeping, and the degree to which current systems facilitate retrieval of data when needed. We will

also evaluate the Division's workload management systems to determine if they are operational and effectively used.

- **Evaluate the adequacy of training.** The professions of fleet and facilities maintenance are becoming increasingly driven by technology. The cost effectiveness of services is, in many instances, enabled by technology: energy management systems and computerized fleet diagnostics are good examples. The ability of an organization to address this challenge is based upon the technical competencies of its fleet and facilities maintenance staff. In this step, the project team would evaluate the adequacy and availability of training for fleet and facilities maintenance staff, and whether Ogden City is improving the skills of its staff so that these staff can more effectively meet these demands. Our team will also evaluate whether the Division is meeting required standards in conducting performance evaluations, in awarding promotions, compensation increases, and others. This step will also involve an assessment of whether there is adequate cross-training of staff within each of the sections of the Division to minimize downtime in service capabilities due to absences or vacancies.
- **Evaluate customer service practices and levels of service.** The Fleet and Facilities Division has established service levels that are expected by its customers. When available resources are misaligned with established service levels, conflict can occur. Specifically, when resources are insufficient to provide expected service levels, this impacts the services provided by user departments. Conversely, excessive resource availability in comparison to service levels results in excessive costs and lower average productivity. The project team will evaluate the degree to which resources and service levels are aligned, and make recommendations to correct any gaps.
- **Evaluate performance measures.** In an earlier task, the project team will have compared certain Ogden City Fleet and Facilities Division performance metrics against those of comparative agencies and against best management practices. In this task, the project team will evaluate the appropriateness of the measures themselves. The objective of a well-designed performance measurement system is not to simply report performance, but to enable the organization to assess trends and improvement opportunities by isolating their causes. Too many performance measurement systems are simple statements of workloads (e.g., the numbers of work orders completed, or the value of parts purchased), rather than reflections of the efficiency with which the work was completed (e.g., 95% of preventive maintenance events completed within 24 hours of schedule; downtime of emergency vehicles and equipment is less than 2%, etc.). The project team will assess the appropriateness of the current performance measures in use in the Division, and make recommendations for any necessary refinements in order to make these measures more meaningful to managers in identifying trends and in taking corrective measures.
- **Evaluate the adequacy of cost recovery for fleet and facilities management**

**services.** The delivery of fleet and facilities management services is accomplished through an internal service fund in Ogden City. In this step, the project team would evaluate the adequacy of charge-backs to cover fully-burdened costs. This would include an assessment regarding whether effective funding and charge-back mechanisms and accounting structures have been established for all facilities and fleet services provided to users. This will also include an analysis of the financial practices of the Division and its ability to operate within budgetary parameters.

- **Evaluate the methods used to bill users of fleet and facilities maintenance services.** The project team will analyze the methodology used by the Fleet and Facilities Division to determine labor rates, equipment mark-ups, overhead rates, mark-ups on contracted services, parts and fuel, as well as others. The projection of these rates should be a product of analysis of previous trends, the condition of the fleet and facilities, any major renovations and replacements that need to occur, improvements in technology, and others. The project team will evaluate these factors, and make recommendations regarding the adequacy of charges to users, and whether any changes are required in order to make the billing process both more accurate and more understandable to users.
- **Evaluate data processing and management needs.** At this point in the study, the project team will have ascertained the degree to which the Division is utilizing information, and whether there are additional needs for management in its analysis of data. Our team will assess the degree of the Division's data management practices with federal, state and local requirements, and will identify any additional data processing needs and any additional reporting needs that will enable Division managers to plan and schedule work, to analyze the results, and to make needed corrections to operations, staffing, training, customer service, and other elements. The project team will also assess the capabilities of the City's new ERP to assist in meeting the goals and objectives of Division management, as well as its capabilities to accommodate any additional data processing needs as identified earlier in this step.
- **Evaluate fiscal management practices of the Division.** Our project team will evaluate fiscal practices as they relate to budget preparation and development, budget monitoring, cash handling, separation of financial duties, and others. We will also, in this step, determine whether billings are reflective of the actual costs of the actual costs of the services provided, and how the Division establishes its billing rates to ensure a break-even point. To the extent that budgets are not in balance with needed services, the project team will make recommendations to bring the Division's budget to an optimal level.
- **Evaluate the Division's approach to strategic planning.** In this step, our project team will evaluate the Division's long range plan to determine whether it adequately and realistically evaluates its long term needs, as well as the needs of its customers.

The results of this task will include detailed recommendations to address the Division's administrative and financial policies and practices.

***Task Result: The result of this work task will be a thorough analysis of the Division's administrative and financial practices relating to its policies and procedures, budget development and monitoring, fiscal management, strategic planning, records management, data collection and analysis, and others.***

**Task 7 Evaluate Organizational Issues and Evaluate Preliminary Alternatives.**

In this work task, the project team will evaluate issues associated with the organizational approach to the delivery of fleet and facilities management services. Several issues could be addressed in this analysis, including:

- Is the organization structure too "tiered" or too "flat"?
- Are services within the Fleet and Facilities Division placed too high or too low in in regard to their importance?
- Are spans of control for fleet and facilities management services too broad or too limited?
- Does the plan of management organization for fleet and facilities management services provide for adequate communication and coordination?
- Are there any overlapping or duplicated functions for fleet and facilities management services?
- Does the plan of organization provide clear lines of authority and responsibility for fleet and facilities management services?
- Are management and supervisory personnel spending their time on high priority work?
- Are management and supervisory personnel properly utilized?

In addition to evaluating the current approach to fleet and facilities management services, we will also utilize comparative information drawn from similarly-sized cities with operations of comparable scope.

Based on the answers developed to the questions/issues posed above, the project team will develop preliminary alternative plans of organization and management staffing. We will review the results of these issues analyses and preliminary

organizational implications with the Project Coordinator. This analysis and review will provide the basis for our final analysis of organizational alternatives.

**Task 8 Prepare a Final Report and Provide Plans for Implementing Improvement Opportunities.**

Upon the conclusion of this analysis, we would prepare a report that summarizes the results of each of the work tasks described above. The report will identify opportunities for improvement in:

- Management and performance of the Fleet and Facilities Division
- Organization, staffing and productivity
- Administrative procedures
- Customer service
- Performance measures
- Financing methods
- Decision processes related to contracting for services
- Billing processes
- Management of inventory
- Maximizing the utility of technology, including the new ERP software
- Centralization of services
- Personnel management and training
- Data collection and management
- Records management
- Fiscal management
- Strategic planning

Once the draft report is complete, we will submit six (6) copies to the Council Executive Director, the Project Manager, the CAO, the Management Services Director, the Division Manager and the Chair of the Fleet and Facilities Committee. Once the report is checked for factual accuracy and comments returned to our project team, we

will provide eight (8) copies of the final report, and all attachments to the Project Coordinator. We will also provide an electronic copy of the report in PDF format. The project team will also make an oral presentation to the City Council at a Council Work Session, and to the employees of the Fleet and Facilities Division.

***Task Result: The result of this task will be the production of draft and final reports as well as oral presentations of the results of the study to the City Council and to the Division employees.***

## **5. EXCEPTIONS**

## **5. EXCEPTIONS**

The Matrix Consulting Group has read all items, conditions and requirements contained in the City's Request for Proposals and makes no exceptions to these.

# **APPENDIX – RESUMES OF THE SENIOR PROJECT TEAM MEMBERS**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>ROBIN G. HALEY</b><br/> <b>SENIOR MANAGER, MATRIX CONSULTING GROUP</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Background:</b> Mr. Haley has over 26 years of public management consulting experience, with a primary emphasis on public works related services. This includes a diverse area of experience that includes fleet management, facilities management, utilities, streets and highways, solid waste and recycling, rights-of-way maintenance, parks and recreation and customer service management systems. Additionally, Mr. Haley has 10 years of experience as a financial analyst in the transportation and defense contracting industries, with responsibility for budgeting and budget oversight, cost estimation and customer service.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Agency-Wide Studies:</b> Managed and conducted studies of city and county organizations. Scopes of work included analyses of organizational structure, management and planning, staffing, performance measurement and management, operational requirements, policies and procedures</p>                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Alexandria, Louisiana<br/>                 Allegan County, Michigan<br/>                 Augusta-Richmond, Georgia<br/>                 Beaufort County, South Carolina<br/>                 Brattleboro, Vermont<br/>                 Brunswick, Georgia<br/>                 Charleston County, Georgia<br/>                 Chatham County, Georgia<br/>                 East Chicago, Indiana<br/>                 Effingham County, Georgia<br/>                 Farmington Hills, Michigan<br/>                 Gainesville, Georgia<br/>                 Gary, Indiana<br/>                 Glynn County, Georgia</p>                      | <p>Hall County, Georgia<br/>                 Hammond, Indiana<br/>                 Hobart, Indiana<br/>                 Hyattsville, Maryland<br/>                 Knox County, Tennessee<br/>                 Lake County, Indiana<br/>                 Lawrence, Massachusetts<br/>                 Maryland Transportation Authority<br/>                 Polk County, Florida<br/>                 Prescott Valley, Arizona<br/>                 San Antonio, Texas<br/>                 Venice, Florida<br/>                 Waltham, Massachusetts<br/>                 Whiting, Indiana</p>                            |
| <p><b>Administrative Services:</b> Managed and conducted studies of internal service functions, including human resources, information technology, purchasing, risk management and finance. Scopes of services included analyses of resource requirements, workflow, customer service practices, and comparison to best management practices and peer agencies.</p>                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Ada County (ID) Highway District - Finance, Purchasing<br/>                 Augusta-Richmond (GA) - Tax Commissioner<br/>                 Barnstable (MA) - Tax Assessor<br/>                 Beaufort County (SC) - Tax Increment Financing<br/>                 Brattleboro (VT) - Town Clerk, Lister<br/>                 Chatham County (GA) - Finance<br/>                 Effingham County (GA) - Finance, Tax Collector, Purchasing<br/>                 Farmington Hills (MI) - Finance, Purchasing<br/>                 Floyd County (GA) - Tax Assessor, Human Resources</p>                                                            | <p>Gainesville and Hall County (GA) - Tax Assessor, Finance, Human Resources<br/>                 Knox County (TN) - Finance, Human Resources, Risk Management, Trustee<br/>                 Las Vegas (NV) Metropolitan Police Department - Human Resources<br/>                 Lawrence (MA) - Finance<br/>                 Maryland Transportation Authority - Human Resources, Risk Management, Purchasing<br/>                 Nashville and Davidson County (TN) - Internal Services Benchmarking<br/>                 Prescott Valley (AZ) - Finance<br/>                 Waltham (MA) - Finance, Human Resources</p> |
| <p><b>Fire and Emergency Medical Services:</b> Mr. Haley has conducted studies of fire and emergency medical services which have included analyses of station location, deployment, response policies, staffing, fire prevention, training and administration.</p>                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Americus, Georgia<br/>                 Moline, Illinois<br/>                 Putnam County, Georgia</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Rock Island, Illinois<br/>                 Sun Prairie, Wisconsin<br/>                 Troup County and Lagrange, Georgia</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>ROBIN G. HALEY</b><br/> <b>SENIOR MANAGER, MATRIX CONSULTING GROUP</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                        |
| <p><b>Indirect Cost Allocation Plans:</b> Mr. Haley has performed numerous studies in the allocation of indirect costs for the purpose of claiming these costs against federal and state grants in accordance with Federal Circular OMB-A87.</p>                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                        |
| <p>Chattanooga, Tennessee<br/>                 Fulton County, Georgia<br/>                 Gainesville, Georgia<br/>                 Jackson, Mississippi</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>Jefferson County, Alabama<br/>                 Mobile County, Alabama<br/>                 Nashville-Davidson County, Tennessee</p> |
| <p><b>Public Works and Utilities:</b> Mr. Haley has conducted and managed many studies of public works and utilities functions, including streets, solid waste and recycling, fleet management, engineering, water and wastewater utilities, traffic and facilities management. Scopes of services have included analyses of street replacement and resurfacing, management and planning of maintenance activities, crew sizes, staffing requirements, fleet and equipment needs, vehicle maintenance and replacement, infrastructure maintenance and replacement, staff utilization, customer service and responsiveness, as well as other functions.</p> |                                                                                                                                        |
| <p><b>Arizona</b> Maricopa County, Peoria, Pinal County, Prescott Valley</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p><b>Missouri</b> Lee's Summit</p>                                                                                                    |
| <p><b>California</b> Ventura County, West Covina</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p><b>Nebraska</b> Sarpy County</p>                                                                                                    |
| <p><b>Colorado</b> Aurora, Thornton</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><b>New York</b> Onondaga County</p>                                                                                                 |
| <p><b>Florida</b> Escambia County Utilities Authority, Hernando County, Pasco County Sheriff, Polk County, Tampa, Venice</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p><b>North Carolina</b> Nags Head, Winston-Salem</p>                                                                                  |
| <p><b>Georgia</b> Augusta-Richmond, Floyd County, Gainesville, Hall County, Macon</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>North Dakota</b> Grand Forks</p>                                                                                                 |
| <p><b>Idaho</b> Ada County Highway District</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Oregon</b> Douglas County</p>                                                                                                    |
| <p><b>Illinois</b> Moline, Rock Island</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p><b>Puerto Rico</b> Ponce</p>                                                                                                        |
| <p><b>Indiana</b> East Chicago, Gary, Hammond, Lake County, Whiting</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><b>South Carolina</b> Beaufort County, Charleston County, Hilton Head Public Service Dist. No. 1, Rock Hill</p>                     |
| <p><b>Louisiana</b> Alexandria</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p><b>Tennessee</b> Nashville, Springfield</p>                                                                                         |
| <p><b>Massachusetts</b> Chelsea, Haverhill, Lawrence, Springfield, Waltham</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><b>Texas</b> San Antonio, Southlake</p>                                                                                             |
| <p><b>Michigan</b> Farmington Hills</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><b>Virginia</b> Lynchburg</p>                                                                                                       |
| <p><b>Mississippi</b> Jackson</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><b>Wisconsin</b> Milwaukee, Waukesha</p>                                                                                            |
| <p><b>Education:</b><br/> <b>B.S.</b> Georgia Institute of Technology, Atlanta, Georgia 1980<br/> <b>M.B.A.</b> Georgia State University 1988</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>GREG MATHEWS</b><br/> <b>SENIOR MANAGER, MATRIX CONSULTING GROUP</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>BACKGROUND:</b> Greg Mathews has over 27 years of private and public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller’s Office, he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division for this elected official. This work was preceded by seven years at the Orange County Sanitation District—the third largest wastewater organization west of the Mississippi— as Administrative Services Manager and part of the Executive Leadership Team. He began is public sector career at the Pasadena Police Department later moving to the Public Works’ Parks Division. For nearly fourteen years he has provided public sector consulting services to states, cities, counties, and special districts throughout the U.S., and has completed comprehensive management studies encompassing over 120 operating departments. He has participated as project manager or lead consultant in over 80 consulting engagements, with emphasis in various public safety, public works, parks/recreation, public utilities and administrative fields.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Agency-Wide Studies:</b> Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements, information technology assessment, as well as policies and procedures review.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Albuquerque (NM)<br/>                 Barstow (CA)<br/>                 Carlsbad (CA)<br/>                 Douglas (AZ)<br/>                 Goodyear (AZ)<br/>                 Hanford (CA)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Matanuska-Susitna Borough (AK)<br/>                 Monroe County (MI)<br/>                 Rancho Mirage (CA)<br/>                 Roseville (CA)<br/>                 San Rafael (CA)<br/>                 Spokane (WA)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Public Works, Transportation, Parks &amp; Recreation and Public Utilities:</b> Performed studies of fleets, roads, parks, recreation, traffic, water, sewer and other infrastructure maintenance to include engineering services. Study scopes included the effectiveness of maintenance management, feasibility studies, technology used, crew sizes, fleet utilization and specifications, staff utilization, and the level of service to the community served. Mr. Mathews has been a multiple guest lecturer at the Association of Local Government Auditors (ALGA) related to fleet practices and performance management.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Association of CA Water Agencies<br/>                 Bay Area Quality Mgmt District (CA)<br/>                 Banning (CA)<br/>                 Boise (ID)<br/>                 Carlsbad MWD (CA)<br/>                 Chino Valley Public Agencies (CA)<br/>                 Denton (TX)<br/>                 El Centro (CA)<br/>                 Grand Rapids (MI)<br/>                 Imperial Irrigation District (CA)<br/>                 Indian Wells (CA)<br/>                 Jackson County (OR)<br/>                 Marion County (OR)<br/>                 Modesto (CA)<br/>                 Nevada Power (NV)<br/>                 Moorpark (CA)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Monrovia (CA)<br/>                 Monterey County (CA)<br/>                 Napa County (CA)<br/>                 Redmond (WA)<br/>                 Renton (WA)<br/>                 SAFCA (CA)<br/>                 Santa Barbara (CA)<br/>                 San Diego County (CA)<br/>                 San Mateo County (CA)<br/>                 Santa Clara Valley WD (CA)<br/>                 South Coast Water District (CA)<br/>                 South San Francisco (CA)<br/>                 Sunnyvale (CA)<br/>                 Tualatin Valley Water District (OR)<br/>                 Upland (CA)<br/>                 Washington Dept. of Transportation</p> |

**GREG MATHEWS  
SENIOR MANAGER, MATRIX CONSULTING GROUP**

**Public Safety Studies:** Conducted studies of dispatch, law enforcement, fire, and emergency medical response throughout the country to include feasibility studies, organizational and operational reviews, policy and procedure audit, staffing/scheduling practices, implementation of key performance metrics and use of information technology.

Alameda County (CA)  
Aurora (CO)  
Beverly Hills (CA)  
Burbank (CA)  
Corvallis (OR)  
Chula Vista (CA)  
Eastpointe (MI)  
Glendale (CA)  
Goleta (CA)  
Glenn County (CA)  
Greene County (MO)  
Inglewood (CA)  
Jackson County (OR)  
Kenmore (WA)  
Laguna Beach (CA)  
Laguna Nigel (CA)  
Lake Forest (CA)  
Long Beach (CA)  
Los Angeles (CA)  
Medford (OR)

Milwaukee (WI)  
Mission Viejo (CA)  
Monterey County (CA)  
Montville (NJ)  
Omaha (NE)  
Orange County (CA)  
Orange County (FL)  
Placer County (CA)  
Reno, Sparks and Washoe Co. (NV)  
Republic (MO)  
San Clemente (CA)  
San Juan Capistrano (CA)  
San Mateo County (CA)  
San Rafael (CA)  
Santa Monica (CA)  
Simi Valley (CA)  
South Pasadena (CA)  
Stamford (CT)  
Tacoma (WA)  
University of Missouri (KS)

**EDUCATION:**

Mr. Mathews received his B.A. from UC Davis and M.P.A. degree from the University of Southern California.

**OGDEN CITY, UTAH**

**Proposal to Conduct a Management and Operations Study of the Fleet and Facilities Division**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>ALAN D. PENNINGTON</b><br/> <b>VICE PRESIDENT, MATRIX CONSULTING GROUP</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Background:</b> Alan Pennington is a Vice President with the Matrix Consulting Group based in the St. Louis regional office. He has been employed by the Matrix Consulting Group since 2005. Prior to that he served for over 15 years in public sector positions in Maine and Illinois. He served in Peoria, Illinois (from 1992 – 2005), in various positions including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager. Mr. Pennington has conducted operational studies and analysis, budget preparation, implementation of performance measurement systems, direct supervision of an emergency communications center, equal opportunity unit and a labor negotiator.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Agency-Wide Studies:</b> Participated on project teams conducting evaluations of entire city organizations. Work scope included evaluation of business processes, service levels, policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options for overall organizational structure.</p>                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Albuquerque, New Mexico<br/>                 Corporation for Public Broadcasting, Wash, D.C.<br/>                 Fort Morgan, Colorado<br/>                 Franklin Township, New Jersey<br/>                 Half Moon Bay, California<br/>                 Johnson County, Kansas<br/>                 Montpelier, Vermont<br/>                 Mt. Lebanon, Pennsylvania<br/>                 Orland Park, Illinois</p>                                                                                                                                                                                                                                                                                             | <p>Orleans, Massachusetts<br/>                 Peoria County, Illinois<br/>                 Rancho Mirage, California<br/>                 Rancho Palos Verdes, California<br/>                 Raymore, Missouri<br/>                 Roseville, California<br/>                 South Coast Water District, California<br/>                 University at Albany - SUNY<br/>                 Washington State Ferries</p>                                                                                                                                                                                    |
| <p><b>Administrative Services:</b> Conducted studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.</p>                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Avon (CT) - HR, Finance, Maintenance<br/>                 Charlotte (NC) - Procurement<br/>                 CPS Consultants (CA) – Organizational, HR<br/>                 Highland Park (IL) – HR<br/>                 Ketchikan (AK) - HR<br/>                 Marshall University (WV) - Procurement<br/>                 Matanuska (AK) - School Site Selection<br/>                 Missouri Department of Conservation – HR<br/>                 Missouri Department of Conservation – Asset Management<br/>                 Peoria County (IL) - HR, Procurement, Finance<br/>                 Portsmouth (NH) - Labor Relations, Overtime</p>                                                                    | <p>Reno/Washoe County (NV) – Procurement<br/>                 Salt Lake City (UT) - Human Resources<br/>                 Santa Clara Valley Water (CA) - Procurement<br/>                 Springfield (MA) - City Clerk<br/>                 Springfield (MA) - Finance, Procurement<br/>                 Sunnyvale (CA) – Finance, Procurement<br/>                 Volusia County Transportation Planning Organization (FL) – Human Resources<br/>                 University of Maryland University College – Human Resources, Payroll<br/>                 West Virginia University (WV) – Procurement</p> |
| <p><b>Courts:</b> Conducted evaluation of the Court Clerk Administrative Operations. Areas evaluated including Court Clerk utilization, training and allocation, technology, finances, human resources, revenue collection, and policies and procedures related to support the Court and Judges.</p>                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Franklin County, Ohio (Municipal Court Clerk)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Nashville-Davidson, Tennessee (Juvenile Ct. Clerk)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Parks and Recreation:</b> Evaluated parks and recreational functions including scope of services provided, utilization of facilities, public-private partnerships, preventive maintenance and long-range planning, and technology utilization.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Grand Rapids, Michigan<br/>                 Los Angeles, California</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Orleans, Massachusetts<br/>                 Southlake, Texas</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>ALAN D. PENNINGTON</b><br/> <b>VICE PRESIDENT, MATRIX CONSULTING GROUP</b></p>                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Community Development (Planning, Building, Code Enforcement):</b> Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.</p>                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>Cupertino, California<br/>                 Dayton, Ohio<br/>                 Des Moines, Washington<br/>                 Greenville, South Carolina<br/>                 Gwinnett County, Georgia<br/>                 Hanover County, Virginia<br/>                 Hilton Head Island, South Carolina<br/>                 Johnson City, Tennessee<br/>                 Lawrence, Kansas</p>                                                  | <p>Lee's Summit, Missouri (Code Administration)<br/>                 Lee's Summit, Missouri (Planning)<br/>                 Little Rock, Arkansas<br/>                 Manatee County, Florida<br/>                 Marion County, Oregon<br/>                 San Jose, California<br/>                 Springfield, Massachusetts<br/>                 Sunrise, Florida (two studies)<br/>                 West Palm Beach, Florida</p> |
| <p><b>Public Works and Utilities:</b> Conducted studies of full service public works departments including maintenance, fleet, traffic, engineering, and roads. Studies have focused on evaluation of maintenance management, crew sizes and staff utilization, technology, organizational structure, standard operating procedures, levels of performance management, and feasibility of shares services with neighboring governmental units.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>Alexandria, Virginia<br/>                 Charleston County, South Carolina<br/>                 Franklin, Tennessee (Water/Wastewater)<br/>                 Franklin, Tennessee (Fleet Management)</p>                                                                                                                                                                                                                                         | <p>Milwaukee, Wisconsin<br/>                 Nashville-Davidson County, Tennessee<br/>                 Orleans, Massachusetts<br/>                 Washington County, New York</p>                                                                                                                                                                                                                                                        |
| <p><b>Public Safety:</b> Mr. Pennington has conducted a variety of studies related to public safety areas covering the range of Police and Fire Services. On larger studies, Mr. Pennington has focused on evaluation and assessment of the Administrative Services (Human Resources, Finance, Records Administration, etc.).</p>                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>Des Peres, Missouri (Public Safety)<br/>                 Jacksonville, Florida Sheriff (Admin. Services)<br/>                 Omaha, Nebraska (Collective Bargaining)</p>                                                                                                                                                                                                                                                                       | <p>Orange County Sheriff, Florida (Admin. Services)<br/>                 Raymore, Missouri (Police)<br/>                 West Des Moines, Iowa (Fire)</p>                                                                                                                                                                                                                                                                                 |
| <p><b>PROFESSIONAL ASSOCIATIONS:</b><br/>                 American Association of Code Enforcement (AACE)<br/>                 American Planning Association (APA)<br/>                 International Code Council (ICC)</p>                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>KEY SKILLS:</b><br/>                 Six Sigma Deployment Champion Certified</p>                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>EDUCATION:</b><br/>                 BA, University of Maine – Public Management; 1990.<br/>                 MPA, University of Maine – Public Administration, 1992.</p>                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                           |

**EXHIBIT B**  
**COMPENSATION**



December 22, 2015

Janene Eller-Smith, MPA/JD  
 Deputy Director, City Council  
 Ogden City  
 2549 Washington Blvd., Suite 320  
 Ogden, UT 84401

Dear Ms. Eller-Smith:

We are pleased that the City has selected the Matrix Consulting Group as its preferred choice to conduct the Management and Operations Study of the Fleet and Facilities Division. As you and Robin Haley discussed on the phone last week, we have reviewed our original proposal and have determined that we can reduce our price to accommodate the City’s budget. We propose a revised project price of **\$76,800**. The following table provides a breakdown of our revised price by task and by consultant.

| Task                      | Haley           | Mathews         | Pennington      | Hearley        | Branch         | Total Hours     |
|---------------------------|-----------------|-----------------|-----------------|----------------|----------------|-----------------|
| 1. Initiation             | 8               | 0               | 0               | 0              | 0              | 8               |
| 2. Profile                | 24              | 24              | 24              | 8              | 8              | 88              |
| 3. Best Practices         | 16              | 16              | 16              | 16             | 8              | 72              |
| 4. Opinion Surveys        | 4               | 0               | 0               | 0              | 32             | 36              |
| 5. Work Practices         | 24              | 16              | 8               | 8              | 8              | 64              |
| 6. Admin/Financial        | 8               | 0               | 16              | 16             | 0              | 40              |
| 7. Organization           | 8               | 8               | 8               | 8              | 0              | 32              |
| 8. Final Report           | 24              | 16              | 16              | 16             | 0              | 72              |
| <b>TOTAL HOURS</b>        | <b>116</b>      | <b>80</b>       | <b>88</b>       | <b>72</b>      | <b>56</b>      | <b>412</b>      |
| <b>RATE PER HOUR</b>      | <b>\$200</b>    | <b>\$200</b>    | <b>\$200</b>    | <b>\$125</b>   | <b>\$100</b>   |                 |
| <b>TOTAL COST</b>         | <b>\$23,200</b> | <b>\$16,000</b> | <b>\$17,600</b> | <b>\$9,000</b> | <b>\$5,600</b> | <b>\$71,400</b> |
| <b>EXPENSES</b>           |                 |                 |                 |                |                | <b>\$5,400</b>  |
| <b>TOTAL PROJECT COST</b> |                 |                 |                 |                |                | <b>\$76,800</b> |

The following points summarize our proposed reductions:

- Although we propose to interview all staff in the Division, we will reduce the time to conduct these interviews and follow-up with them on work processes. This also reduces the time needed to develop the ‘descriptive profile’.
- Because we are accelerating and reducing our interview schedule of Division staff, we are able to reduce the number of trips and the expenses for the project.

- The summaries of the employee and customer surveys will be reduced, though still comprehensive.
- In the analytical tasks in our proposal (Tasks 6 – 7) we will work with you to focus the majority of time on issues identified in the 'diagnostic assessment', Task 3, and not dedicate extensive time on non-issues. This affects the time needed for the development of the project report too.
- Finally, if we can work with the City on a schedule which combines review trips, this reduces the time needed for each task.

We are pleased to have the opportunity to work with Ogden City on this important project. If you have any questions or require additional information, please contact me at the letterhead address, by phone at 650-858-0507 or via e-mail at [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net).

Richard P. Brady  
President

***Matrix Consulting Group***



**COPIED TO**

**JAN 28 2016**

**OGDEN CITY COUNCIL**

**Office of the Mayor  
Mike Caldwell**

January 27, 2016

Chair Marcia L. White and  
Members of the Ogden City Council  
2549 Washington Boulevard  
Ogden, UT 84401

Re: Advice and Consent Consideration of Appointments to the Ogden City Planning Commission

Chair White and City Council Members:

I respectfully recommend the following individuals be appointed to the Ogden City Planning Commission:

**APPOINTMENTS**

**Bob Chris** – 843 North Dillon Drive, Ogden, Utah – Mr. Chris would be replacing Ron Atencio, who has moved out of Ogden City. Mr. Chris' term would expire July 1, 2019.

**Dave Graf** – 2883 Virginia Way, Ogden, Utah – Mr. Graf would be replacing Mark Orton, who has moved out of Ogden City. Mr. Graf's term would expire July 1, 2019.

Your favorable consideration is appreciated.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Caldwell". The signature is fluid and cursive, with a large initial "M" and a long, sweeping underline.

Mike Caldwell  
Mayor of Ogden



COPIED TO

JAN 25 2016

OGDEN CITY COUNCIL

Office of the Mayor  
Mike Caldwell

January 12, 2016

Chair Marcia L. White and  
Members of the Ogden City Council  
2549 Washington Boulevard  
Ogden, UT 84401

Re: Advice and Consent Consideration of Appointments to the Records Review Board

Chair White and City Council Members:

I respectfully recommend the following individuals be appointed to the Records Review Board:

**APPOINTMENTS**

*Ryan Cowley* – 2380 Washington Boulevard, Ogden, Utah – Mr. Cowley would be replacing Sue Zampedri, who does not wish to continue serving. His term would expire October 27, 2018.

*Tamara Glover* – 2605 Washington Boulevard, Ogden, Utah – Ms. Glover would be filling the vacant position on the committee and her term would expire October 27, 2017.

Your favorable consideration is appreciated.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Caldwell". The signature is fluid and cursive, with a long horizontal stroke at the beginning and a circular flourish at the end.

Mike Caldwell  
Mayor of Ogden



COPIED TO

JAN 25 2016

OGDEN CITY COUNCIL

Office of the Mayor  
Mike Caldwell

January 12, 2016

Chair Marcia L. White and  
Members of the Ogden City Council  
2549 Washington Boulevard  
Ogden, UT 84401

Re: Advice and Consent Consideration of Reappointments and Appointment to the Urban Forestry Advisory Committee

Chair White and City Council Members:

I respectfully recommend the following individuals be reappointed/appointed to the Urban Forestry Advisory Committee:

**REAPPOINTMENTS**

*Joy Pashley* – 1352 Country Hills Drive, Ogden, Utah – Ms. Pashley would continue to serve and her term would expire December 19, 2017.

*Dennis Miller* – 726 Taylor Avenue, Ogden, Utah – Mr. Miller would continue to serve and his term would expire December 19, 2018.

*Daniel Wheelwright* – 3206 Liberty Avenue, Ogden, Utah – Mr. Wheelwright would continue to serve and his term would expire December 19, 2018.

*Dean Ellis* – 906 Canyon Road, Ogden, Utah – Mr. Ellis would continue to serve and his term would expire December 19, 2017.

*Robert Saunders* – 2715 Brinker Avenue, Ogden, Utah – Mr. Saunders would continue to serve and his term would expire December 19, 2017.

**APPOINTMENT**

*Heather Root* – 2816 Polk Avenue, Ogden, Utah – Ms. Root would be replacing Eugene Bozniak, who has moved out of state. Ms. Root's term would expire December 19, 2017.

Your favorable consideration is appreciated.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Caldwell". The signature is fluid and cursive, with a large loop at the end.

Mike Caldwell  
Mayor of Ogden



# City Council Meeting COUNCIL STAFF REVIEW

## PROPOSED BICYCLE MASTER PLAN AND ASSOCIATED GENERAL PLAN AMENDMENT

### COUNCIL

**DETERMINATION:** Approve/not approve the Bicycle Master Plan and General Plan amendment

### PLANNING COMMISSION

**RECOMMENDATION:** Approval of the Bicycle Master Plan and General Plan amendment (6-0)

---

### *Executive Summary*

The proposed Bicycle Master Plan and General Plan amendment is the result of over a year's worth of research and work by the City and its consultant Fehr and Peers. The Bicycle Master Plan is intended to set the goals and strategies the City needs to implement a connected, city-wide bicycle network. The plan and associated General Plan amendment provides information on existing conditions, goals and strategies, recommendations on routes and infrastructure, and cost estimates for a phased implementation.

### *Background*

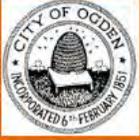
In August 2014, a contract was signed by UDOT with Fehr and Peers to provide Ogden with a city-wide Bicycle Master Plan. The plan process, with a budget of approximately \$100,000, began in October of 2014. The consultants, Fehr and Peers, worked with the City to develop a steering committee made up of individuals from the City and UDOT that was to meet regularly to assist in the development of the plan. The purpose of the plan was to evaluate the City's existing bicycle infrastructure and create a workable plan that could be used to improve the City's bicycle network and to increase bicycle ridership in Ogden.

The planning process evaluated a number of different elements related to existing bicycle infrastructure, previous bicycle related planning efforts, potential future bicycle infrastructure, financial impacts, bike-sharing programs, and bicycle parking standards and incentives. All of these elements have been evaluated and addressed in some form in the proposed plan.

### *Timeline*

#### **August 2014**

UDOT and Ogden City entered into a contract with Fehr and Peers to develop a bicycle master plan.



# City Council Meeting COUNCIL STAFF REVIEW

## **October 2014**

Work began on the master plan and steering committee members were identified.

## **December 3, 2014**

The first of two stakeholder workshops was held to develop goals and identify areas within the City's network that needed to be reviewed. The stakeholders group was made up of representatives from the City, UDOT, Weber County, Weber State University, Weber Pathways, and UTA as well as individuals representing local businesses and the bicycling community.

## **January 13, 2015**

The consultants attended a Council work session to provide an update on the status of the plan and to review the format of the February open house.

## **January 29, 2015**

The consultants attended an open house organized by UTA for the transit study to gather information from residents on the proposed bicycle master plan. The purpose of the open house was to gather input from the City's Latino population on the proposed transit project.

## **February 5, 2015**

An open house was held at Union Station to gather information from residents of the City regarding bicycling in Ogden. More than 200 people attended the open house.

## **May 4, 2015**

Members of the steering committee traveled to San Francisco, California to tour the city's bicycle facilities and networks.

## **May 14, 2015**

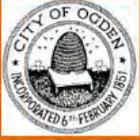
The second of two stakeholder meetings was held at the City offices to gather input on the proposed routes and facilities.

## **June 23, 2015**

The consultants attended a second Council work session to provide an update on the status of the plan and to review the proposed format of the July open house.

## **July 15, 2015**

A second open house was held at Union Station to gather feedback on the draft network and infrastructure plan.



# City Council Meeting COUNCIL STAFF REVIEW

## **November 18, 2015**

The draft plan was presented to the Planning Commission at a work session. Some changes were proposed by the Commission at that meeting.

## **December 2, 2015**

The Planning Commission reviewed the finalized plan and forwarded a recommendation of approval to the Council.

## **December 8, 2015**

The plan was transmitted to the Council office and scheduled for a work session.

## **December 15, 2015**

The plan was reviewed during a work session.

***Current Proposal*** The current proposal has two parts: the master plan itself and an amendment to the Transportation section of the General Plan. The master plan is a stand-alone plan that is to be adopted by ordinance. The amendment to the General Plan accompanies the master plan and incorporates the goals and strategies from the plan into the City's Involve Ogden General Plan document.

### *Bicycle Master Plan*

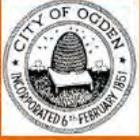
The master plan includes research on elements in which the Council and the Administration had shown an interest. The plan consists of the following elements:

1. Introduction
2. Objectives and Strategies
3. Existing Conditions
4. Public Outreach and Input
5. Proposed System and Project Prioritization
6. Funding and Implementation

The plan also includes a detailed public involvement summary that includes comments and feedback from the stakeholder meetings and the open houses. This is included as Appendix B.

### *General Plan Amendment*

The second part of the proposal is to amend the Transportation section of the General Plan. The proposal is to incorporate the objectives and strategies developed with the master plan into the general plan as a way to formalize these goals as guiding principles of the City. The amendments are specific to Section 11 of the plan document and introduce several new



# City Council Meeting COUNCIL STAFF REVIEW

objectives that mirror the objectives and strategies from the master plan. The Bicycle Network map is also proposed to be incorporated into the general plan document.

## ***Planning Commission Review***

The Planning Commission reviewed the proposed plan at the December 2, 2015 meeting and forwarded a recommendation of approval to the Council with a 6-0 vote. The recommendation was made based on the findings that the proposal is consistent with the public input, the general goals of the City and that it gives appropriate guidance for the future. Further, the proposal is consistent with the objectives and strategies of the general plan and outlines a reasonable approach for implementation of a safe and efficient bicycle system in Ogden.

## **Public Comments**

No public comment was received at the December 2<sup>nd</sup> meeting; however, the plan includes an extensive review of the public outreach done to develop the plan and a detailed list of public comments gathered as a result of the outreach efforts.

## ***Attachment***

1. Transmittal
2. Ordinance 2016-07 amending the Involve Ogden General Plan
3. Proposed amendments to the general plan document
4. Ordinance 2016-08 adopting the Bicycle Master Plan
5. Proposed Bicycle Master Plan document
6. Planning Commission reports

---

Memos Prepared By:

Administrative Staff – Greg Montgomery, 629-8931  
Council Staff - Glenn Symes, 629-8164

**OGDEN CITY COUNCIL TRANSMITTAL**

**DATE:** December 4, 2015  
**TO:** Ogden City Council  
**THRU:** Mark Johnson, CAO  
**FROM:** Tom Christopulos, CED Director  
**RE:** Consideration to adopt Ogden City Bicycle Master Plan and amend 11.D.4 of the General Plan by adding new sections 5, 6, 7 and 8 and renumber existing sections 5, 6, 7 and 8 to 9,10,11 and 12.  
**STAFF CONTACT:** Greg Montgomery, Planning Manager,  
Justin Anderson, City Engineer

**RECEIVED**

DEC 08 2015

OGDEN CITY  
COUNCIL OFFICE

**REQUESTED TIMELINE:** December 15, 2015

**RECOMMENDATION:** Approval of the master plan and the general plan amendments.

**DOCUMENTS:** Ordinance, Master Plan, Ordinance, General Plan Amenment, Planning Staff report, Planning Staff work session report

**DISCUSSION:**

The Planning Staff explained the city has been working on the development of a bike master plan for the last year. The City hired a private consulting firm, Fehr and Peers, to develop the plan. The development of the plan included two well attended public open houses where comments were received and used to develop the plan. A steering committee included interested parties such as bike shop owners, users and UDOT also were involved in developing the bicycle master plan.

Staff reviewed the master plan and discussed the plan reviewed existing community plans, regional plans and the best practices that are occurring nationwide in developing biking as a recognized form of transportation. The plan looks at the various destinations and needs of the biking community and how to make the important connections in a safe manner so people can bike around the community and also connect to other communities. Some of the barriers to a successful program were discussed in the plan and ways to overcome those barriers presented. The plan then addresses an overall plan of bike routes, type of routes, intersection improvements and a phase one implementation plan to begin the development of the bike facilities.

Staff then explained that the objectives and strategies developed in the master plan, plus the master route map need to be adopted into the general plan to define the guiding principles. Reviews and modifications will take place but the objectives and strategies should be in place to determine if revisions are consistent with the city's overall goals. The general plan also identifies the groups responsible to implement the various strategies.

Staff reviewed with the Planning Commission the changes which have been made to the maps which were discussed in the work session and that the plan now has all the corrections that

were discussed as needing to be made. The Commission expressed that the plan is a good step forward and appreciated the efforts made in developing the plan to get it to this point.

**PLANNING COMMISSION ACTION**

The Planning Commission reviewed this item on December 2, 2015. A motion was made based on the findings the proposed amendments to the general plan are consistent with public input, general goals of the city and give appropriate guidance for the future and the master plan is consistent with the objectives and strategies of the general plan and outline a reasonable approach for implementation of a safe and efficient bicycle system in Ogden to recommend approval of the master plan and the proposed amendments to chapter 11 of the general plan as staff proposes.

| PLANNING COMMISSIONERS VOTE | <u>Yes</u> | <u>No</u> |
|-----------------------------|------------|-----------|
| Holman.....                 | X          |           |
| Herman.....                 | X          |           |
| Patterson.....              | X          |           |
| Schade.....                 | X          |           |
| Southwick.....              | X          |           |
| Wright.....                 | X          |           |

**CONCERNS OF CITIZENS:**

None expressed concern.

**ORDINANCE NO. 2016-7**

**AN ORDINANCE OF OGDEN CITY, UTAH AMENDING THE TRANSPORTATION ELEMENT OF THE OGDEN CITY GENERAL PLAN BY AMENDING THE OBJECTIVES AND STRATEGIES FOR ELEMENT 11.D.4; ADOPTING NEW OBJECTIVES AND STRATEGIES NUMBERED ELEMENT 11.D.5, 6, 7 AND 8; RENUMBERING EXISTING OBJECTIVES AND STRATEGIES CURRENTLY NUMBERED ELEMENT 11.D.5, 6, 7 AND 8 AS ELEMENT 11.D.9, 10, 11 AND 12; AND PROVIDING THAT THIS ORDINANCE SHALL BECOME EFFECTIVE IMMEDIATELY UPON POSTING AFTER FINAL PASSAGE.**

**WHEREAS**, the Ogden City Planning Commission, after notice and public hearing as required by law, has recommended to the City Council that the Ogden City General Plan, also known as the Involve Ogden General Plan, be amended to include additional elements and strategies in the transportation element to address the need for improved bicycle use and planning by amending element 11.D.4 and adding new elements and strategies designated as element 11.D.5, 6, 7 and 8 and renumbering existing elements 11.D.5, 6, 7 and 8 as elements 11.D.9, 10, 11 and 12; and

**WHEREAS**, the City Council has determined that the proposed amendment to the Involve Ogden General Plan will effectively address the present and future needs of the City and will provide needed direction for the growth and development.

**NOW, THEREFORE, the Council of Ogden City hereby ordains:**

**SECTION 1. General Plan Amended.** The Council of Ogden City hereby amends the transportation element of the Ogden City General Plan by:

1. Amending the objectives and strategies for transportation element 11.D.4 as shown in Exhibit A attached hereto and incorporated herein by this reference;
2. Adopting new objectives and strategies as transportation element 11.D.5, 6, 7, and 8 as shown in Exhibit A attached hereto and incorporated herein by this reference; and
3. Renumbering the existing objectives and strategies currently numbered as transportation element 11.D.5, 6, 7 and 8 as

transportation element 9, 10, 11 and 12.

**SECTION 2.** Effective date. This ordinance shall become effective immediately upon posting after final passage.

**PASSED, ADOPTED AND ORDERED POSTED** this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
CHAIR

ATTEST:

\_\_\_\_\_  
CITY RECORDER

TRANSMITTED TO THE MAYOR ON: \_\_\_\_\_

MAYOR'S ACTION:  Approved  Vetoed

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY RECORDER

POSTING DATE: \_\_\_\_\_

EFFECTIVE DATE: \_\_\_\_\_

APPROVED AS TO FORM:

WMA  
Legal

12/7/15  
Date

**EXHIBIT A**



## Goal

Transportation choices that are safe, environmentally responsible, accessible and adequate in a pleasing setting and connected to the region.

### Objective

~~4. Develop and maintain a system of bicycle routes, trails and improvements that are safe, convenient and designed to meet the varied needs (or various types) of bicyclists.~~

**Develop a connected bicycle network throughout Ogden and with adjoining communities.**

Bicycling is becoming an increasingly important transportation mode for commuting and is a desired recreational activity. Bicycling needs must be accommodated to maintain the quality of life expected by residents of Ogden.

Bicycle usage as a means of transportation not only improves the health of individuals but improves the environment and is a positive influence on congestion mitigation, overall traffic safety and community economic viability.

~~Street cross-sections can be designed to better accommodate both pedestrians and bicyclists. The City should identify possible incentives for businesses using alternative methods of transportation, such as bicycling and walking, as well as other alternatives to the automobile.~~

As part of the City streetscape plan, in the downtown and other areas of the City, bicycle racks should be provided close to destinations of bicyclists. A small amount of people will use bicycles for transportation without any improvements to the present road system but for cycling to become an important part of the clean

### Strategies

4.A. Participating in the Wasatch Front Regional Council's (WFRC) bikeway planning efforts.  
Create a citywide bicycle network that serves key destinations including the Ogden Frontrunner Station, Weber State University, Downtown, and Business Depot Ogden.

*Implementation: Engineering Division, Planning Division, City Council*

4.B. ~~Identifying and implementing street design standards that encourage bicycle and pedestrian use and encourage slower traffic, such as through the use of traffic calming measures.~~  
Improve the connections between Ogden's street network and the regional trail network (e.g. Weber River Trail, Ogden River Trail, Ogden Canyon and trailheads).

*Implementation: Engineering Division, Planning Division, Planning Commission, City Council, Mayor*

4.C. ~~Providing bicycle racks as part of the streetscape design and requiring bicycle supportive improvements in private office and retail development through the Zoning Ordinance~~  
Eliminate gaps and physical barriers to cycling (such as missing segments in bike lanes, lack of connections over barriers like rail lines and rivers, or other issues).

*Implementation: Engineering Division, Planning Division, Planning Commission, City Council, Mayor, UDOT, Ogden Trails Network*

## 11. Transportation

transportation choice, a well-planned and designed connective system needs to be in place. This will allow all skill levels of cyclist opportunities to bicycle to desired locations. Connections to other communities and Bicycle lanes and routes should connect to trail heads as a link to our other recreation resources is also important for a functioning system.



*Bikes as means of transportation.*

### Strategies (cont.)

- 4.D. Considering development of personal and business incentives for using non-motorized modes of transportation. Partner with UDOT, UTA, Weber County and adjacent municipalities to develop facilities that connect into neighboring communities.  
*Implementation: City Council, Mayor, Planning Staff, Engineering Staff, WFRC*
- 4.E. Promoting bicycling in the city (e.g. holding races, skill contests, annual events such as “bicycle day” for commuting to work or school, etc).

Coordinate with Weber State University to make connections to campus from neighboring communities.

*Implementation: Special Events Coordinator-City Council, Weber State*

- 4.F. Connecting city bike paths to the trails or parks system. Adopt a complete streets ordinance to ensure cycling facilities are routinely considered in new construction, maintenance and temporary traffic control.  
*Implementation: Engineering Division, Parks and Recreation Division, Ogden Trails Network-Planning Staff, Planning Commission, City Council*



## Goal

Transportation choices that are safe, environmentally responsible, accessible and adequate—in a pleasing setting and connected to the region.

### Objective

### Strategies

#### 5. Enhance Bicycle Safety

Only a small portion of the population will ride bikes on streets that have not made any accommodations for bike usage. This is not any different from the fact only a small portion of motorized vehicles will travel on unimproved roads. Design, installation and maintenance must account for the bicycle users as well as motorized vehicles.

Bike accommodations vary on different streets just as streets vary in width and design based on the intended purpose of the street. Creating safe bike accommodations on each street needs to consider pavement widths, traffic speed, types of traffic and route destinations.

Education of bicyclist and motorists is also an important part of bicycle safety. Both user groups need to understand the expectations of sharing the roadway.



*Grant Avenue Promenade*

- 5.A. Construct bike facilities based on characteristics of the road and traffic to promote safe and comfortable riding.  
*Implementation: Engineering Division, Planning Division*
- 5.B. Maintain bike paths to ensure that the pavement is in good condition and that they are free of ice, snow, and debris.  
*Implementation: Engineering Division, Streets and Public Ways Division.*
- 5.C. Invest resources at intersections within identified bicycle network and on high volume roadways to provide safe crossing opportunities.  
*Implementation: Engineering Division, City Council, Mayor, UDOT.*
- 5.D. Enhance safety for cyclists at major intersections along bike facilities and where barriers or issues exist.  
*Implementation: Engineering Staff, WFRC, UDOT, Streets and Public Ways*
- 5.E. Establish bicycle enforcement policies and procedures, including enforcement, education, warnings and citations issued for unsafe bicycle behavior, and targeted patrolling of critical bicycle/ automobile interface locations  
*Implementation: Ogden City Police*

## 11. Transportation

### Strategies (cont.)



*Bike traffic signals and lane separation*

5.F. Incorporate bicycle requirements into engineering standards so they can be integrated into the permitting process. This could include code enforcement ensuring construction projects maintain/replace bikeways, temporary construction detours and traffic control plans.

*Implementation: Engineering Division,*

5.G. Provide educational programs to teach children and adults bicycling “rules of the road.”

*Implementation: Ogden City Recreation, Ogden School District, City Public Information, Bicycle Advocacy groups*

5.H. Include bicycle laws, behavior, and rights in automobile driver education.

*Implementation: Ogden School District,*



## Goal

Transportation choices that are safe, environmentally responsible, accessible and adequate—in a pleasing setting and connected to the region.

## Objective

### **6. Encourage bicycling for all ages and abilities**

Bicycling is not limited to one age group or one type of interest group. A child riding a bike around the block to visit a friend or to go to school is no less an important transportation decision as adults using bikes to commute to work. Both cases reduce motor vehicle miles traveled and air pollution.

Knowing the routes to travel to the desired destinations and having confidence you can travel to that destination in safety is important for bicycle usage to become a transportation option for all age groups and abilities.

Choosing bicycling as a form of transportation is only as successful as the comfort level a person has in the ability to get from one location to another. Education and support helps create a comfort level for many people. Providing resources such as mapping and signage and opportunities through community interaction to develop that comfort level is important.



*Bike lane designations by signage and surface treatment*

## Strategies

- 6.A. Work with school districts to develop a comprehensive Safe Routes to School program that includes accommodations for cycling.  
*Implementation: Engineering Division, Ogden City School District.*
- 6.B. Design and publish local and regional bike and trail maps both in paper and online to highlight bike routes, cycle tracks, bike parking and other bike service facilities available in the city.  
*Implementation: Planning Division, Ogden Trails Network, Bikes shops, Bike Advocacy groups.*
- 6.C. Encourage a bike share program.  
*Implementation: City Council, Mayor.*
- 6.D. Provide bicycle outreach at the Ogden Arts Festival and other citywide events.  
*Implementation: Bicycle advocacy groups, events coordinator.*
- 6.E. Proactively reduce bicycle theft and increase recovery of stolen bicycles.  
*Implementation: Ogden City Police, Neighborhood watch, Bicycle advocacy groups.*

## 11. Transportation

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### Strategies (cont.)

6.F. Introduce wayfinding signage to help residents and visitors navigate through the city.

*Implementation: Planning Division,  
Engineering Division.*

6.G. Support community based organizations that provide resources and education and are consistent with the goals and objectives of Ogden City.

*Implementation: Ogden City Council,  
Ogden City Administration.*



### Goal

Transportation choices that are safe, environmentally responsible, accessible and adequate—in a pleasing setting and connected to the region.

### Objective

#### **7. Improve the bicycling culture in Ogden by actively encouraging businesses and government organizations to support cycling.**

The success of biking as a transportation form is only as successful as the facilities provided for bicycles. Road improvements on their own will not ensure a successful system if there is nowhere for bikes to park once they arrive at their destination. Planning for bike parking in convenient places is important.

Equally important is the need to make sure the biking population feels as comfortable in their mode of transportation as cars do. Facilities need to be planned for and encouraged. The community needs to be aware that this mode of transportation has an overall community benefit and not just those who ride bikes.



*Tour of Utah start on 25<sup>th</sup> Street*

### Strategies

- 7.A. Establish a long term goal of receiving a Platinum ranking from the League of American Bicyclists Friendly Community program.  
*Implementation: Mayor, City Council, Engineering Division, Planning Division..*
- 7.B. Encourage business and organizations to apply for recognition from the League of American Bicyclists Bicycle Friendly Business program.  
*Implementation: Business Development, Chamber of Commerce, Business Associations., Mayor.*
- 7.C. Develop and support citywide bike to work programs.  
*Implementation: City Council, Mayor.*
- 7.D. Create and enforce bicycle parking ordinances and encourage additional cyclist amenities (i.e. showers).  
*Implementation: Planning Commission, City Council, Parks and Ways Division, CIP..*
- 7.E. Include bicycle components in neighborhood and citywide planning documents  
*Implementation: Planning Division, Planning Commission, City Council*

## 11. Transportation

---

### Strategies (cont.)



*Bike Day event in L.A.*

7.F. Include bicycle facilities into new development and redevelopment projects.

Implementation: Planning Division, Planning Commission, Redevelopment Agency.

### Goal



Transportation choices that are safe, environmentally responsible, accessible and adequate—in a pleasing setting and connected to the region.

#### Objective

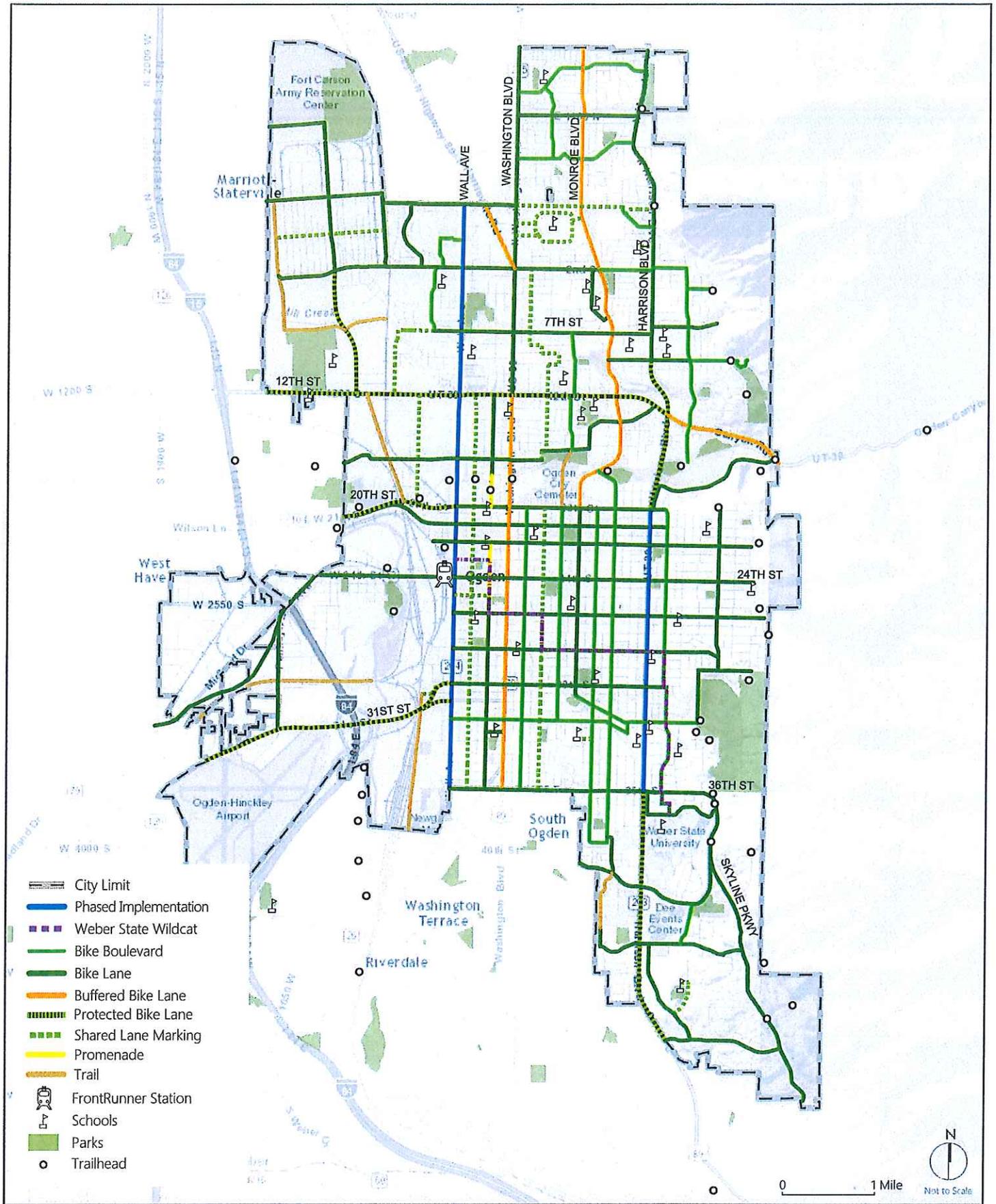
#### Strategies

### **8. Develop an evaluation process of Ogden's bicycle programs, projects and procedures. .**

A master plan is only as good as the evaluations of the plan once elements are in place. Needs may change and opportunities may arise to develop facilities that may not be identified on the current plan. Reevaluation is needed of the plan and the success of the developments that have occurred in the plan evaluated on a frequent basis to make sure that the plan can adjust to changing conditions.

Input from users is an important source of obtaining evaluation information. There should be a committee to review and make suggestions as phases of the plan are implemented.

- 8.A. Identify city staff to lead bicycle efforts and be liaisons to the bicycle and business community  
*Implementation: City Administration*
- 8.B. Prioritize funding and other resources based on a monitoring and evaluation program.  
*Implementation: Administration, City Council*
- 8.C. Monitor bicycle facilities to ensure they are in a safe and operational condition.  
*Implementation: Streets and Public Ways*
- 8.D. Create an active bicycle advisory committee..  
*Implementation: Administration, City Council,*
- 8.E. Institute a program to monitor use through regular counts. Coordinate with active transportation advocacy groups and other partners to encourage volunteer opportunities.  
*Implementation: Engineering Division, Bicycle advocacy groups.*
- 8.F. Secure funding for bicycle improvement activities and proposals through various state and federal grants, and local programs like the Weber County Recreation, Arts, Museums, and Parks (RAMP) program.  
*Implementation: Administration, City Council*



**ORDINANCE NO. 2016-8**

**AN ORDINANCE OF OGDEN CITY, UTAH ADOPTING THE OGDEN CITY BICYCLE MASTER PLAN; AND PROVIDING THAT THIS ORDINANCE SHALL BECOME EFFECTIVE IMMEDIATELY UPON POSTING AFTER FINAL PASSAGE.**

**WHEREAS**, the Ogden City Planning Commission, after notice and public hearing, has reviewed an Ogden City Bicycle Master Plan and recommended to the City Council that the Bicycle Master Plan (Master Plan) be approved.

**WHEREAS**, the master plan includes projects that will help provide solutions to the goals, objectives and strategies identified in the Transportation Element of the City's General Plan as adopted by the City Council.

**WHEREAS**, the City Council, after recommendation from the City Administration, determines whether infrastructure projects described in the master plan are included in the City's Capital Improvement Plan budget.

**WHEREAS**, approval of the master plan provides policy direction from the City Council and background information that the Council should have as it considers the City Capital Improvement Plan annually.

**WHEREAS**, approval of the master plan provides policy direction from the City Council to the city administration in the form of proposed objectives and strategies regarding the implementation of bicycle transportation solutions within the City.

**NOW, THEREFORE, the Council of Ogden City hereby ordains:**

**SECTION 1. Bicycle Master Plan Approved.** The Council of Ogden City hereby approves the Ogden City Bicycle Master Plan, dated December 2015, which is attached hereto as Exhibit A and incorporated herein by this reference.

**SECTION 2. Effective date.** This ordinance shall become effective immediately upon posting after final passage.

**PASSED, ADOPTED AND ORDERED POSTED** this \_\_\_\_\_ day of

\_\_\_\_\_, 2015.



**EXHIBIT A**



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## Appendices

Appendix A: Active Transportation Benefits Research References

Appendix B: Public Involvement Summary



# acknowledgements

## Project Steering Committee

|                  |                                               |
|------------------|-----------------------------------------------|
| Justin Anderson  | Ogden City Engineering                        |
| Greg Montgomery  | Ogden City Planning                           |
| Jay Lowder       | Ogden City Public Works                       |
| Perry Huffaker   | Ogden City Public Ways and Parks              |
| Daniel Gillies   | Ogden City Engineering                        |
| Josh Jones       | Ogden City GIS                                |
| Glenn Symes      | Ogden City Council Staff                      |
| Daryl Ballantyne | Utah Department of Transportation, Region One |
| Jory Johner      | Wasatch Front Regional Council                |
| Scott Hess       | Wasatch Front Regional Council                |

## Consultant Team

|              |              |
|--------------|--------------|
| Maria Vyas   | Fehr & Peers |
| Kyle Cook    | Fehr & Peers |
| Alex Roy     | Fehr & Peers |
| Donald Buaku | CRSA         |

# Introduction

Bicycling is increasingly recognized as an important component of the transportation system. The Ogden Bicycle Master Plan (Plan) establishes a vision for making Ogden a highly bicycle-friendly community.

This Plan serves as a guide for elected officials, City staff, and Ogden residents to implement infrastructure necessary to achieve the Plan's vision. The Ogden Bicycle Master Plan does this by proposing a network of bikeways connecting neighborhoods to key activity centers (such as employment, shopping, schools, and parks) throughout the City, establishing a range of facility types to appeal to all kinds of cyclists in Ogden's communities, and identifying a high-priority first phase of bicycle corridors for construction. It also pinpoints locations where intersection improvements (such as HAWK beacons, two-stage left turns, and bike detection) are recommended to help cyclists navigate the network. This plan also recognizes areas of Ogden which may be most suitable for implementing a bikeshare program, including specific locations for stations.

National organizations such as the League of American Bicyclists give recognition to communities who strive to become more bike-friendly. The recognition comes in the form of various rankings, which are based on each community's efforts to improve its cycling environment through better enforcement, education, engineering, evaluation, and encouragement. Community rankings range from Bronze to Platinum; currently Ogden is ranked as Bronze by the League of American Bicyclists, but has set a goal of Platinum. The vision of this Plan is to establish a bicycling network in Ogden that leads to an eventual Platinum designation.

## Making the Case for Investment

Both bicycling and walking are effective ways for people to improve their health and wellbeing. However, the benefits of active transportation go beyond the health of the individual. A growing body of research shows that active transportation can also benefit the environment and positively influence travel conditions. The addition of active transportation infrastructure can even boost economic viability. Along the urban areas of the Wasatch Front, problems such as air quality, traffic congestion, and growth pressures might be mitigated through more bicycling and walking. A short summary of research regarding the benefits of active transportation infrastructure is provided below (references for footnotes are provided in Appendix A).

### MAKING THE CASE

According to research conducted in the Portland area, every 1% increase in miles traveled by active transportation instead of by car reduces regional greenhouse gas emissions by 0.4%.

### Air Quality

- Research indicates that transportation accounts for roughly 28 percent of the United States' total greenhouse gas (GHG) emissions<sup>1</sup>. Of commuting modes, automobiles have the largest impact on air quality. Bicycling and walking have a negligible contribution to GHG impact (outside of the production needed in the manufacturing of the bicycle), and can even help reduce overall GHG if the number of people substituting automobile trips with cycling or walking trips are significant.

- o The Rails to Trails Conservancy estimates that bicycling and pedestrian travel can offset between 3 percent and 8 percent of GHG emissions in the United States caused by surface transportation<sup>2</sup>.

### Reduced Vehicle Miles Traveled

- o Vehicle miles traveled (VMT) measures the number of cars and the distance they drive in a given area or in a certain corridor, and high VMT levels often contribute to traffic congestion and lower air quality. However, many trips regularly done by car can be done by bicycle. The national average trip length is 2.25 miles for a one-way bicycling trip. Half of all trips taken in the United States are three miles or less, with 40 percent under two miles. However, 90 percent of trips fewer than three miles are taken by car<sup>3</sup>.
- o A study in King County, Seattle, WA found that a 5 percent increase in walkability of a community reduced vehicle miles traveled per capita by 6.5 percent and increased time spent in physically active travel by 32.1 percent<sup>4</sup>.

### MAKING THE CASE

An analysis of Portland, Oregon's bicycle infrastructure on health savings shows that completion of their 2030 Plan would help the City save \$800 Million due to fuel cost savings, health care savings, and the value of reduced mortality.

### Increased Bike Commuting

- o Each additional mile of bicycle lane per square mile is correlated with an approximate one percent increase in the share of bike-to-work trips<sup>5</sup>.
- o Cities with higher levels of bicycle infrastructure (lanes and paths) also saw higher levels of bicycle commuting<sup>6</sup>.
- o The construction of a bicycle and pedestrian bridge in Charleston, South Carolina led to more cycling throughout the City. A survey conducted on trail use showed that 67 percent of users claimed their physical activity had increased since the path opened<sup>7</sup>.

### Health Benefits

- o Communities with higher rates of bicycling and walking have lower obesity rates than communities with lower levels of active transportation<sup>8</sup>.
- o Researchers from Harvard University found that bicycling for as little as five minutes each day can prevent weight gain for middle aged women<sup>9</sup>.
- o The National Institutes of Health have shown that people are more likely to consistently ride a bicycle or walk than to maintain a gym-based exercise program<sup>10</sup>.
- o Commuters using active transportation modes are happier with their commutes<sup>11</sup>.
- o People who use active transportation to commute report fewer days of work missed due to illness than those with non-active commutes<sup>12</sup>.
- o A study by the National Institute of Health determined that physically active employees incurred approximately \$250 less in health care costs annually compared to sedentary employees<sup>13</sup>.

## Transportation Safety

- There is safety in numbers. The walking/bicycling crash risk decreases as walking/bicycling rates increase<sup>14</sup>.
- The National Institute of Health found that for every doubling of the number of cyclists, the number of fatalities increases by 25 percent, thus reducing the overall risk of cycling by 37 percent<sup>15</sup>.
- The presence of bike lanes have been shown to reduce the overall crash rate by 18 percent compared to streets without any bicycle facility<sup>16</sup>.

## Economic Benefits

- The combined potential value of bicycling in Wisconsin totals nearly \$2 billion yearly<sup>17</sup>.
- There is a 12.5 percent increase in productivity of employees who exercise as compared to those who do not exercise<sup>18</sup>.
- A survey of residents along bicycle boulevards indicated that the majority of respondents felt that bicycle boulevards have had a positive impact on home values, quality of life and sense of community, along with reducing noise, improving air quality, and providing convenience for bicyclists. Additionally, 42 percent of respondents said living on a bicycle boulevard makes them more likely to bike<sup>19</sup>.
- Installation of bike lanes and bike racks can have a positive influence on the local economy. Fort Worth, Texas spent \$12,000 to purchase 80 bike racks and \$160,000 on local road diets in one district in town. As a result, local restaurants experienced a 200 percent increase in business<sup>20</sup>.
- Portland's bicycle industry has also contributed significantly to the local economy. In 2008, revenues in the bicycle-related economic sector were found to be nearly \$90 million<sup>21</sup>.

### MAKING THE CASE

Bike lanes reduced the risk of fatalities in pedestrian-involved crashes by 40%.

## Job Creation

- A national study of employment impacts following the installation of bicycle and pedestrian infrastructure estimated that each \$1 million in bicycle-related projects creates 11.4 jobs from direct, indirect and induced construction spending. In contrast, road-only projects generated 7.75 jobs per \$1 million. Spillover (indirect) employment adds an additional 3 jobs per \$1 million<sup>22</sup>.
- In Colorado, the bicycling industry has created 513 manufacturing jobs and 700 full-time equivalent retail jobs<sup>23</sup>.

- 
- o Similar results have been shown in Wisconsin, where the bicycling industry (consisting of manufacturing, distribution, retail, and other services) contributes \$556 million and 3,418 jobs to the Wisconsin economy<sup>24</sup>.

# Objectives and Strategies

Objectives and strategies for the Ogden Bicycle Master Plan were developed initially by the Steering Committee, and presented to stakeholders and the public in outreach events for comment and refinement. These principles provide a guiding document for Ogden in creating, maintaining, and promoting bicycle infrastructure and programs both now and in the future. The objectives and strategies were refined based on input from the Ogden Bicycle Master Plan Stakeholder Group, and also were informed by the League of American Bicyclists 5 E categories (Engineering, Education, Enforcement, Evaluation, and Encouragement).

## Objectives and Strategies

**Objective 1:** Develop a connected bicycle network throughout Ogden and with adjoining communities.

**Strategy 1a:** Create a citywide bicycle network that serves key destinations including the Ogden FrontRunner Station, Weber State University, Downtown, and Business Depot Ogden (BDO).

**Strategy 1b:** Improve the connections between Ogden's street network and the regional trail network (e.g. Weber River Trail, Ogden River Trail, Ogden Canyon, and trailheads).

**Strategy 1c:** Eliminate gaps and physical barriers to cycling (such as missing segments in bike lanes, lack of connections over barriers like rail lines and rivers, or other issues).

**Strategy 1d:** Partner with UDOT, UTA, Weber County, and adjacent municipalities to develop facilities that connect into neighboring communities.

**Strategy 1e:** Coordinate with Weber State University to make connections to campus from neighboring communities.

**Strategy 1f:** Adopt a complete streets ordinance to ensure cycling facilities are routinely considered in new construction, maintenance, and temporary traffic control.

**Objective 2:** Enhance bicycle safety.

**Strategy 2a:** Construct bike facilities based on characteristics of the road and traffic to promote safe and comfortable riding.

**Strategy 2b:** Maintain bike paths to ensure that the pavement is in good condition and that they are free of ice, snow, and debris.

**Strategy 2c:** Invest resources at intersections within the identified bicycle network and on high-volume roadways to provide safe crossing opportunities.

**Strategy 2d:** Enhance safety for cyclists at major intersections along bicycle facilities and where barriers or issues exist.

**Strategy 2e:** Establish bicycle enforcement policies and procedures including enforcement, education, warnings and citations issued for unsafe bicycle behavior, and targeted patrolling of critical bicycle/automobile interface locations.

**Strategy 2f:** Incorporate bicycle requirements into engineering standards so they can be integrated into the permitting process. This could include code enforcement, ensuring construction projects maintain/replace bikeways, temporary construction detours, and traffic control plans.

**Strategy 2g:** Provide educational programs to teach children and adults bicycling “rules of the road.”

**Strategy 2h:** Include bicycle laws, behavior, and rights in automobile driver education.

Objective 3: Encourage bicycling for all ages and abilities.

**Strategy 3a:** Work with school districts to develop a comprehensive Safe Routes to School program that includes accommodations for cycling.

**Strategy 3b:** Design and publish local and regional bike and trail maps both in paper and online to highlight bike routes, cycle tracks, bike parking, and other bike service facilities available in the city.

**Strategy 3c:** Encourage a bike share program.

**Strategy 3d:** Provide bicycle outreach at the Ogden Arts Festival and other citywide events.

**Strategy 3e:** Proactively reduce bicycle theft and increase recovery of stolen bicycles.

**Strategy 3f:** Introduce way-finding signage to help residents and visitors navigate through the city.

**Strategy 3g:** Support community-based organizations that provide resources and education and are consistent with the goals and objectives of Ogden City.

Objective 4: Improve the bicycling culture in Ogden by actively encouraging businesses and government organizations to support cycling.

**Strategy 4a:** Establish a long-term goal of receiving a Platinum ranking from the League of American Bicyclists Bicycle Friendly Community program.

**Strategy 4b:** Encourage business and organizations to apply for recognition from the League of American Bicyclists Bicycle Friendly Business program.

**Strategy 4c:** Develop and support citywide bike-to-work programs.

**Strategy 4d:** Create and enforce bicycle parking ordinances, and encourage additional cyclist amenities (i.e. showers).

**Strategy 4e:** Include bicycle components in neighborhood and citywide planning documents.

**Strategy 4f:** Include bicycle facilities into new development and redevelopment projects.

Objective 5: Develop an evaluation process of Ogden’s bicycle programs, projects, and procedures.

**Strategy 5a:** Identify city staff to lead bicycle efforts and be liaisons to the bicycle and business community.

**Strategy 5b:** Prioritize funding and other resources based on a monitoring and evaluation program.

**Strategy 5c:** Monitor bicycle facilities to ensure they are in a safe and operational condition.

**Strategy 5d:** Create an active bicycle advisory committee.

**Strategy 5e:** Institute a program to monitor use through regular counts. Coordinate with active transportation advocacy groups and other partners to encourage volunteer opportunities.

**Strategy 5f:** Secure funding for bicycle improvement activities and proposals through various state and federal grants, and local programs like the Weber County Recreation, Arts, Museum, and Parks (RAMP) program.

# Existing Conditions

## Study Area Context

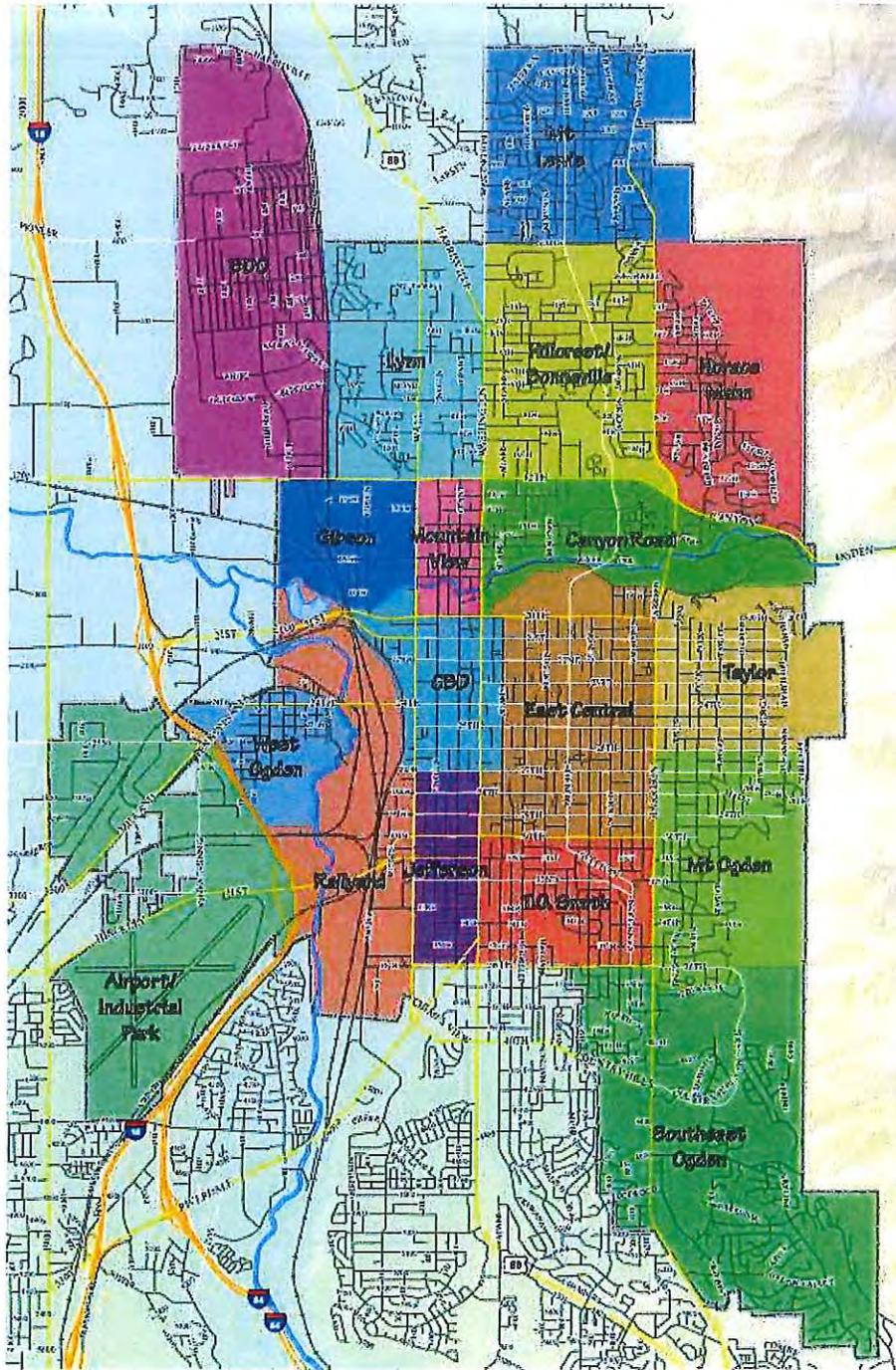
Ogden is situated in central Weber County, neighboring Marriott-Slaterville and West Haven to the west, North Ogden and Harrisville to the north, and Roy, Riverdale, and South Ogden to the south. To the east, Ogden is bound by the foothills of the Wasatch Mountains with close proximity to Snowbasin Ski Resort. The foothill and mountain region are a mix of publicly- and privately-owned parcels, including lands owned and managed by the Uinta-Wasatch Cache District of the US Forest Service. US Interstate 15 (I-15) cuts through Ogden on its west side; both I-15 and the railroad tracks create barriers for east-west cycling (and also driving and walking) trips, due to limited access points across these facilities. The Great Salt Lake and the Ogden Bay Waterfowl Management Area are due west of Ogden. The 2010 United States Census population of Ogden was 82,825 residents. Ogden is known throughout the country as a premier outdoor destination and has been extremely successful at recruiting recreation-oriented companies to relocate to the Ogden area – notably bicycle manufacturing, distribution, and retailers. City leaders have recently responded to the prevalent and growing culture of cycling in the region by investing in bicycle planning and infrastructure, including the development of this Plan.

Ogden has fourteen Planning Communities and four Planning Districts (Figure 1), representing a wide array of diverse land uses ranging from residential to industrial. These Planning Communities and Districts are briefly described below.

### Planning Communities

A planning community is a geographical division of the city, primarily consisting of residential uses. Presently, Ogden has fourteen planning communities.

- **East Central, Jefferson, and T.O. Smith** – these communities are located close to the CBD. They are mostly older residential neighborhoods comprised of duplexes, apartments, and single family homes. This area also has schools, few commercial areas, and the Ogden City Cemetery.
- **West Ogden** – located between I-15 and the Railyard, West Ogden has large industrial buildings and a mix of residential housing types. Fort Buenaventura Park and the Weber River Parkway are located in West Ogden.
- **Mt. Ogden and Taylor** are located in eastern Ogden along the foothills between Weber State University and Ogden Canyon. This area is comprised primarily of single family homes. The close proximity to the foothills provides these neighborhoods with several hiking/mountain biking trail heads.



Source: Ogden City

**Figure 1: Ogden Planning Communities and Districts, 2012**

- **Southeast Ogden** – The Weber State University campus is located in Southeast Ogden. There are single family homes along the foothills and apartments and multi-family housing close to the campus. The Weber State campus has student housing. This community has close access to several hiking/mountain biking trail heads in the foothills. The western portion of southeast Ogden along Harrison Boulevard has a number of big box retail and restaurants.
- **Canyon Road and Mountain View** – these communities are located in east central Ogden, along the Ogden River Parkway. They have a mix of housing types including single family residential and apartments, schools, and offices. El Monte Golf Course is located in the Canyon Road community.
- **Hillcrest/Bonneville, Lynn, Horace Mann, and Mt Lewis** – located in northeast Ogden, these neighborhoods are primarily single family residential, with limited multifamily residential. There are commercial buildings along the major roads, such as 12<sup>th</sup> Street, Washington Boulevard, Wall Avenue, and Harrison Boulevard.
- **Gibson** - located in western Ogden, Gibson has large warehouses, storage areas, office buildings, and single family residential houses.

Several of these Planning Communities (Railyard, Jefferson, T.O. Smith, and East Central) contain census tracts where the population is composed of at least 50% minorities, and where poverty rates are considerably higher than the local average. Because biking is a low-cost transportation option, bike routes can be very valuable to economically disadvantaged populations in these districts.

## Planning Districts

A planning district is a geographical division of the city, primarily consisting of commercial/manufacturing uses. Presently, Ogden has four planning districts.

- **Central Business District (CBD)** – located in the heart of Ogden, the CBD is the primary commercial, governmental, and cultural/dining center of Ogden.
- **Business Depot Ogden (BDO)** – located in northwest Ogden, the BDO is a fast-developing business district created after the closure of the Army supply base known as Defense Depot Ogden (DDO). Some planning conversations have centered on the possibility of a new FrontRunner station near the BDO and rail-to-trail conversions to the south, which would open up more opportunities for cycling to/from transit in this area.
- **Railyard** – this district is located between the CBD and Airport and is dominated by train facilities, but has a few houses on the eastern edge. The railyard represents a major mobility barrier in Ogden: crossing points are very limited, and right-of-way can be challenging if not impossible to obtain.
- **Airport/Industrial Park** – located in southwest Ogden, this is the location of the Ogden Hinckley Airport, which serves northern Utah. Aviation-related manufacturing uses are near the airport and large-scale industrial uses make up the remainder of land development.

## Existing Plans and Policy Framework Review

The following planning documents provide context on existing conditions of bicycle facilities in Ogden:

- Ogden City General Plan (Involve Ogden) (2002)
- Local Community Plans (2002)
- Corridor Plans (12<sup>th</sup> Street - 2005, 24<sup>th</sup> Street - 2005, Wall Avenue – 2005, and 21<sup>st</sup> Street - 2012)
- Weber County Cooperative Pathways Master Plan (2010)
- Utah Collaborative Active Transportation Study (UCATS) (2013)

### Ogden City General Plan (Involve Ogden)

The 2002 Ogden City General Plan (Involve Ogden) set forth a vision for the city. The General Plan serves as the official planning policy document for the Mayor, the City Council, and the Planning Commission. Involve Ogden identifies the following nine categories as the foundation of the General Plan: Community Facilities and Services, Community Identity, Economic Development, Environmental Resources, Housing, Land Use, Neighborhoods, Parks and Recreation, and Transportation. Of these, there are several goals that relating to bicycle travel in Ogden (outlined below).

- Create pedestrian and bicyclist connections.
- Promote the development of a network of bikeways and trails for recreation and commuting.
- Develop bike paths, lanes, and other routes throughout the City to create an interconnected network.
- Enhance and extend the trails in the natural environment. Integrate the trails and bike lane system with bike planning efforts.
- Work with other communities and trail advisory groups to finish their sections of the 26-mile Centennial Trail and Bonneville Shoreline Trail. Once finished the Centennial Trail would provide a looped trail system around the community.
- Develop and maintain a system of bicycle routes, trails and improvements that are safe, convenient, and designed to meet the varied needs (or various types) of bicyclists.
- Participate in the Wasatch Front Regional Council's (WFRC) bikeway planning efforts.
- Identify and implement street design standards that encourage bicycle and pedestrian use and encourage slower traffic, such as through the use of traffic calming measures.
- Provide bicycle racks as part of the streetscape design and require bicycle supportive improvements in private office and retail development through the zoning ordinance.
- Consider development of personal and business incentives for using non-motorized modes of transportation.
- Promote bicycling in the city (e.g. holding races, skill contests, annual events such as "bicycle day" for commuting to work or school, etc).

### Planning Community and Planning District Policies

Seven of the planning communities and districts identified previously have elements that are relevant to the Bicycle Master Plan.

### **Central Business District (CBD)**

- A key element of a downtown's vitality is the ability to move around. Ideally, a downtown will have multiple options for modes of transportation. These would include bus, rail, auto, bicycle, walking and perhaps others.
- Bikeways and a looped transit system are additional modes that are desirable transportation components to Ogden's CBD.
- The city should look for ways to incorporate the river experience into Ogden's downtown, by creating pedestrian and bike connections from downtown to the river.
- Install defined bike lanes in a connected downtown system.
- Promote bicycle and pedestrian access into and around the CBD. Create a defined bike/pedestrian-only route from the FrontRunner Station to the Ogden River west of Wall Avenue.
- Provide support for placement of the proposed (18) additional bike racks in the CBD.
- Grant Avenue from the river to 25<sup>th</sup> Street. This connection should be enhanced by a widened and tree-covered pedestrian walk way and defined bike lanes.

### **East Central**

- Formally develop the connection from Madison Avenue through to River Road from 20th Street for bicycle and pedestrian use only.
- Develop a formal pedestrian- and bike-only linkage using the old Madison extension connection from 20<sup>th</sup> Street to the Ogden River.
- Establish an equestrian/bike trail just below the bluff on the north side of the cemetery.
- There is an increasing demand for walkability, the use of bicycles, and transit options within the City and State rights-of-way. There are physical changes the City can make to enhance these modes of travel. The City should include in the bicycle/pedestrian circulation plan in neighborhood designs that incorporate methods to achieve more "complete streets." Designate Jackson and Madison Avenues as "enhanced" bicycle routes for north/south travel.
- Designate 22<sup>nd</sup> and 28<sup>th</sup> Streets as "enhanced" bike ways for east/west travel.
- Consider adopting "complete street" concepts to include bike boulevards, sharrows, and/or road diets as the design for the bike routes.
- Street sweeping priority to be based upon location of bike lanes.
- Consider parking requirements that decrease parking in the area and promote walkability and bicycle access.

### **Hillcrest Bonneville**

- The preferred street design option for Harrison is one traffic lane in each direction with a center turn lane with adequate shoulder width to accommodate parking and bicycle lanes.

### **Horace Mann**

- Many residents enjoy the opportunity to walk, jog, or ride a bicycle without competing with traffic. This comfortable scenario occurs along Polk Avenue because the street does not serve as a through street from one area of the City to another. Creating alternative transportation routes within the developed area and linking them to the trail system is a desirable community asset.

### **Jefferson**

- Grant Avenue should be the main north/south bike route through this neighborhood. As a minimum, a bike lane should be striped to define this route.
- Provide appropriate bicycle routes in the community.

### **Mount Lewis**

- Extend the bicycle route along Monroe Boulevard to the North Ogden City limits.
- Extend the bicycle route along Mountain Road to the North Ogden City limits.

- Extend the bicycle route from the corner of 1100 North and Monroe Boulevard along 1100 North to the west to meet Washington Boulevard.

#### West Ogden

- Develop Old Landfill as a Park. The area needs to be more inviting and provide bicycle and pedestrian access from the residential neighborhood to the site.
- The Denver Rio Grande Rail Trail in Roy City should be connected to the Centennial Trail. This would provide a valuable connection to other cities and generate more pedestrian and bicycle traffic on the trails.
- Install pedestrian/bicycle access gates at developed trailheads.
- Develop bicycle lanes along 24<sup>th</sup> Street.
- Develop bicycle lanes from the E Avenue and A Avenue trailheads to 24<sup>th</sup> Street.
- Develop safe and accommodating bicycle and pedestrian paths across the 24<sup>th</sup> Street rail-yard bridge that will also allow for ADA access.

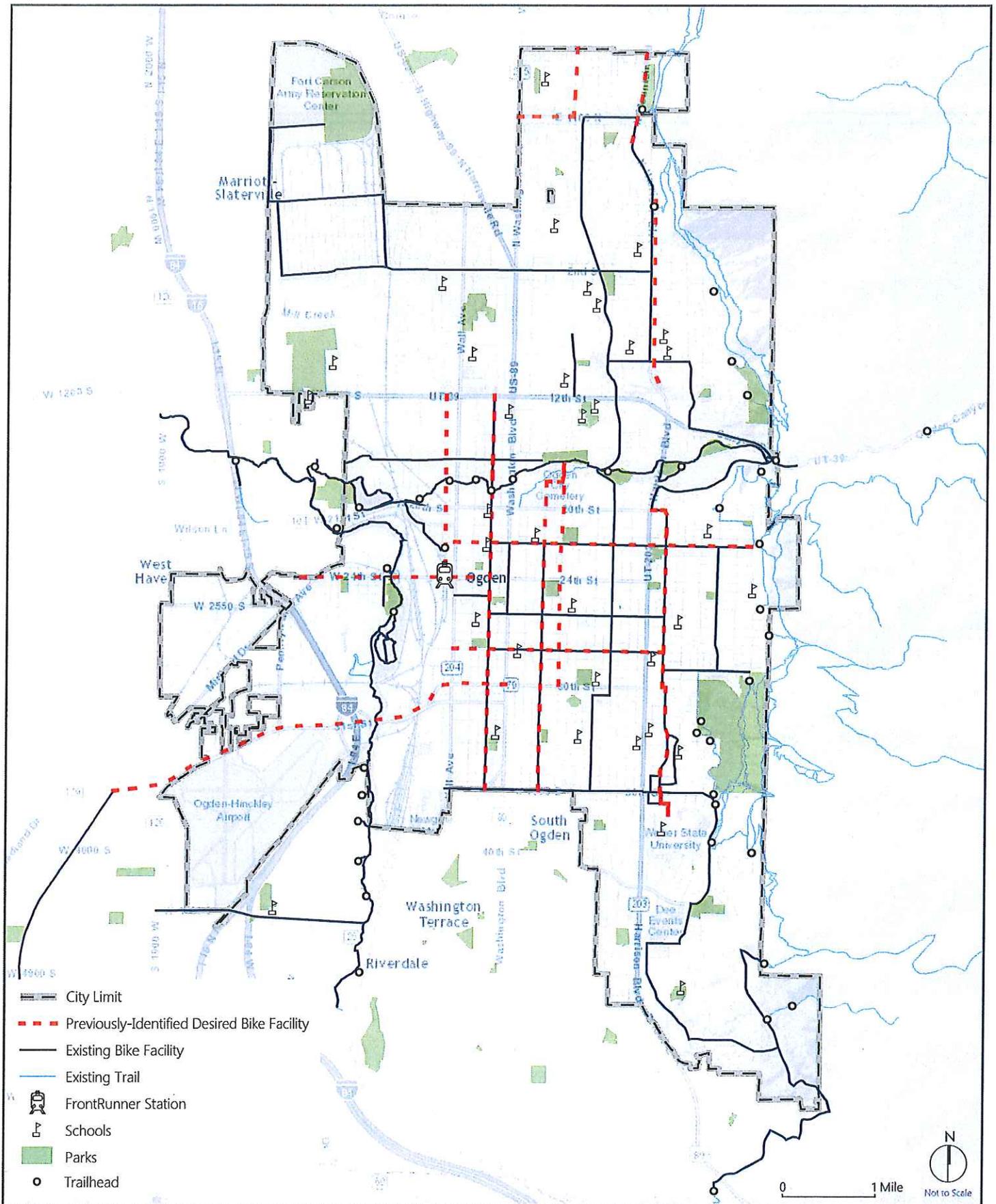
Figure 2 shows locations where these planning documents indicated a need for cycling facilities in Ogden. At this writing, UDOT and Weber County are analyzing travel and safety needs on SR-39 in Ogden Canyon and will be making a recommendation for active transportation improvements in that canyon.

#### Weber County Cooperative Pathways Master Plan (2010)

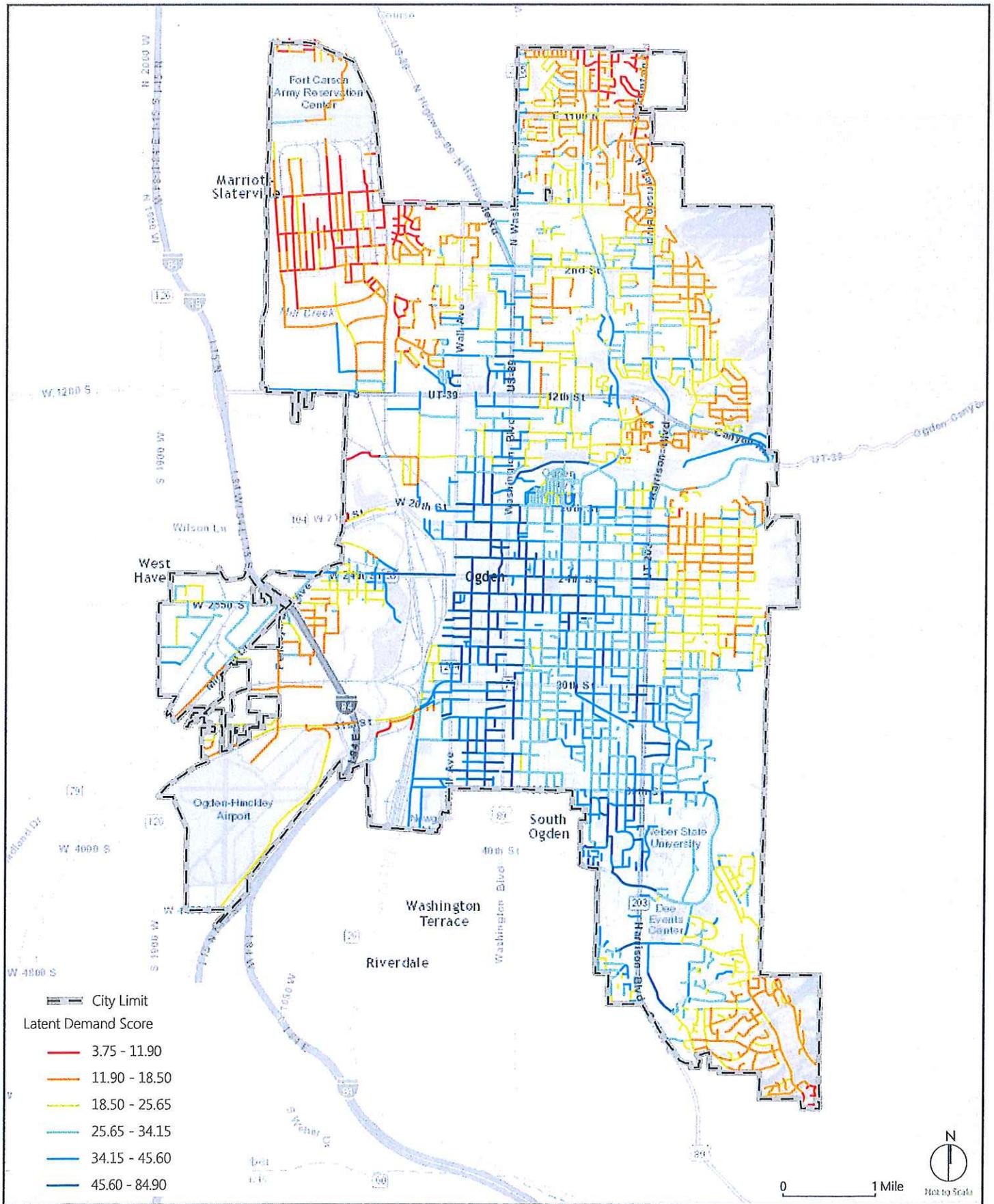
The Weber County Cooperative Pathways Master Plan was an effort to unify trails planning and development in Weber County to create or facilitate county-wide inter-connections. This was a joint project between the municipalities, Weber County, the Utah Department of Transportation (UDOT), the Utah Transit Authority (UTA), WFRC, and the United States Forest Service (USFS). This project focused on improving regional trail connectivity. The Ogden River Parkway and Weber River Parkway were highlighted for their importance in providing connections to various trail systems. The Weber County Cooperative Pathways Master Plan also includes descriptions of mountain bike trails in Ogden.

#### Utah Collaborative Active Transportation Study (UCATS)

The Utah Collaborative Active Transportation Study was a joint planning effort between UDOT, UTA, WFRC, Salt Lake County, and the Mountainland Association of Governments (MAG) to identify a regional bicycle network throughout the Wasatch Front. In Ogden, UCATS identified extension of the Grant Avenue cycle track as a Top 25 project. UCATS recommended extending the cycle track southward to 36<sup>th</sup> Street, and also recommended adding bike lanes on 23rd Street between Grant Avenue and the FrontRunner station. The UCATS effort also provided data for this Plan such as existing facilities and locations where cycling activity was likely to be high based on certain factors. These factors included housing and employment densities, demographic information, and proximity to important destinations such as parks, schools, shopping areas, and transit routes, and are shown in Figure 3. The higher the score, the more likely there is to be bicycling activity.



Desired Bicycle Facilities from Previous Plans



Ogden UCATS Bicycle Potential

## Existing and Planned Bicycle Network

Ogden's roadway network has been developed in a grid system. The southeastern residential section of town has several cul-de-sac streets. There are several north/south streets traversing the city including: Wall Avenue, Washington Boulevard, and Harrison Boulevard. Major east/west streets include 2<sup>nd</sup> Street, 12<sup>th</sup> Street, 20<sup>th</sup> Street, 24<sup>th</sup> Street, and 30<sup>th</sup> Street. Overall there are 36 north/south multi-lane roadways and there are 39 east/west multi-lane roadways.

There are several existing bicycle facilities in Ogden, ranging from protected paths to signed bike routes. Figure 4 shows existing bicycle facilities (including bicycle racks) in Ogden. This map was based on Ogden GIS data and verified in the field.

Other planning documents developed by Ogden City or regional agencies show a range of proposed facilities, from cycle tracks to bike boulevards.

### Existing Network

#### Grant Avenue Promenade

Grant Avenue is a north/south roadway that runs through the heart of Ogden's downtown. Recently completed, Phase 1 of the Promenade's protected bicycle lane runs from 20<sup>th</sup> Street to 22<sup>nd</sup> Street. Phase Two will extend the protected bike lane to 18<sup>th</sup> Street on the north end, and 25<sup>th</sup> Street on the south end. This facility runs or will run adjacent to many of Ogden's premier attractions, including: the Ogden Temple, The Junction, Lindquist Field, City Hall, and Historic 25<sup>th</sup> Street. Grant Avenue was recognized as a high-priority corridor in the UCATS Study, and the Grant Avenue Promenade is part of an overall economic revitalization strategy for downtown Ogden as well.

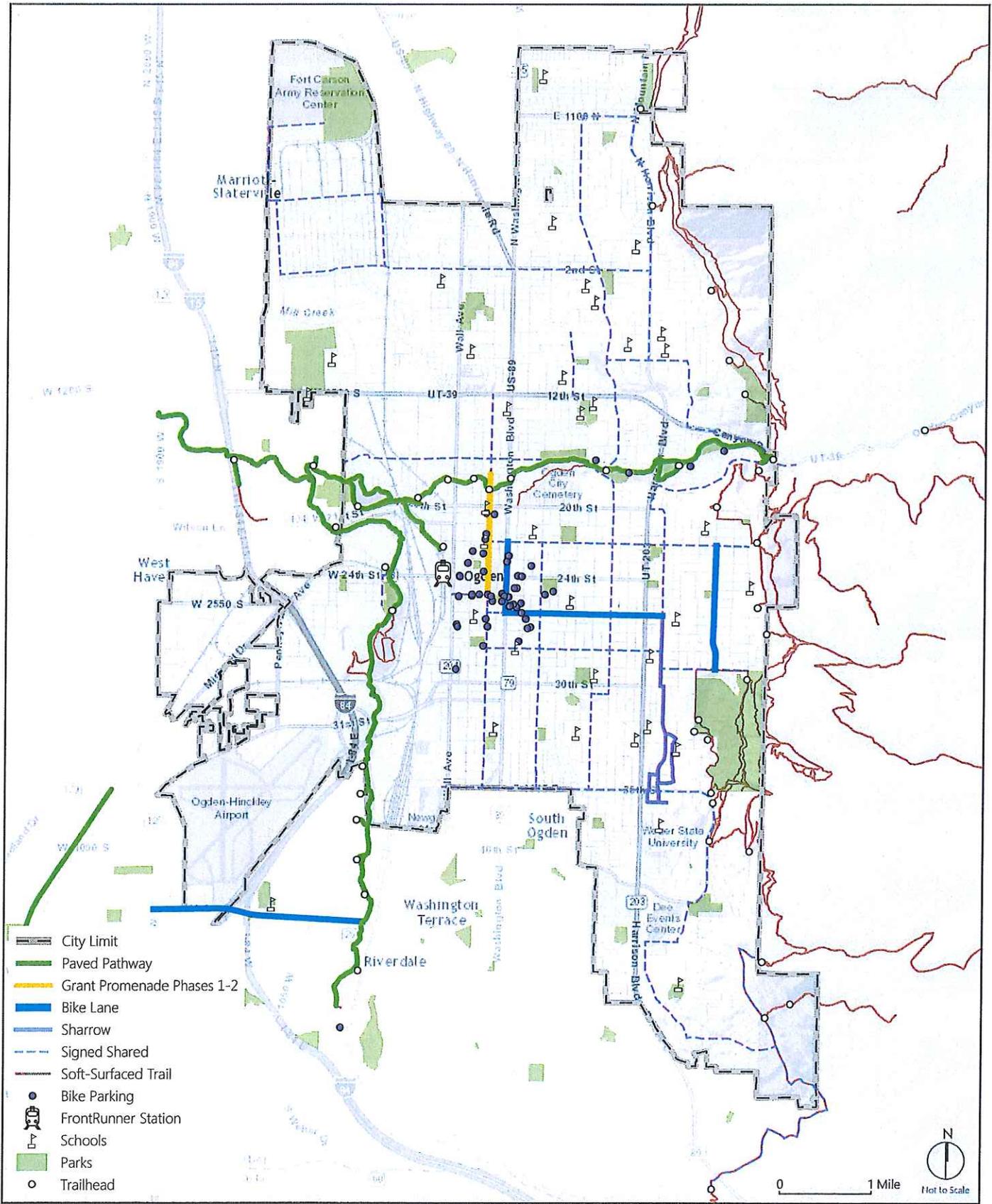


#### Ogden River Parkway

The Ogden River Parkway is a 5.5-mile east/west paved, mixed-use trail along the Ogden River, beginning at the mouth of Ogden Canyon and ending at the confluence with the Weber River. The trail opened in early 1990s as part of a larger vision to connect the trail with other municipalities along the Ogden and Weber Rivers, as well as the Bonneville Shoreline Trail in the foothills. This larger trail system is known as the Centennial Trail, a 28-mile intercity loop.



Many of Ogden's most significant venues line the Ogden River Parkway including: Rainbow Gardens, George S. Eccles Dinosaur Park, Big Dee Sports Park, El Monte Golf Course, Lorin Farr Swimming Pool, Lorin Farr Park, Ogden Pioneer Stadium, West Stadium Park, High Adventure Park, Goode Ski Lake, and Kayak Park. Recently, the Ogden River Trail was also connected to the FrontRunner Station to provide pedestrian and bike access directly to the river.



Existing Bicycle Facilities

### **Weber River Parkway**

The Weber River Parkway is an 8.2-mile north/south mixed-use trail along the Weber River, beginning at the confluence of the Weber and Ogden Rivers and presently ending east of Riverdale with plans for continued expansion to Weber Canyon. Venues along this trail include the Kayak Park, Miles Goodyear Park, King Fisher Aviary, and Fort Bonaventura. This trail is part of the Centennial Trail, a planned 28-mile loop around Ogden that also includes the Ogden River Parkway and the Bonneville Shoreline Trail.



### **Other On-Street Facilities**

In addition to the River Parkways and Grant Avenue cycle track described above, Ogden has two connected streets in the Central Business District and East Central Community that have dedicated bike lanes.

- Washington Boulevard – north/south from 20<sup>th</sup> Street to 26<sup>th</sup> Street
- 26<sup>th</sup> Street – east/west from Washington Boulevard to Harrison Boulevard

In eastern Ogden, Fillmore Avenue running north/south from 22<sup>nd</sup> Street to 29<sup>th</sup> Street is marked as a dedicated bike lane. Field visits to this road have shown that the dedicated bike lane is in need of being restriped.

Ogden currently has a number of shared routes (signed facilities). This facility type can be found on Quincy Avenue, 36<sup>th</sup> Street, Jefferson Avenue, 29<sup>th</sup> Street, 2<sup>nd</sup> Street, 1140 West, Liberty Avenue, Monroe Boulevard, 17<sup>th</sup> Street, 1100 North, Harrison Boulevard, 9<sup>th</sup> Street, Canyon Road, Valley Drive, Skyline Parkway, and A Avenue. Sharrows (bike stencil pavement markings) are located to the north of the Weber State campus, along Tyler Avenue, Polk Avenue, Iowa Avenue, and 37<sup>th</sup> Street. While there are cyclist-oriented wayfinding signs at various locations in Ogden, the area does not currently have a comprehensive cycling-oriented wayfinding system.

### **Planned Bicycle Network**

Ogden has a number of expansions planned for the bicycle network. These include proposed bike boulevards on Jefferson Avenue, Tyler Avenue, 22<sup>nd</sup> Street, and 28<sup>th</sup> Street.

## Needs and Opportunities

The needs and opportunities (outlined below) were identified through field review, stakeholder discussions, and previous studies, such as UCATS.

### Connectivity Opportunities

Linking already existing facilities improves citywide bicycle connectivity without the need for extensive new facilities. The Grant Avenue cycle track and the Washington Boulevard bike lane should be connected with the Ogden and Weber River Parkways and the 26th Street bike lane. Improved connections to the CBD, the Weber State campus, and the BDO in northwest Ogden should be implemented.

### Schools

The majority of schools in Ogden are located east of Washington Boulevard (US-89) between 1100 North and 36<sup>th</sup> Street. Weber State's campus is located to the east of Harrison Boulevard and south of 36<sup>th</sup> Street. Providing students defined and safe bicycle connections to school has a number of benefits, including: reducing multiple auto-trips (dropping off and picking up), providing an independent travel mode, and improving student health. Providing bike routes to schools also benefits employees, especially university campuses which are centers of employment. High Schools and Universities in Ogden are listed below.

- Ben Lomond High School is located in the Hillcrest/Bonneville community, in northeastern Ogden. The campus is adjacent to Harrison Boulevard, Jackson Avenue, and 9<sup>th</sup> Street which are signed as shared, but is not near paved paths or bike lanes.
- St. Joseph High School is located in the East Central community. The campus is not adjacent to any bike facilities. Jackson Avenue and 28th Street, both signed as shared, are located two blocks away.
- Ogden High School is located in the Mt Ogden community, in southeastern Ogden. The campus is adjacent to 28<sup>th</sup> and 29<sup>th</sup> Street which have shared road signage and Tyler Avenue which has bike sharrows. The closest dedicated bike lane is on 26<sup>th</sup> Street, two blocks to the north.
- George Washington High School is located in the East Central community. The campus is adjacent to 28<sup>th</sup> Street, which signed as a shared road. 26<sup>th</sup> Street and Washington Boulevard are the closest bike lanes, two blocks north of the campus.
- Weber State University is located in the Southeastern Ogden community. Skyline Parkway runs along the east edge of the Weber State campus and is marked with limited shared signage. Tyler Avenue, Iowa Avenue, and 37<sup>th</sup> Street are located directly north of the campus and are marked with sharrows. The Mt. Ogden trailhead is also just north of campus, which provides mountain bike connections to the north and east.
- Ogden-Weber Applied Technology College is located at 200 North Washington Boulevard, and offers a range of training courses to students in the area. It is near signed shared routes on 2<sup>nd</sup> Street and Monroe Boulevard.

## Identified Barriers

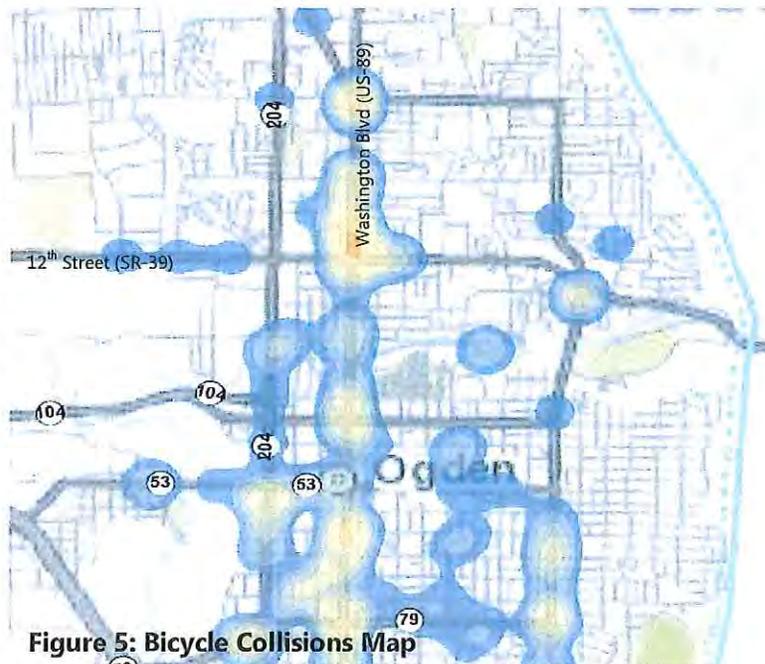
There are many factors of the urban environment that can act as barriers to cycling. These could include high-traffic roadways that are difficult to cross at-grade, limited-access facilities like freeways or rail corridors where crossing opportunities are few and far between, a lack of end-of-trip amenities like bike racks, or even psychological barriers like fear or anxiety about cycling. Several roadways and features identified for this plan are clear barriers to bicycle travel in Ogden. These include:

- I-15 between the Airport/Industrial Park, West Ogden, and the communities west of Ogden.
- The railyard between the CBD/Jefferson communities and West Ogden, Weber River Parkway, and Fort Buenaventura Park. The rail tracks also isolate Gibson and the Lynn communities from communities to the west.
- 12<sup>th</sup> Street (SR-39) is a high-traffic roadway that has two lanes for eastbound and westbound traffic, wide shoulders, and a center turn median. Grant and Lincoln Avenues abruptly end at 12<sup>th</sup> Street.
- The three major north/south facilities, Wall Avenue, Washington Boulevard, and Harrison Boulevard, are high-traffic roadways that are intimidating to most cyclists.
- The 2012 Utah Household Travel Survey asked Utah residents to identify areas that were problematic. Within Ogden, 12<sup>th</sup> Street (SR-39) and Washington Boulevard were identified as having multiple hazards. In particular, the intersection of 12th Street and Harrison Boulevard was highlighted as having high speeds, missing sidewalks, and a high volume of pedestrians and bicyclists.
- During the public outreach efforts for this Bicycle Master Plan, the following locations were frequently identified as barriers as well: the 24<sup>th</sup> Street viaduct over the rail yards, 12<sup>th</sup> Street, and Wall Avenue. Community members also cited the need for more bike racks in downtown Ogden and on FrontRunner trains. Public outreach comments are summarized in Appendix B.

## Collision Summary

In 2013, UDOT mapped locations of bicycling collisions over five years, between 2006 and 2011. Most collisions occurred along major corridors, primarily Washington Boulevard and Harrison Boulevard, as shown in Figure 5. The locations that had the highest number of reported collisions involving cyclists were the intersections of Washington Boulevard/30<sup>th</sup> Street and Washington Boulevard/12<sup>th</sup> Street (circled numbers on the map refer to routes owned by UDOT).

Data from Ogden City mirrors data from UDOT. Between November 2011 and November 2014, there were 32 collisions involving a driver and a bicyclist. Of these collisions, 28 resulted in an injury and none resulted in a fatality. Bicycle accidents are increasing in frequency, which



**Figure 5: Bicycle Collisions Map**



follows national trendlines as well. There were no bicycle collisions on record in 2012, four in 2013, and 28 in 2014. Major roads such as Wall Avenue, Washington Boulevard, and Harrison Boulevard experienced the highest number of bike collisions.

### Connection to Other Transportation Modes and Networks

The FrontRunner Station along Wall Avenue and 24th Street in the CBD is the principal transit facility in Ogden. There is currently a UTA transit study examining future transit alternatives between the Ogden Intermodal Center and Weber State University and McKay-Dee Hospital. The Ogden-Weber State University Transit Project Study examined transit alternatives and was a partnership between UTA, Ogden City, Weber County, Weber State University, the Utah Department of Transportation (UDOT), the Wasatch Front Regional Council (WFRC) and McKay-Dee Hospital. That Study recommended a bus rapid transit (BRT) alignment between the Ogden Intermodal Center and Weber State University via 25<sup>th</sup> Street and Harrison Boulevard. The UTA First/Last Mile Strategies Study recommended implementation of bicycle network improvements near the station (such as those identified earlier in this section), along with a bike share station and wayfinding to bike racks and lockers.

# Public Outreach and Input

Public outreach is a key component of any master planning effort. The objective of this outreach was to reach a broad, diverse public in which to discuss ideas for an improved bicycling environment in Ogden. Public outreach was conducted in a variety of ways including stakeholder meetings, public open houses, and City Council presentations preceding each open house. The Steering Committee also conducted a field trip to San Francisco to further educate the team on facility types and implementation.

## Stakeholder Meetings

The Ogden Bicycle Master Plan Stakeholder Group consisted of representatives from Ogden City staff as well as Planning Commission and City Council representatives, UDOT, Weber County, Weber Pathways, Weber State University, the Ogden Bicycle Collective, the Weber Ogden Bicycle Advisory Committee (WOBAC), the Utah Transit Authority, Wasatch Front Regional Council, ENVE Composites, and City Cycle. The stakeholder group met in December 2014 to discuss the plan's goals and objectives and identify needs in the communities, and also in May 2015 to review the draft proposed bicycle network and make refinements.

## Public Open Houses

There were two open houses held for the Master Plan, both at Union Station near downtown Ogden. The purpose of the first open house, in February 2015, was to get approval for vision, objectives, and strategies by the community; to identify bicycle issues and potential alternatives; to identify key destinations; and to understand facility types that the community would use. The purpose of the second open house, in July 2015, was to present the recommendations of the plan and obtain feedback for prioritizing the recommendations. Public open houses were advertised through the Ogden email list-serve; city newsletter; flyers; website; Facebook; and directly contacting interested parties, including schools. Documentation of the open houses is available in Appendix B.



Mapping Comments from the first open house

# Proposed System & Project Prioritization

The proposed bicycle network is designed to fulfill the vision for bicycling in Ogden. The proposed system was the result of an existing conditions evaluation, discussions with the Steering Committee and stakeholders, input from the public, analysis of needs and opportunities, and engineering judgment. The proposed system was prioritized through a set of evaluation criteria that included public feedback.

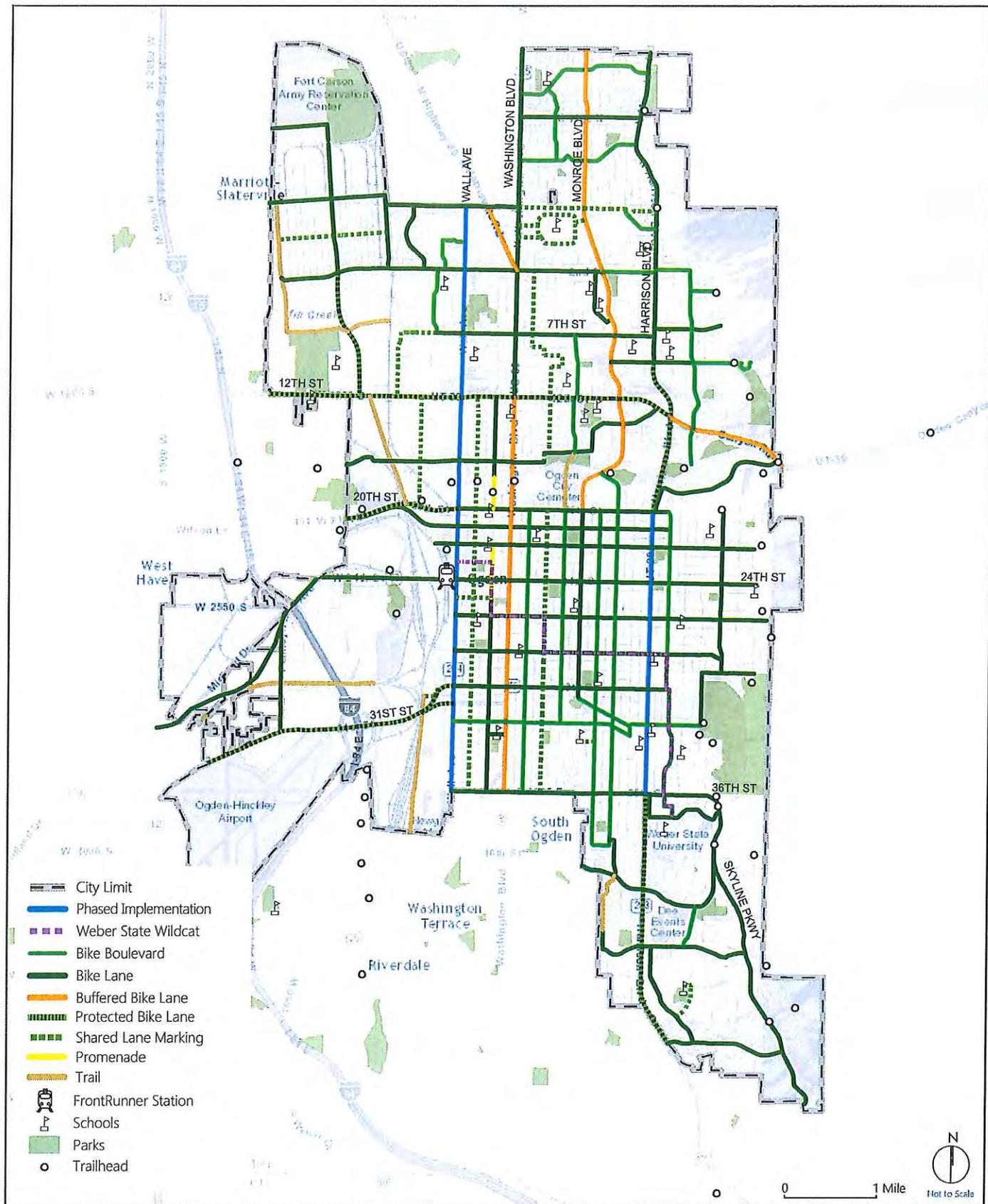
## Bicycle Facilities

The proposed bikeway network consists of routes that are designed to be the primary system for bicyclists traveling around and through Ogden. Streets or corridors selected for inclusion in the network are targeted for specific improvements in this Plan, such as the installation of bicycling lanes and off-street paths. By law, unless explicitly prohibited, bicyclists are allowed on all streets and roads regardless of whether the streets and roads are a part of the bikeway network.

Figure 6 illustrates the Proposed Bikeway Network. The proposed system includes a total of approximately 135 miles of new bikeway facilities as shown in Table 1.

**TABLE 1 LENGTH OF PROPOSED BICYCLING NETWORK**

| Bikeway Classification         | Proposed           |
|--------------------------------|--------------------|
| Shared Lane Markings           | 13.7 miles         |
| Bicycle Boulevards             | 24.3 miles         |
| Bicycle Lanes                  | 58.7 miles         |
| Buffered Bicycle Lanes         | 8.8 miles          |
| Protected Bicycle Lanes        | 11.2 miles         |
| Phased Implementation Projects | 7.0 miles          |
| Promenade                      | 0.7 miles          |
| Shared-Use Trails              | 6.5 miles          |
| WSU Wildcat                    | 3.9 miles          |
| <b>Total</b>                   | <b>134.8 miles</b> |



Proposed Bikeway Network

figure 6

The proposed system was developed according to the following process:



The proposed bicycle network was reviewed with the Steering Committee, stakeholders, and the public and checked to ensure connectivity within Ogden and to adjacent communities, appropriateness, and completeness.

### Proposed Facility Types

The proposed Ogden bicycle network is composed of shared roadways, bicycle boulevards, traditional bicycle lanes, buffered bicycle lanes, protected bicycle lanes, and shared use trails, as shown in Figure 6. These facility types are described below.

#### Bicycle Lanes

Bike lanes provide a restricted right-of-way and are designated for the use of bicycles with a striped lane and signage on a street or highway. They can increase bicyclists' safety and comfort by providing a visual separation between modes. Washington Boulevard near downtown Ogden is one example of bike lanes already installed in the city. Bike lanes should be at least 5' wide and with adequate space for cyclists to pass parked vehicles or



other obstructions. The rendering to the right shows how a bicycle lane might look on 17<sup>th</sup> Street.

### Shared Lane Markings

Shared lane markings, or sharrows, provide a right-of-way designated by pavement markings for shared use with motor vehicles and are used where traffic volumes and speeds are relatively low or where it is not possible to install higher-level bikeways like bike lanes. Typically, sharrows should be not installed if the speed limit is greater than 35 mph. Sharrows can be used on roadways with on-street parking and multiple lanes of traffic.

### Bicycle Boulevards

Bicycle boulevards combine shared lane markings with other features to provide a cycling-friendly environment on typically quiet streets. Traffic calming elements such as speed lumps, traffic circles or diverters, or raised crosswalks are also often constructed as part of a bicycle boulevard network. These



elements help to keep traffic volumes low and vehicle speeds slow on bicycle boulevards. Bicycle boulevards can also incorporate changes to vehicle right-of-way: for example, stop signs can be used to control traffic on side streets and give the bike boulevard priority of movement. Wayfinding signs, directing cyclists to popular destinations and providing estimated distances or riding times, are also common features of bicycle boulevards. Ogden can begin to implement a citywide system of bicycle boulevards in tandem with a citywide

wayfinding signage plan, geared towards cyclists with appropriate information and at an appropriate design scale.

### Buffered Bicycle Lanes

Buffered bike lanes are bike lanes that provide a greater level of separation from vehicular traffic and/or parked vehicles by creating a buffer adjacent to the bicycle lanes through striping or physical separation. Buffered bike lanes also sometimes include a striped buffer between the bike lane and cars parked on the shoulder. The rendering at right demonstrates how a buffered bike lane might look on Monroe Boulevard.



### Protected Bicycle Lanes

Protected bicycle lanes are separated bikeways adjacent to roadways. The Grant Avenue Promenade near downtown Ogden is one example of a protected bicycle lane. They are located within the street right-of-way but are physically separated from auto traffic using curbs, planters, flexible posts, or similar barriers. Pedestrian cross-flow is permitted but vehicular crossings are minimized. Intersection treatments are a very important part of cycle track design



and must be designed to ensure safe transition for the bicyclist. Protected bicycle lanes may be one-way, resembling a bike lane, or two-way. Because of these considerations, protected bicycle lanes may require special treatment, such as bicycle signal phases, at intersections. The Urban Bikeway Design Guide published by the National Association of City Transportation Officials (NACTO) also provides extensive guidance for these facilities.

### Phased Implementation Projects

This Bicycle Master Plan is geared towards identifying the best possible vision for cycling in Ogden. However, some projects have more barriers to implementation than others, and this plan acknowledges those challenges. The ultimate preferred facility on "Phased Implementation" routes (Harrison Boulevard and Wall Avenue) is a protected bike lane, but these may not be feasible for construction in the near term. Ogden City intends to pursue buffered bike lanes in these locations, in coordination and cooperation with UDOT, which has jurisdiction over both Phased Implementation projects. When construction budgets and right-of-way acquisition opportunities make protected bike lanes on these corridors feasible, the City and UDOT will pursue implementation of protected facilities at that time.

### Shared Use Trails

These provide a desirable facility, particularly for novice riders, recreational trips, and cyclists of all skill levels preferring separation from traffic. Shared use trails generally provide new travel opportunities with a completely separated right-of-way for exclusive use of bicycles and pedestrians with cross-traffic minimized to avoid conflicts. However, they are among the most expensive bikeway types.

### The "Weber State Wildcat" Bicycle Route

Ogden City staff and residents expressed a need for a comfortable bicycle connection between downtown Ogden (and the FrontRunner station) and the Weber State University campus in the southeast corner of Ogden. The topography between the FrontRunner station and campus presents a hilly climb that can be challenging for some riders. Inspired by San Francisco's "Wiggle" bicycle facility between Market Street and Golden Gate Park, Ogden City identified a similar zig-zag route through the City to lead riders between the train station and campus on typically quiet streets with a gradual incline. The City should explore the possibility of developing a branded stencil (perhaps incorporating Weber State insignia) for riders to follow along the route (shown in Figure 6 as the Weber State Wildcat). This route would essentially be a shared lane facility, replacing the standard sharrow pavement markings with a branded marking to indicate the route.



Looking North on Skyline Dr.

## Proposed Intersection Improvements

In addition to corridor-level bicycle improvements, some high-priority intersection improvements are needed in Ogden as well. These intersection improvements can help facilitate crossing of busy streets and turning movements across multiple lanes of heavy traffic, and are described below and shown in Figure 7.

### HAWK Beacons

A HAWK (High-intensity Activated crossWalk) beacon can be used in locations of high bicycle and pedestrian crossing volumes, to effectively stop traffic while still minimizing the amount of delay experienced by drivers. The signal faces of a HAWK beacon remain dark until activated by a pedestrian or cyclist wishing to cross, at which point the signal begins a sequence of flashing-yellow/steady-yellow/steady-red. On red, pedestrians and cyclists are given the right-of-way to cross the street. For the purposes of this Bicycle Master Plan, HAWK beacons are proposed on 12<sup>th</sup> Street near its intersection with Liberty Avenue, and near the Madison Avenue/20<sup>th</sup> Street intersection. Both HAWK beacons are situated along a proposed north/south bicycle boulevard on Madison and Liberty, and the 12<sup>th</sup> Street crossing location was frequently mentioned by members of the public as a problematic location for both cyclists and pedestrians. The 12<sup>th</sup> Street/Liberty location is in close proximity to an elementary school and junior high school as well, and could benefit students and parents trying to get between these locations.

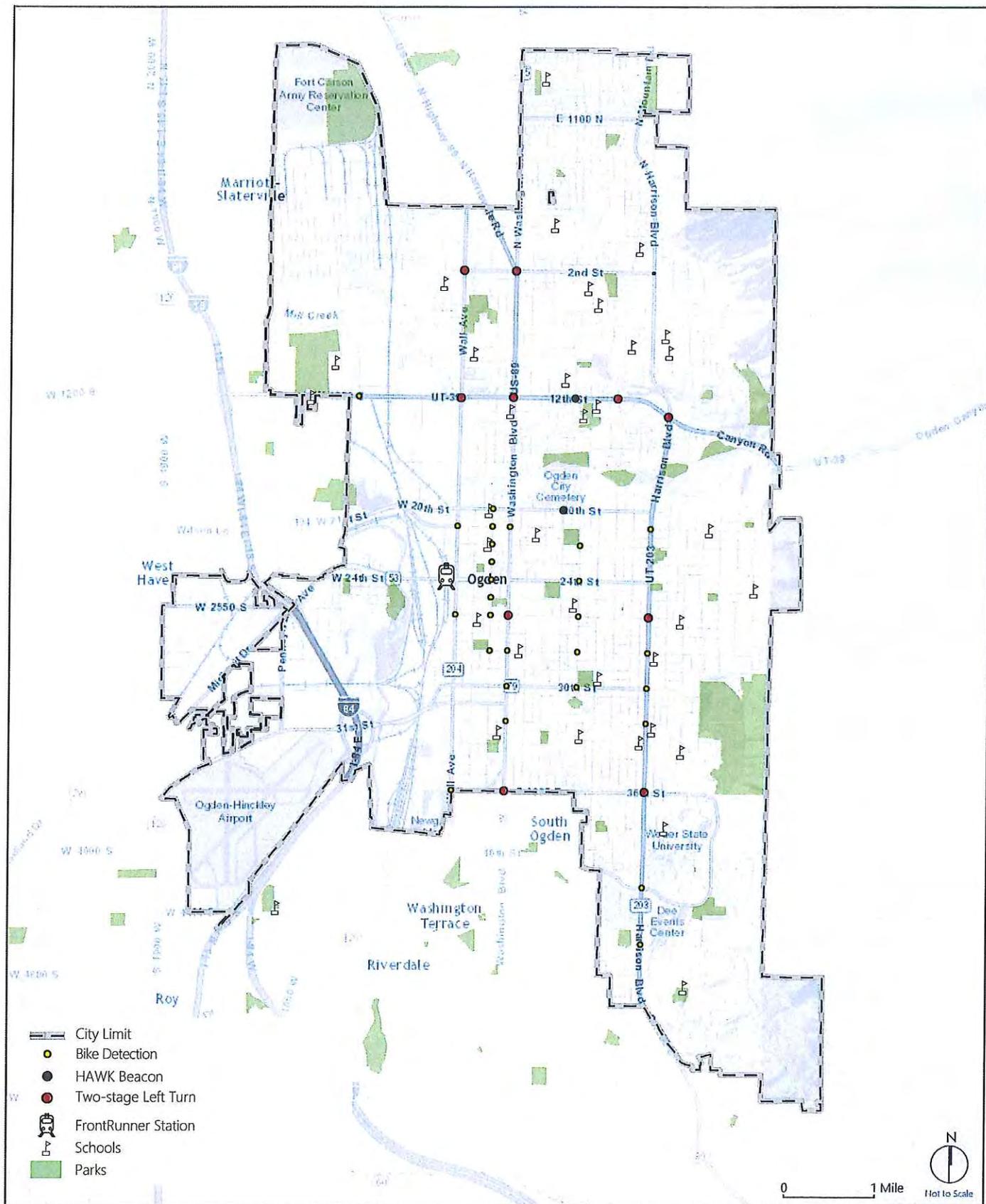
### In- Pavement Bike Detection

Bike detection can be installed under the pavement at intersections to alert the signal controller that cyclists need to cross through the intersection. Detection should be installed in bicycle lanes on intersection approaches at signals that are actuated (programmed with specific signal timing, which can be automatically changed if demand in a certain direction is low or a cyclist is detected waiting at an intersection). Pavement markings should be placed in the bike lane or boulevard so cyclists know where to stand in order to be detected. In this plan, bike detection is proposed at major signalized intersections where bike lanes or bike boulevards are planned on the minor streets. These generally include where routes like 24<sup>th</sup>, 26<sup>th</sup>, 28<sup>th</sup>, 30<sup>th</sup>, and 32<sup>nd</sup> Streets intersection with Wall Avenue, Washington Boulevard, and Harrison Boulevard; several other locations are indicated in Figure 7 as well.

### Two-Stage Left Turns

Two-stage left turn boxes (sometimes known as “Copenhagen Lefts”) are used to help cyclists cross multiple lanes of traffic at intersections from a right-side bicycle facility. Instead of merging across traffic to make a left turn, cyclists ride partway through the intersection and stop at a painted box adjacent to the crosswalk for cross traffic, and then proceed through the intersection when cross traffic receives a green light. Two-stage left turns are particularly useful on roadways with multiple lanes of heavy traffic, or in locations where a physical barrier on a protected bike lane limits left turn opportunities otherwise. In this plan, two-stage left turns are proposed at intersections of bike facilities on Phase 1 corridors, including Washington Boulevard, Harrison Boulevard, 12<sup>th</sup> Street, 21<sup>st</sup> Street, and 26<sup>th</sup> Street, as shown in Figure 7.

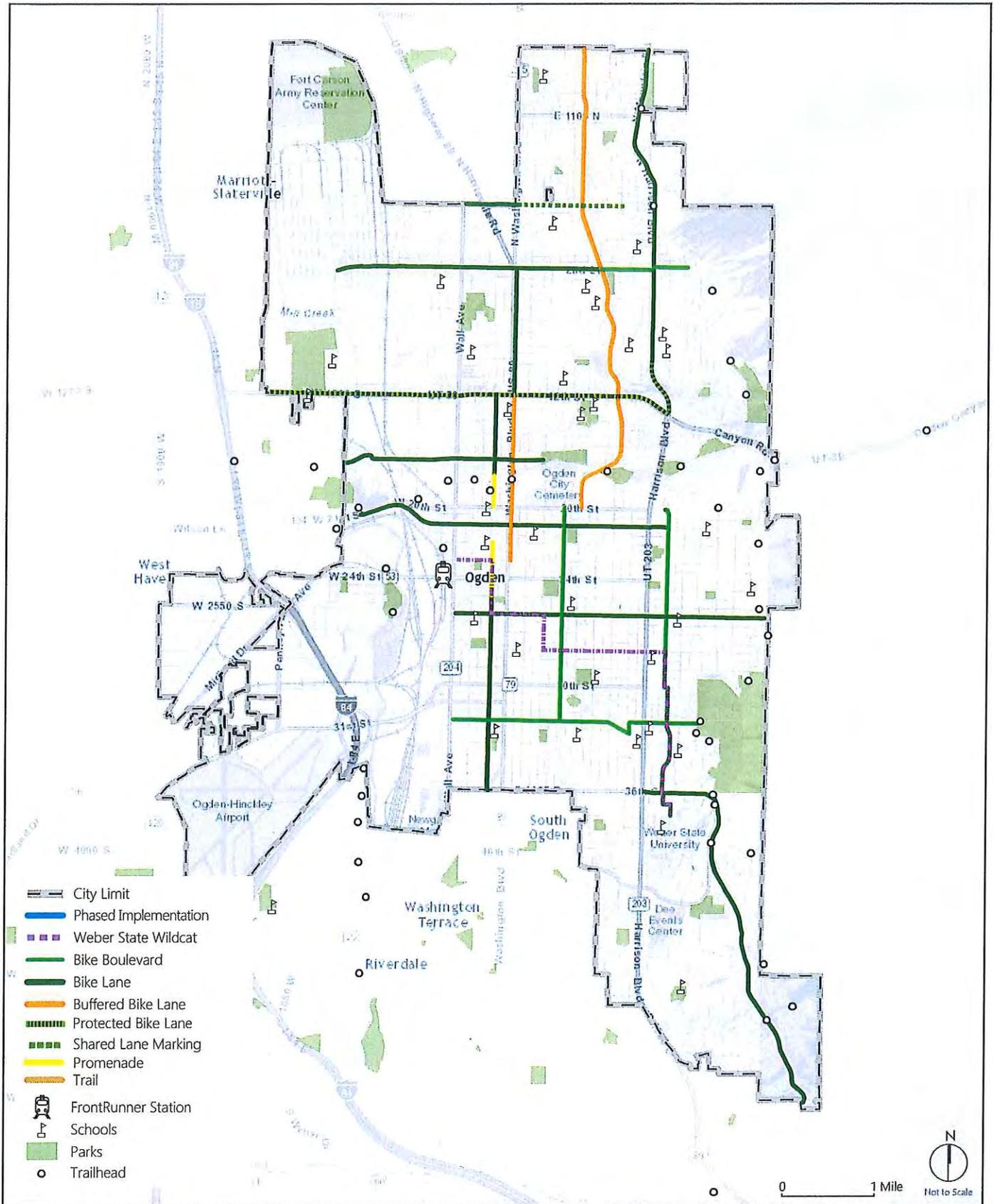




Proposed Intersection Improvements

## Bicycle Project Prioritization

The proposed roadway network was broken into separate projects so that projects could be prioritized and completed incrementally as funds are made available. Figure 8 identifies the highest-priority bike projects, referred to as "Phase 1". Phase 1 projects were identified to develop an initial backbone network through the City, including a variety of routes and treatment types to get north/south and east/west across Ogden. As roadway resurfacing, utility work, and new road projects are put into construction, the City should use these opportunities to implement network segments that require "sign and paint only."



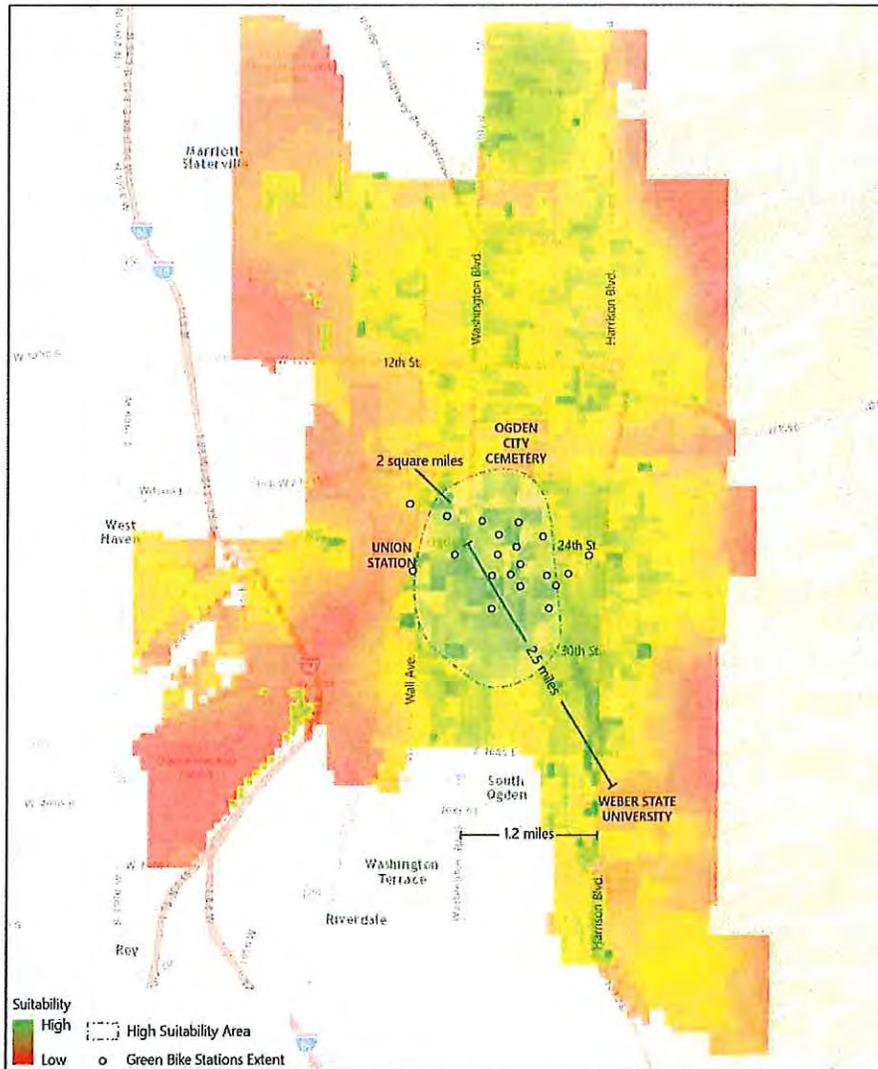
Phase 1 Network

## Bike Share Suitability Analysis

Ogden has expressed interest in installing a bike share program to provide an alternative mode of transportation to its residents and visitors. In order for such a program to be successful, the location of bike share stations should be able to meet local needs and accommodate potential users effectively. This requires stations to be strategically installed at locations that have the highest potential to maximize the social and economic benefits of the bike share program. A successful citywide bike share program could provide an active transportation alternative in the city, and enhance first/last mile connectivity between Ogden destinations and the Ogden Intermodal Center.

### High Suitability Area

Academic literature suggests that the suitability for bike share stations depends on a series of demographic and urban design factors. For this plan, population density, employment density, and intersection density were used to evaluate the suitability of different areas within the city for bike share stations. While population and employment densities were used to measure potential bike share customers and trip origins and destinations, intersection density indicates how well-connected the street system in an area is. The results of this suitability analysis are illustrated in Figure 9. Areas in dark green have high population, employment and intersection density, which means they are more suitable for bike share than areas shown in red.



**Figure 9: High Bike Share Suitability Area**

Based on the quantitative analysis explained above as well as the local conditions such as major activity centers and attractions, the area that has the greatest potential for bike share is identified in Figure 9. The white dots shown represent an overlay of station spacing for the GREENbike stations in Salt Lake City, shown here to illustrate the desired general spacing in Ogden. The circled area represents the geographic range of the highest-suitability neighborhoods for bike share stations.

**Facilities near Bike Share Stations**

Research suggests that the typical facilities served by bike share stations can be classified into five categories as following:

- Community and civic facilities
- Major commercial activity centers
- Local and tourist attractions
- Major transit terminals

- Higher density residential neighborhoods and developments.

These facilities provide customer base or major destinations for bike share users. All these facility types can be found in the high suitability area.

### **Bike Station Density**

Based on the local need the number of bike share stations varies from case to case. As of 2014, Salt Lake City's GREENbike program had 20 bike share stations. A study of peer systems<sup>1</sup> show that core market bike share station densities range from 5 to 25 stations per square mile, with an average of 9 stations per square mile. The system-wide densities of the peer systems range from 4 to 15 stations per square mile, with an average of 5 stations per square mile. While each peer system has unique demographic distribution pattern and urban layout, these numbers could serve as a benchmark when considering bike share location and spacing in Ogden.

### **Recommended Bike Station Locations**

Based on the suitability analysis and discussion with Steering Committee members, the following locations were identified as preferred bike share locations if a system were to be developed in Ogden:

- Washington Boulevard/22<sup>nd</sup> Street
- Ogden FrontRunner Station
- Weber County Library (Jefferson Avenue/25<sup>th</sup> Street)
- City Hall Plaza (Grant Avenue/25<sup>th</sup> Street)
- Lindquist Field (Lincoln Avenue/23<sup>rd</sup> Street)
- The River Project development (Grant Avenue/20<sup>th</sup> Street)
- Ogden Eccles Conference Center (Washington Avenue/24<sup>th</sup> Street)
- Historic 25<sup>th</sup> Street/Wall Avenue
- Weber State University

## **Facility Design Standards**

Many excellent resources are available to Ogden City to determine proper standards for designing individual facilities. Ogden City can select from the standards available, as applicable and needed, when establishing cross-sections for various roadways. Several options are listed below:

### **Mainstream Traditional Resources:**

- American Association of State Highway Transportation Officials (AASHTO)
  - A Policy on Geometric Design of Highways and Streets (Green Book)
  - Guide for the Development of Bicycle Facilities (Bike Guide)
- Manual of Uniform Traffic Control Devices (MUTCD), 2009 edition

### **Mainstream Innovative Resources:**

- National Association of City Transportation Officials (NACTO)
  - Urban Bikeway Design Guide
  - Urban Street Design Guide

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<sup>1</sup> The study examined bike share programs in Washington D.C./Arlington, Minneapolis, Miami Beach, Boston, and Denver.

- CROW Design Manual for Bicycle Traffic (CROW is a Dutch non-profit organization that publishes transportation design and infrastructure manuals)
- FHWA Separated Bike Lane Planning and Design Guide
- ITE Recommended Practice: Recommended Design Guidance to Accommodate Bicyclists and Pedestrians at Interchanges

These documents can be used by Ogden City as necessary to create the most appropriate solution for cyclists and the local environment on individual corridors.

## **Bicycle Parking**

Bicycle parking, for both short- and long-term storage, is an important component of an overall bicycle network. A lack of adequate, safe, and well-lit bicycle parking could deter a substantial number of cyclists who might otherwise choose to ride. As part of this Plan, updated bicycle parking recommendations were created based on the City's existing code and can be adopted into the General Plan. These recommendations were based on best practice guidelines such as those published by the Association of Pedestrian and Bicycle Professionals.

Incorporating bicycle parking requirements into municipal codes is one way to increase the supply of bicycle parking in Ogden. The same land use codes that the City currently uses for automobile parking were used to provide short- and long-term parking generation requirements and recommendations. Refer to the Ogden City bicycle parking ordinance for more information on the bicycle parking requirements.

# Funding and Implementation

Implementation of the proposed bicycle system will require funding from local, regional, state, and federal sources and coordination with multiple agencies. To facilitate funding efforts, this section presents conceptual cost estimates for the proposed system along with a brief description of past expenditures for bicycle facilities. The conclusion of this section provides a brief overview of overall funding and implementation strategies.

As infrastructure projects come under construction, the City should use opportunities such as roadway repaving or utility work to implement network segments that require limited changes or consist of “sign and paint only.” These features can be implemented relatively rapidly at low cost and greatly expand the network, which would both facilitate and encourage increased cycling in the City. This approach allows the City to implement more of the plan at a quicker pace, with the intent of effectively providing alternative mobility choices.

While this Bicycle Master Plan represents the cycling vision for Ogden City, several Phase 1 projects are located on UDOT roads. These include Washington Boulevard, Harrison Boulevard, 12<sup>th</sup> Street, and part of 21<sup>st</sup> Street. In some instances, this Plan identifies proposed facilities on corridors where UDOT does not have funding in the near term to make improvements. Ogden City and UDOT can collaborate in sections where priorities and timelines align, and Ogden City can lead implementation of Phase 1 projects on City-owned streets. Coordination among various City departments and divisions (engineering, public works, planning, and community development) can maximize opportunities to incorporate bicycle projects into other construction projects as applicable.

## Bikeway Costs

Planning-level cost estimates for Phase 1 facilities listed in the plan were developed for each of the identified categories:

- Shared Lane Markings (Sharrow)
- Bicycle Boulevards
- Bike Lane
- Buffered Bike Lane
- Protected Bike Lane
- Promenade
- HAWK Beacons
- Two-Stage Left Turns
- In-Pavement Bike Detection

Each high-priority proposed facility was assigned to one of the categories, and a per-mile construction cost for each category was developed. These estimates include the following assumed additional factors:

- Mobilization: 5%
- Construction Management: 10%
- Traffic Control: 10%
- Design/Engineering: 15%
- Contingency: 25%

For purposes of this Plan, conceptual costs for the proposed system were based on the following assumptions:

**Shared Lane Markings (Sharrows):** This category assumes signage and shared-use pavement markings (“sharrows”) along the length of the route at intervals of 250 feet (as per MUTCD guidelines) in each direction and at intersections. This assumes that the roadway does not require rehabilitation or maintenance. The assumed unit cost is **\$5,100 per mile.**

**Bike Lane:** This category assumes that there is sufficient curb-to-curb width to install the bike lane and associated pavement markings, but that modifications to existing striping would be necessary to make room. It assumes that the road is in good condition and doesn’t require maintenance or rehabilitation as part of the striping project. It also assumes signage in each direction at the entry to each block. The cost is **\$22,000 per mile.**

**Buffered Bike Lane:** This category assumes that there is sufficient curb-to-curb width to install the bike lane, but that modifications to existing striping would be necessary to make room. This includes removal of existing striping and installation of new striping, along with bike lane signage. No modifications to intersection signal equipment are assumed. The cost is **\$22,400 per mile.**

**Bike Boulevard:** This category assumes signage and shared-use pavement markings (“sharrows”) along the length of the route at intervals of 250 feet (as per MUTCD guidelines) in each direction and at intersections. It also assumes placement of wayfinding signage in both directions every quarter-mile. This assumes that the roadway does not require rehabilitation or maintenance. The assumed unit cost is **\$6,500 per mile.**

**Protected Bike Lane:** This category assumes that adequate space exists along the roadway to add striping and markings without modifying the roadway further. It assumes a new centerline, two edge lines to separate bicycles and traffic, bike stencils at driveways and on both ends, and soft hit posts every 15 feet. The cost is \$5,000 per segment or, with the additional factors listed above, **\$54,500 per mile.**

**Promenade:** This category is a continuation of the Grant Avenue Promenade, extending the facility from its current length between 20<sup>th</sup> and 22<sup>nd</sup> Street. The Grant Avenue Promenade will eventually be built from 18<sup>th</sup> Street to 25<sup>th</sup> Street. The cost estimates included in this plan for the Promenade were provided by Ogden City, and include other related project costs (for instance, bridge upgrades at Grant Avenue and the Ogden River). Ogden City estimated an overall cost of \$6.5M for the continuation of the Promenade.

Unit costs for intersection improvements are as follows:

- HAWK Beacon: \$100,000

- Two-Stage Left Turn Boxes: \$1,000 (assuming two per signalized intersection along multi-lane Phase 1 routes)
- Bike Detection Loops: \$2,000 (assuming two per selected intersection, on minor approach streets only)

Table 2 summarizes the total conceptual costs of the Phase 1 network, applying mobilization, traffic control, design, and contingency rates to each individual project. Construction of the Phase 1 system would require approximately \$7.9M.

**TABLE 2 PHASE ONE BICYCLE PROJECT COSTS**

| Bikeway                                        | Type                                               | From                                                     | To                                                       | Length     | Cost        |
|------------------------------------------------|----------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|------------|-------------|
| North Street                                   | Shared Lane Markings                               | Washington Boulevard                                     | Harrison Boulevard                                       | 1.13 miles | \$6,000     |
| North Street                                   | Bike Lane                                          | Wall Avenue                                              | Washington Boulevard                                     | 0.43 miles | \$16,000    |
| 36 <sup>th</sup> Street/<br>Skyline<br>Parkway | Bike Lane                                          | Tyler Avenue                                             | Southern Ogden<br>Boundary                               | 3.27 miles | \$119,000   |
| 26 <sup>th</sup> Street                        | Bike Lane (incl. Detection<br>Loops)               | Wall Avenue                                              | 1825 East                                                | 2.55 miles | \$106,000   |
| Grant Avenue                                   | Bike Lane                                          | a) 12 <sup>th</sup> Street<br>b) 25 <sup>th</sup> Street | a) 18 <sup>th</sup> Street<br>b) 36 <sup>th</sup> Street | 2.23 miles | \$81,000    |
| Grant Avenue                                   | Promenade                                          | a) 18 <sup>th</sup> Street<br>b) 22 <sup>nd</sup> Street | a) 20 <sup>th</sup> Street<br>b) 25 <sup>th</sup> Street | 0.69 miles | \$6,490,000 |
| Washington<br>Boulevard                        | Bike Lane                                          | 2 <sup>nd</sup> Street                                   | 12 <sup>th</sup> Street                                  | 1.03 miles | \$37,000    |
| 2 <sup>nd</sup> Street                         | Bike Lane                                          | Depot Drive                                              | Harrison Boulevard                                       | 2.18 miles | \$79,000    |
| Harrison<br>Boulevard                          | Bike Lane (incl. Two-Stage<br>Left Turns)          | Northern Ogden<br>boundary                               | 12 <sup>th</sup> Street                                  | 3.03 miles | \$113,000   |
| 17 <sup>th</sup> Street                        | Bike Lane                                          | Western Ogden<br>boundary                                | Lorin Farr Park                                          | 1.65 miles | \$60,000    |
| 21 <sup>st</sup> Street                        | Bike Lane (incl. Detection<br>Loops)               | Western Ogden<br>Boundary                                | Tyler Avenue                                             | 2.60 miles | \$108,000   |
| Monroe<br>Boulevard                            | Buffered Bike Lane                                 | Northern Ogden<br>boundary                               | 20 <sup>th</sup> Street                                  | 3.97 miles | \$147,000   |
| Washington<br>Boulevard                        | Buffered Bike Lane (incl.<br>Two-Stage Left Turns) | 12 <sup>th</sup> Street                                  | 23 <sup>rd</sup> Street                                  | 2.37 miles | \$95,000    |
| Tyler Avenue                                   | Bike Boulevard                                     | 20 <sup>th</sup> Street                                  | Edvalson Street                                          | 2.57 miles | \$17,000    |
| 32 <sup>nd</sup> Street                        | Bike Boulevard (incl.<br>Detection Loops)          | Wall Avenue                                              | Taylor Avenue                                            | 2.14 miles | \$27,000    |
| Madison<br>Avenue                              | Bike Boulevard                                     | 20 <sup>th</sup> Street                                  | 32 <sup>nd</sup> Street                                  | 1.73 miles | \$11,000    |
| 2 <sup>nd</sup> Street                         | Bike Boulevard                                     | Monroe Boulevard                                         | Polk Avenue                                              | 0.71 miles | \$5,000     |

|                         |                                                                                    |                         |                        |            |           |
|-------------------------|------------------------------------------------------------------------------------|-------------------------|------------------------|------------|-----------|
| Weber State Wildcat     | Bicycle Boulevard (incl. Detection Loops)                                          | Ogden Intermodal Center | Weber State University | 3.91 miles | \$32,000  |
| 12 <sup>th</sup> Street | Protected Bike Lane (incl. Two-Stage Left Turns and HAWK Beacon at Liberty Avenue) | Western Ogden boundary  | Harrison Boulevard     | 3.36 miles | \$365,000 |

Total Phase 1 Costs: \$7,914,000

## Funding Sources

Many funding sources are potentially available at the federal, state, regional, county, and local levels for Ogden to implement the projects and programs in the Bicycle Master Plan. The majority of public funds for bicycle projects are derived through a core group of federal and state programs. Federal funds from the Surface Transportation Program (STP), Transportation Alternatives Program (TAP), and Congestion Mitigation Air Quality (CMAQ) programs are allocated to UDOT and Wasatch Front Regional Council and distributed by those agencies at their discretion. The Utah Transit Authority has been applying transit funds in communities throughout its service area to increase active transportation access to its FrontRunner and TRAX stations, within a ½-mile walking distance or a 3-mile biking distance.

County or City funds may also be used to construct bicycle facilities. For example, Salt Lake County recently established a funding stream for bicycle improvements by increasing vehicle registration fees in the County. This source has directed nearly \$1M annually to Salt Lake County to implement bicycle projects, which is distributed amongst the incorporated and unincorporated areas of the County as project designs are completed. In addition, Weber County residents approved a local-option sales tax in November 2015, which increases the sales tax by ¼ percent and dedicate those funds to a mix of road, transit, and active transportation funds.

Table 3 provides a list of funding sources that may be applicable to projects identified in this plan. Most of these sources are highly competitive and require the preparation of applications. For multi-agency projects, applications may be more successful if prepared jointly with other local and regional agencies. The City should also take advantage of private contributions, if appropriate, in developing the proposed system. This could include a variety of resources, such as volunteer labor during construction, right-of-way donations, or monetary donations towards specific improvements.

TABLE 3 FUNDING OPPORTUNITIES

| Funding Opportunity | Eligible Project Types | Qualifications | Lead Agency | Submittal Specifics |
|---------------------|------------------------|----------------|-------------|---------------------|
| Municipal Funds     |                        |                |             |                     |

TABLE 3 FUNDING OPPORTUNITIES

| Funding Opportunity                    | Eligible Project Types | Qualifications | Lead Agency      | Submittal Specifics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------|------------------------|----------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bond Financing                         | Varies                 | Varies         | Varies           | Bonds can be approved by voters to fund a range of projects. A local successful precedent is the 2012 Parks and Trails Bond in Salt Lake County, which authorized \$47 million in bond funds to complete the Jordan River Parkway, the Parley's Trail, and acquire land for and construct new parks throughout the County.                                                                                                                                                                                                                                           |
| Sales Tax                              | Varies                 | Varies         | Varies           | It is possible to pass a specified sales tax that could be used to fund active transportation improvements. Precedents include the San Diego region, which approves a half-cent sales tax in 2008 to generate funds for highway, transit, and local road (including bicycle) projects; and the Great Rivers Greenway in the St Louis area, where voters passed a proposition in 2000 to create a 0.1% sales tax for parks, open space and trails. Proposition 1, which passed in November 2015, provides additional sales tax funds for transportation improvements. |
| Special Assessment or Taxing Districts | Varies                 | Varies         | Local Government | Local municipalities can establish special assessment districts for infrastructure improvements. For example, Urbandale, Iowa established a special assessment program in 1996 for building sidewalks in existing developments where they were missing. Exception clauses allowed residents to apply for hardship status, or to allow residents to petition for sidewalks on only one side of the street rather than both.                                                                                                                                           |
| Parking Fees                           | Varies                 | Varies         | Local Government | Some cities have instituted parking fees to pay for infrastructure improvements. Pasadena, CA installed paid parking meters to gather revenue to maintain streets, alleys, and sidewalks in Old Pasadena, and also to provide new signs, lighting, pedestrian-friendly alleys, and other aesthetic improvements.                                                                                                                                                                                                                                                     |
| Development Impact Fees                | Varies                 | Varies         | Local Government | Development impact fees are one-time charges collected from developers for financing new infrastructure construction and operations and can help fund bicycle and pedestrian improvements. Impact fees are assessed through a city's impact fee program.                                                                                                                                                                                                                                                                                                             |
| New Construction                       | Varies                 | Varies         | Local Government | Future road widening and construction projects are methods of providing bike lanes. To ensure that roadway construction projects provide bike lanes and walkways where needed, it is important that the review process includes a designated bicycle and pedestrian coordinator. Planned roadway improvements in Ogden should provide bikeways in the City. Ogden should also coordinate with UDOT to find opportunities for bike facilities on state road construction projects.                                                                                    |

TABLE 3 FUNDING OPPORTUNITIES

| Funding Opportunity                                           | Eligible Project Types                | Qualifications                                                                     | Lead Agency                      | Submittal Specifics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Weber County Recreation, Arts, Museums and Parks (RAMP)       | Construction of recreation facilities | For cities and non-profit organizations within Weber County                        | Local government                 | Funded facilities must be physically located in Weber County, with preference given to collaborative projects. Walking and bicycling trails and neighborhood pathways have all been previously funded projects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| State Funds                                                   |                                       |                                                                                    |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| ADA Ramps                                                     | ADA-related improvements              | For missing ADA ramps on State routes only                                         | UDOT                             | Applications are submitted to the Region Coordinator. Missing ramps can be found in the UDOT database from a recent survey of ramps. ( <a href="http://udot.utah.gov/main/uconowner.gf?n=13652716548952568">http://udot.utah.gov/main/uconowner.gf?n=13652716548952568</a> )                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Safe Sidewalks Program                                        | Sidewalks                             | Sidewalks on State routes only                                                     | UDOT                             | Applications are submitted to the Region Safe Sidewalk Program coordinator and require scope and cost estimate. Local jurisdiction must agree to maintenance and the sidewalk must be built within one year of money allocation. ( <a href="http://www.udot.utah.gov/main/uconowner.gf?n=104675223364328443">http://www.udot.utah.gov/main/uconowner.gf?n=104675223364328443</a> )                                                                                                                                                                                                                                                                                                              |
| Community Development Block Grants-State Administered Program | Street improvements                   | Best if benefits low- or moderate-income populations. Part of a Consolidated Plan. | HUD, State, and Local Government | The Grantee for these grants cannot be a principal city of a metropolitan statistical area a city with less than 50,000, or a county with a population with less than 200,000. Applications are submitted to the State. ( <a href="https://www.hudexchange.info/cdbg-state/">https://www.hudexchange.info/cdbg-state/</a> )                                                                                                                                                                                                                                                                                                                                                                     |
| State Legislation                                             | Legislation dependent                 | Legislation dependent                                                              | State of Utah                    | State legislation can create laws that have dedicated bicycle funding components. Two examples of this are the Oregon "bike bill" which requires including bicycle and pedestrian facilities when any road, street or highway is built or rebuilt and the California Bicycle Transportation Account, which provides state funds to cities and counties wishing to improve safety and convenience for bicycle commuters. ( <a href="http://oregon.gov/ODOT/HWY/BIKEPED/Pages/bike_bill.aspx">http://oregon.gov/ODOT/HWY/BIKEPED/Pages/bike_bill.aspx</a> and <a href="http://www.dot.ca.gov/hq/LocalPrograms/bta/btawebPage.htm">http://www.dot.ca.gov/hq/LocalPrograms/bta/btawebPage.htm</a> ) |
| Federal Funds                                                 |                                       |                                                                                    |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

TABLE 3 FUNDING OPPORTUNITIES

| Funding Opportunity                                                | Eligible Project Types                                           | Qualifications                                                                                                                    | Lead Agency              | Submittal Specifics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transportation Alternatives Program                                | Bicycle and pedestrian improvements                              | Funds can be used for construction, planning and design of on- and off-road facilities.                                           | WFRC and UDOT            | WFRC funds are distributed to projects during the Transportation Improvement Plan project selection process. Most TAP projects will have an 80/20 federal/local match split. Projects can include sidewalks, trails, bicycle facilities, signals, traffic calming, lighting and safety infrastructure, and ADA improvements. Rails-to-trails conversions are also allowed. The Recreational Trails Program is included in Transportation Alternatives, as is the Safe Routes to School program.<br>( <a href="http://www.fhwa.dot.gov/environment/transportation_alternatives/">http://www.fhwa.dot.gov/environment/transportation_alternatives/</a> )                                                                                             |
| Community Development Block Grants-Entitlement Communities Program | Street improvements                                              | Best if benefits low- or moderate-income populations.                                                                             | HUD and Local Government | Grantee is a principal city of a metropolitan statistical area, a city with a population over 50,000, or a county with a population over 200,000. Part of a Consolidated Plan.<br>( <a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs/entitlement">http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs/entitlement</a> )                                                                                                                                                                                                                                                                                                              |
| Surface Transportation Program                                     | Bicycle and pedestrian improvements                              | Generally not used on local minor collectors with exceptions for bicycle/pedestrian walkways.                                     | UDOT                     | Concept reports due to MPO for consideration of programming funds.<br>( <a href="http://www.fhwa.dot.gov/map21/factsheets/stp.cfm">http://www.fhwa.dot.gov/map21/factsheets/stp.cfm</a> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Congestion Mitigation and Air Quality                              | Bicycle and pedestrian improvements                              | Reduce congestion or improve air quality in nonattainment or maintenance areas by shifting travel demand to non-automobile modes. | WFRC                     | Projects must be included in the TIP. WFRC calls for projects from local communities each year.<br>( <a href="http://www.fhwa.dot.gov/map21/factsheets/cmaq.cfm">http://www.fhwa.dot.gov/map21/factsheets/cmaq.cfm</a> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Land and Water Conservation Fund                                   | Bicycle and pedestrian trails, or acquisition of land for trails | Projects that create outdoor recreation facilities, or land acquisition for public outdoor recreation.                            | DNR                      | The Land and Water Conservation Fund (LWCF) provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources. 50/50 match is required, and the grant recipient must be able to fund the project completely while seeking reimbursements for eligible expenses.<br>( <a href="http://stateparks.utah.gov/resources/grants/land-and-water-conservation-fund">http://stateparks.utah.gov/resources/grants/land-and-water-conservation-fund</a> ) |

TABLE 3 FUNDING OPPORTUNITIES

| Funding Opportunity                                 | Eligible Project Types                                    | Qualifications                                                                                                     | Lead Agency                | Submittal Specifics                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Federal Lands Access Program                        | Planning, engineering, construction, and other activities | Projects must be on, adjacent to, or provide access to federal lands.                                              | UDOT                       | Fund is administered through UDOT in coordination with the Central Federal Lands Highway Division, which develops a Programming Decisions Committee. The Committee prioritizes projects, establishes selection criteria, and calls for projects. Next call for projects is anticipated for 2016. ( <a href="http://www.cflhd.gov/programs/flap/ut/">http://www.cflhd.gov/programs/flap/ut/</a> )                                                 |
| Rivers, Trails, and Conservation Assistance Program | Planning assistance for bicycle and pedestrian projects.  | Staff support for facilitation and planning.                                                                       | National Park Service      | Projects need to be related to conservation and recreation, with broad community support, and supporting the National Park Service's mission. Applicants must submit National Park Service applications by August 1 annually, including basic information as well as letters of support. The local contact is Marcy DeMillion, at 801-741-1012 or <a href="mailto:marcy_demillion@nps.gov">marcy_demillion@nps.gov</a> .                         |
| Private or Corporate Funds                          |                                                           |                                                                                                                    |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Cambia Health Foundation Children's Health Program  | Programs and possibly infrastructure                      | Projects must improve access to healthy foods, recreation facilities, and encourage healthy behavior for families. | Cambia Health Foundation   | Grants are typically in \$50,000 - \$100,000 range. Focus is on programs. Contact foundation staff at <a href="mailto:cambiahealthfoundation@cambiahealth.org">cambiahealthfoundation@cambiahealth.org</a> for additional information. ( <a href="http://www.cambiahealthfoundation.org/programs/childrens-health">http://www.cambiahealthfoundation.org/programs/childrens-health</a> )                                                         |
| Bikes Belong Foundation                             | Bicycle infrastructure                                    | Projects must improve the cycling environment                                                                      | Bikes Belong               | Bike Belong has awarded 272 grants to non-profit organizations and local governments in 49 states and the District of Columbia, since 1999.                                                                                                                                                                                                                                                                                                      |
| Community Fundraising                               | All                                                       | Small dollar amounts                                                                                               | Local agency or non-profit | Lead agency manages the details, marketing, and range of a community fundraising campaign. Successful examples include Softwalks' Kickstarter campaign for sidewalk amenities in New York City, and use of volunteer labor for trail construction in Springdale, Utah. Follow link below for more ideas. ( <a href="http://www.bicyclinginfo.org/funding/sources-community.cfm">http://www.bicyclinginfo.org/funding/sources-community.cfm</a> ) |

## Monitoring

This section presents a framework for monitoring the success of implementation of the Plan through benchmarking progress, engaging local citizens, and continuing to generate interest in bicycle issues after this plan has been adopted. Evaluation and monitoring allow Ogden to track progress made as it

implements the bicycle master plan. Three major components to monitoring bicycle planning efforts should follow plan adoption:

- Tracking progress on implementing planned projects and meeting the master plan’s stated goals;
- Monitoring needs for small-scale spot improvements on bicycle facilities; and
- Monitoring public sentiment and engagement in bicycling issues.

**TABLE 4. MONITORING ACTIVITIES**

| Monitoring Activity                                                                                                  | Actions to Take                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Track plan implementation                                                                                            | Staff time to document projects and policies implemented, for internal reporting purposes as well as for ongoing applications for LAB Bicycle Friendly Community status upgrades                                                                                                                                                                                                                                                                                                                                                                              |
| Volunteer reporting of maintenance needs                                                                             | Staff time to receive input and respond to reports                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Reactive maintenance                                                                                                 | Staff time to respond to maintenance requests                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Continued engagement with advocacy groups                                                                            | Create a framework for continued engagement with the advocacy community (WOBAC may be a good avenue for this) to keep awareness of cycling issues high, continue support for implementation of the bike plan, and solicit feedback on ongoing cycling needs                                                                                                                                                                                                                                                                                                   |
| Ensure project funding through inclusion in Capital Facilities Plan                                                  | Staff time to coordinate between planning and budget departments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Proactive maintenance of bicycle facilities                                                                          | City and/or contractor staff to monitor needs, make needed repairs, plan for funding in municipal public works or operations budgets                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Online reporting mechanism for maintenance and repairs                                                               | Staff time to develop a web-based forum to receive public input, and respond to reports                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Ongoing local communication around bicycle issues                                                                    | Staff time to maintain an Ogden cycling website (or partner with another organization such as WOBAC or Weber Pathways, and provide content), generate other communication outlets, and host events to increase participation and enthusiasm                                                                                                                                                                                                                                                                                                                   |
| Pursue outside funding for bicycle projects                                                                          | Staff time to evaluate grant programs, prepare applications, and coordinate with funding agency representatives                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Measuring progress by benchmarks                                                                                     | Staff, volunteer, or intern/student time for before-and-after data collection and surveys, and review of multiple datasets. Benchmarks could include: <ul style="list-style-type: none"> <li>● Number of people bicycling on-street and using off-street facilities</li> <li>● Mileage of on-street bicycle facilities</li> <li>● Percentage of households within ¼ miles of a bicycle facility</li> <li>● Percentage of K-8 students biking to school</li> <li>● Bike parking racks installed in the public right-of-way and with new development</li> </ul> |
| Identify additional financing opportunities for bicycle projects, such as public-private partnerships or impact fees | Staff time to build partnerships, and potential need for outside consultant to identify defensible impact fees and ensure compliance with state and local laws.                                                                                                                                                                                                                                                                                                                                                                                               |
| Regular bicycle counts                                                                                               | Partner with local advocacy groups like WOBAC and Weber Pathways, boy scouts, schools, and WFRC to conduct annual bicycle counts and an annual monitoring program that reviews and compares these counts. Additionally, Ogden can require that all traffic study counts include bicycles to estimate bicycling levels and changes in bicycling levels over time.                                                                                                                                                                                              |

TABLE 4. MONITORING ACTIVITIES

| Monitoring Activity | Actions to Take                                                                                                                                                                                                                      |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bicycling Audits    | Encourage staff to conduct bicycle and walking audits as part of outreach strategies for new development projects. A bike/walk audit leads stakeholders on a set course to discuss safety concerns and strategies to improve safety. |

## Plan Implementation

Ogden should regularly revisit this Bicycle Master Plan to review progress in implementing projects. Key review components are described below.

### Implementing Projects

City staff should review project implementation within two or three years after plan completion, to document how many Phase 1 projects have been implemented or are in the process of being implemented, and whether new projects from the plan should be added to current implementation efforts. At five years following plan completion, staff members should again evaluate how many Phase 1 projects have been implemented. Staff members should not be unduly concerned if something less than 100% of projects have been implemented; however, if only minor progress has occurred since plan completion, an evaluation of possible obstacles might be helpful (see sidebar text on barriers to implementation). Ogden City should also focus on developing a master transportation plan which would integrate the recommendations from this Bicycle Master Plan and provide a multi-modal vision for the City going forward. In addition, Ogden's Complete Streets ordinance needs to be adopted.

### Building Partnerships

Relationships with regional and local transportation agencies such as UDOT, UTA, Wasatch Front Regional Council, Weber State University, WOBAC, the Utah Department of Health, Weber-Morgan Health Department, adjacent communities, and other organizations can be helpful for Ogden while attempting to build bicycle networks. Staff members should establish strategic working relationships with their

### Implementation Barriers

Here are some common barriers to implementation, and suggestions for overcoming them.

#### Low political support

- Engage local advocacy groups, such as the Ogden Bicycle Collective, Weber Pathways, WOBAC, PTA's or trail clubs, to show their support. Elected officials may be persuaded by their constituents.
- Take local leaders on a tour of an area that has implemented similar plans.
- Build momentum around a handful of low-risk, low-cost projects.
- Find a project champion within city staff, elected officials, or the business community.

#### Lack of funding

- Build bicycle facilities (bike lanes, sharrows, etc) into already-planned construction projects.
- Partner with other agencies – UDOT, Robert Wood Johnson Foundation, or utility companies - to stretch available funds.
- Apply for Local Planning Resource Funds through WFRC, or Transportation Alternatives funding through WFRC or UDOT.

counterparts and leadership at these agencies, and at adjacent municipalities. Building partnerships takes time and effort, however, and the results may take some years to come to fruition. Municipalities should take stock of their partnering efforts at the three- to five-year mark following completion of a bicycle master plan. Staff members should re-evaluate their strategies if partnering efforts do not result in some increase of political and agency support of bicycle issues – other strategies or methods of building support may be necessary. Building partnerships should also extend to Ogden City’s law enforcement staff, to increase compliance of cycling laws by both drivers and cyclists and improve safety in doing so.

### Maintaining Projects

As indicated in Table 4, ongoing routine maintenance of constructed projects (and responding to maintenance needs reported by users) is an important part of creating a reliable and safe cycling network. Some rule-of-thumb guidelines for maintenance of bicycle facilities are provided below. It should be noted that the conceptual cost estimates provided for Phase 1 projects in this plan do not include ongoing maintenance and operational costs. City budgeting processes should take into account the ongoing maintenance costs for a bicycle network, and plan funding accordingly.

**TABLE 5 MAINTENANCE ACTIVITIES**

| Maintenance Activity                        | Frequency                                                 | Level of Cost |
|---------------------------------------------|-----------------------------------------------------------|---------------|
| Pavement markings restriping or replacement | As needed                                                 | Medium        |
| Signage replacement                         | As needed                                                 | Medium        |
| Pavement sealing                            | 5-10 years                                                | High          |
| Debris removal and sweeping                 | As needed, with higher frequencies during the fall season | Medium        |
| Vegetation trimming/removal                 | Twice annually (spring and fall)                          | Low           |
| Pothole repair                              | As needed in response to reports                          | Medium        |
| Inspections                                 | Annually, in spring                                       | Low           |

### Online Monitoring Feedback

While most local and state transportation divisions have internal methods for monitoring transportation facility conditions, many have additional mechanisms for citizens to report problems. Several online options are available as well. For instance, Salt Lake City has a “Bicycle Route Maintenance Request Form” online, through which the public can identify cycling routes in need of maintenance work such as sweeping, pothole repair, pavement maintenance, or other problems. The form can be found online through the Salt Lake City Transportation Division website. UDOT has a “Click N Fix” mobile app, which Ogden residents can use to report maintenance issues on state roads in Ogden. Ogden City may wish to



develop its own site, app, or webmap to crowdsource maintenance needs on local streets as facilities get built, or on already-existing facilities (for instance, the 24<sup>th</sup> Street viaduct was mentioned in several public outreach efforts as needing shoulder sweeping and maintenance).

Other cities, such as Portland Oregon, also seek online feedback on transportation conditions such as desired curb ramps, traffic safety concerns (i.e. speeding, crosswalk needs, visibility, or school zones), and street light problems. Portland’s online forms can be found through the Portland Bureau of Transportation website. Cities may also state timelines for responding to requests – within a day, several days, or a week – which demonstrates a commitment to the public’s traveling needs. Currently, several cities incorporate crowd-sourced or volunteered geographic information (VGI) into maintenance requests. Users can submit requests for repair by sending a GPS-marked photo through a smartphone application, categorizing the photo based on repairs needed (striping, sweeping, pothole repair, etc). Reno, Nevada is one example of a municipality engaging its citizens this way in monitoring for maintenance needs.

Crowdsourcing data can also be a valuable source to see how Ogden’s bicycle network gets used. Mobile apps like Strava or Cycle Tracks can gather GPS data from participating cyclists, which can be purchased by Ogden City. This kind of data can help the City better understand which routes are most popular with selected cyclists, and how much demand there is for facilities on various routes. While these kind of datasets aren’t fully representative (they only show cycling activity by people who have and use the apps), they can be combined with in-person bicycle counts to create a more robust picture of overall bicycle travel in Ogden.

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## Appendix B: Public Involvement Summary

### Overview

The objective of public involvement for the Ogden Bicycle Master Plan was to collaborate with individuals and organizations that wanted to help shape the bicycling environment in Ogden City. The project team sought feedback to better inform the planning process, prioritize highly valued elements, and ensure community support for the plan. Outreach occurred at four distinct levels: a project Steering Committee, Ogden City Council updates, a stakeholder group, and the general public. These efforts are described below.

#### Steering Committee

This group included representatives from Ogden City, UDOT, and Wasatch Front Regional Council in addition to the consultants from Fehr & Peers. Steering Committee members provided overall guidance and oversight for the project. Individual Steering Committee members included:

- Justin Anderson (Ogden City)
- Jay Lowder (Ogden City)
- Greg Montgomery (Ogden City)
- Daniel Gillies (Ogden City)
- Perry Huffaker (Ogden City)
- Josh Jones (Ogden City)
- Glenn Symes (Ogden City)
- Daryl Ballantyne (UDOT)
- Jory Johner (WFRC)
- Scott Hess (WFRC)
- Maria Vyas (Fehr & Peers)
- Kyle Cook (Fehr & Peers)

#### City Council

Fehr & Peers led two work sessions (on January 13<sup>th</sup>, 2015, and June 23<sup>rd</sup>, 2015) with the Ogden City Council in advance of the public open houses. The work sessions updated the City Council on plan progress, and solicited feedback at critical points to ensure accuracy and proper direction for the plan.

#### Stakeholders

The project team led two stakeholder group meetings (on December 3, 2014 and May 14, 2015) with individuals that had a high level of interest in the Bicycle Master Plan and were committed to volunteer time to aid in decision making. Stakeholder participation was critical in refining goals and objectives, identifying needs and opportunities, and refining the proposed bicycle network. Participating stakeholders included:

- Caitlin Gochnour, Ogden City Council
- Marcia White, Ogden City Council
- Robert Herman, Ogden City Planning Commission
- Bill Cook, Ogden City Council staff
- Dave Adamson, UDOT Region One
- Darin Fristrup, UDOT Region One
- Ken Anson, Utah Transit Authority
- Holin Wilbanks, Weber County
- Charlie Ewert, Weber County
- Brad Mortenson, Weber State University
- Mark Benigni, Weber Pathways
- Rod Kramer, Weber Pathways
- Jo McNurlan, WOBAC
- Dan Schroeder, Sierra Club
- Joe Wignall, Enve Composites
- Dustin Eskelson, Ogden Bicycle Collective
- Drew Johnson, City Cycle

## General Public

All members of the public were invited to review plan materials and provide comments. Two public open houses were held: one on February 5, 2015, following the review of existing conditions; and another on July 15, 2015, after a proposed bicycle network had been drafted. Open houses were advertised to the public on the Ogden City webpage; through Facebook posts by Ogden Bicycle Collective and Weber Pathways; via emails to stakeholder groups and cycling-related listserves such as WOBAC and Cycling Utah; and by fliers posted around Ogden City leading up to the events.

## Public Comment Summary – Open House #1

The first of two Ogden City BMP open houses was held on February 5, 2015 at Union Station. It was well attended with over 200 attendees. The purpose of this open house was to present the purpose, goals, and objectives of the BMP and to get the public's input on identifying issues, key destinations, and desired facility types.

Large format maps were placed throughout the Union Station to allow attendees to highlight locations of needed improvements. Three visual preference boards (bikeways, intersection treatments, and destination amenities) were used to detail different types of bicycle amenities. Comments could also be provided via a written comments box in addition to marking on the maps and visual preference boards

Topics that were commented on by multiple open house attendees included: connections, infrastructure, safety, education/encouragement, and maintenance/operations. Ogden Canyon was also mentioned by several attendees. Below is a summary of the comments received at the first open house.

### Connections

- Improve connections citywide
- Connect to trailheads

- Utilize alleyways
- Connections over or under Railyard, I-80, I-89, Harrison, and Wall
- More east/west connections
- Work with neighboring municipalities

## Infrastructure

- Bike lane suggestions throughout Ogden
- Bike Boxes at critical intersections
- Improve bike detection
- Bike parking
  - Downtown
  - 24<sup>th</sup>, Harrison, 25<sup>th</sup>
  - FrontRunner Station
- Bike share
  - Bike share is super cool, very handy for out of town visitors. It says "this is a bike friendly community"
  - Downtown
  - WSU
  - Union Station

## Safety

- Cars respect cyclists more when there is a painted lane
- Separating bicyclists with trees or cars would be incredibly helpful
- Consider mid-block crossing at busy streets
- Inform cyclists of safe practices: right-side of the street, signals, lights at night etc.
- Please do not incorporate "cycle-tracks." They are unsafe
- Efforts to curb bike theft

## Education/Encouragement

- Maps and wayfinding improvements (online and printed)
- Maximize existing facilities
- Communicate that Ogden fundamentally supports intermodal transportation
- Support/help the Bike Collective
- Raise motorist awareness of cyclists
- Bikes on Transit
  - Busy during peak periods
  - Vertical bike racks and more bike cards
  - UTA bus passes on Red days to encourage public transit
- Inform public that cyclists are allowed on all roads, not just those with bike facilities

## Maintenance/ Operations

- 24th Street Bridge needs to be cleaned
- Shoulder need to be clean of glass and debris
- Regular snow maintenance on bike routes and paths
- Weber River path maintained and cleared year round

## Positive Feedback

- Great job in offering this forum!
- I am super pleased and very thankful of Josh Jones, the mayor, WOBAC, Weber pathways, and many, many people who have placed a priority and a plan into effort. Keep up the great work. Thank you!

## Public Comment Summary – Open House #2

The second open house was held on July 15, 2015 at Union Station with around 100 attendees signing in. The purpose this open house was to present the proposed bicycle network to the public and ensure that no routes were missing. Members of the public were also asked to identify their two highest priority routes on the maps, and written comments were solicited as well. The table below shows where participants indicated their highest priorities for providing bicycle facilities.

### Prioritized Routes

| <b>Road<br/>(North/South)</b> | <b>Score (north of<br/>12<sup>th</sup>)</b> | <b>Score (south of<br/>36<sup>th</sup>)</b> | <b>(12<sup>th</sup>-<br/>Score (south of 36<sup>th</sup>))</b> | <b>Total</b> |
|-------------------------------|---------------------------------------------|---------------------------------------------|----------------------------------------------------------------|--------------|
| Harrison                      | 4                                           | 12                                          | 7                                                              | 23           |
| Washington                    | 2                                           | 5                                           | 0                                                              | 7            |
| Monroe                        | 1                                           | 5                                           | 0                                                              | 6            |
| Madison/Chatelain             | 0                                           | 5                                           | 0                                                              | 5            |
| Tyler                         | 0                                           | 3                                           | 0                                                              | 3            |

|              |   |   |   |   |
|--------------|---|---|---|---|
| Wall         | 2 | 0 | 0 | 2 |
| Grant        | 0 | 1 | 0 | 1 |
| Lincoln      | 0 | 1 | 0 | 1 |
| Downs        | 1 | 0 | 0 | 1 |
| Pennsylvania | 0 | 0 | 1 | 1 |
| Skyline      | 0 | 0 | 1 | 1 |

| Road (East/West)                          | Score (west of Wall) | Score (Wall Harrison) | - Score (east of Harrison) | of Total |
|-------------------------------------------|----------------------|-----------------------|----------------------------|----------|
| 12 <sup>th</sup> Street                   | 2                    | 3                     | 8                          | 13       |
| 30 <sup>th</sup> /31 <sup>st</sup> Street | 7                    | 0                     | 0                          | 7        |

|                         |   |   |   |   |
|-------------------------|---|---|---|---|
| 24 <sup>th</sup> Street | 3 | 1 | 0 | 4 |
| Chatelain               | 0 | 3 | 0 | 3 |
| 2 <sup>nd</sup> Street  | 0 | 1 | 0 | 1 |
| 26 <sup>th</sup> Street | 0 | 1 | 0 | 1 |

#### Written Comments

- Thank you for working on this! Consider natural topography and using abandoned alleys to connect WSU to downtown via string of existing parks to create a protected, dedicated bike lane where cars can only travel on the block where they live (local traffic only) the Chatelain diagonal is a perfect example. It eliminates hill climbs and stays away from major roads
- Route need to tie in to Glasman. Route to hospital – west side. There needs to be cooperation and connections from Ogden into South Ogden. Harrison is busy, how would cyclists be protected? With BRT/rail Harrison will be busier
- Bike detection markings at stop lights and sensitive to detect bikes - Thank you for trying
- Please do continue the dialogue and outreach efforts and emphasis cycling and public transportation. Great job – keep up the work and thank you for including and encouraging this action plan
- Bike trail in Ogden canyon. All new surfacing wide enough for a shoulder. At least state highways in Colorado do it.
- How do bikers get safely from Wall to W Ogden? Viaduct needs to be redone
- Please continue adding more protected bike lanes like the one on Grant. One up 25, 26, or 27 all the way to Harrison (or the trails) would be awesome. Also bike sharing.
- I like this ambitious plan to make Ogden an extremely bikable, bike useful city. I'd like to see "bike highways" where bike would have priority over cars. Residents would have car access, but other drivers discouraged. Ogden should be a national leader in solid planning for safe bike riding. There should be regular water refill station throughout the city.
- How do residents get to bike lanes from S Ogden? Glasman is wide and could support a bike lane. How do you mitigate hazards to cyclists with a bike lane. What about Ogden Canyon?
- There are very few bike friendly ways to get into or out of Ogden. 30/31, 2<sup>nd</sup>, 24<sup>th</sup>, viaducts are narrow with grates, merging traffic and high speeds. There has to be a safer way.

- I would like to see bike stations set up at trailheads. It's nice to have an easy work station to work on our bike, next to the very trails we ride.
- I love the master plan ideas, especially of the protected lanes, that allow mobility around the city. I was recently hit by a car while in a bike lane near Washington, so I definitely support more awareness and added protection. Thanks for all you are doing.
- Bike lanes need loads of improvement. Painted lanes, signs, etc.
- All of the project goals are important and reasonable. One thing that I see missing is the idea of education and enforcement. We talk about encouraging cycling and finding businesses/organizations to support it, but that needs to go hand in hand with educating cyclists and motorists on the laws and how to be safe around each other. In order for this to be effective there must be consistent enforcement of related laws.
- We seem to be looking at Ogden's busiest roads for bike paths. Why? There seems to be no connection to existing trails, i.e. the river parkway, skyline, Weber River. More off traffic routes thru Ogden or to Ogden. Paths separated from traffic. Children (youth) are not going to use traffic path.
- I think that it would make economic sense to begin projects that cost the least. Washington, for one, since it is already so wide.
- It's too hard to see the details on the "proposed master plan" map, and there is too much information on it to assimilate in such a venue. Some general comments. We can't develop a bike plan in isolation, we need to incorporate pedestrians, transit, parking, trees, etc. Ogden isn't isolated from its neighbors. We need connections that continue in all direction beyond the city limits. There are a lot of blue lines on this map. We should develop a list of priorities, not just an all-encompassing wish list.

#### Network Maps:

- Make Monroe Boulevard a buffered bike lane from beginning to end
- Make 36<sup>th</sup> a protected bike lane from Wall to Harrison (ie not stop at Adams from Wall)
- Protected bike lane up 26<sup>th</sup> (?) Love the "perimeter" bike lanes but let's put one (maybe just one type?) permanent up the middle of East Central!
- It's very important to get bike traffic in and out of the city safely. If you build it they will come but only if they can get there safely!
- Could we have a bike work station on the trail heads? 22<sup>nd</sup> and 29<sup>th</sup>
- Too much emphasis on protected lanes on Wall/Harrison. Focus on 2<sup>nd</sup> any bike friendly streets 1-2 blocks over
- Get GreenBikes
- East/west cross town to Ogden Airport
- Follow topography and string of parks to connect downtown to WSU via Chatelain and abandoned avenues as much as possible in a dedicated, bike priority path with local car traffic only
- I like having a bike "only" highway (residents excluded) that parallels (by one block) the major car traffic roads. Make bikes stop on major car roads and cars stop at bike roads.

Report by Greg Montgomery

**Agenda Name: A. Public Hearing to amend 11.D.4 of the General Plan and add new sections 5, 6, 7, and 8, and renumber existing sections 5, 6, 7, and 8 to 9, 10, 11, and 12.**

**B. Consideration of adopting Ogden City Bicycle Master Plan**

**Petitioner/ Developer:** Ogden City Planning and Engineering  
2549 Washington Blvd  
Ogden, Utah 84401

**Petitioner/ Developer's requested action:** Approval of master plan and general plan amendments.

Planning Staff's Recommended Action

Approval of proposed Ogden Bicycle Master Plan and amendments to chapter 11 of the general plan adding the new Objectives and strategies to the bicycle component of the transportation plan and renumbering subsequent objectives in chapter 11.

Planning Commission's determination for action

1. The proposed general plan language amendments are/ *are not* consistent with public input, general goals of the city and give appropriate guidance for the future of the city regarding bicycle transportation.
2. The master plan is / *is not* consistent with the objectives and strategies of the general plan and outline a reasonable approach for implementation of a safe and efficient bicycle system in Ogden.

Past History

August 2002- The city adopted chapter 11, section 4 of the transportation plan setting an objective of the city developing and maintaining bicycle routes and 6 strategies to implement the objective.

## Description of request

The City has been working with a consultant, Fehr and Peers, to develop a bicycle master plan for the entire city. The development of bicycling as a means of transportation in the city in the past has been hit and miss. Four community plans have address the need of bike routes (East Central October 2009, Mt Lewis 2011, Jefferson 2013, and West Ogden 2014) and suggested in their plans route development in their communities. The CBD district plan also addressed the need of a planned corridor for bikes in 2008. In 2013-14 the first phase of the Grant Avenue corridor was installed based on the district plan. While the plans identified needs for bike transportation development, connecting to each area and other communities to make a functioning system has not been looked at to see how the system works with other regional planning efforts that are taking place.

The master plan was developed through public open houses (February 5, 2015 and July 15, 2015), steering committee input and working with the consultants to develop a plan which provides the needed information for the city to work on a bike infrastructure plan that will serve the needs of all bike users and encourage biking as a form of transportation. The bike master plan explains the benefits of biking, develops objectives and strategies and reviewed past plans that have dealt with bikes. The plan then identifies planned bike routes and the types of routes they should be. It identifies other needs such as signage and turning movements and safe practices for bikes crossing heavily traveled streets. Bike sharing and bike parking are also discussed in the plan. The plan then suggests a phased approach to installation of the plan and provides suggested costs for implementing the plan as well as potential sources of funding that could be looked at in helping to implement the plan.

It is important to take the strategies that have been developed in the master plan and make them part of an update to the general plan. The general plan and the master plan should agree in concept and the direction the city should be going in terms of bikes as a transportation element. The general plan identifies the long term direction the city should be following and the master plan is the guidance for implementation. Over time revisions may be made to the master plan as new conditions arise and the general plan helps to ensure that whatever changes take place still have a main objective that is trying to be achieved.

## What Planning Commission reviews

The Planning Commission is required to review any alterations to the general plan and also review any proposed master plan for consistency with the general plan.

The Planning Commission's recommendations are then forwarded to the City Council to be considered and action taken to adopted, modified or denied.

**Factors for consideration of action**

**1. Does the revised language give the city better direction on how to implement bicycling as a transportation alternative?**

The present general plan language found in 11.D.4 states that the city should be involved in developing and maintaining a system of bike routes and then uses as strategies about joining with WFRC in planning efforts and looking at street designs and providing bike racks. Key parts of a bike transportation plan have evolved over the 13 year since the plan was adopted. Those changes include having the right bike system for the right road design and realizing that there are reasons for different bike route designs. A key change is an overall city map of the planned routes so people can know what to expect. The proposed revision that are suggested in the master plan (chapter 2 Objectives and strategies) should be included in the general plan to give clearer direction of where the city should be heading in developing a functional and safe bike transportation plan and who are the key players to make this happen.

**2. Does the masterplan meet the objectives and strategies that are being proposed?**

While the typical process is to develop a general plan first and then a masterplan, in this case the masterplan took the existing expression in the general plan, refined it and then developed a plan that could be implemented city wide. Public involvement was key in developing the plan. There was great support shown by cyclists who provided ideas and comments. The plan incorporated their desires balanced with those who have responsibility of the road system such as UDOT who was also a partner in this process.

The masterplan language provides general layouts, phasing and design concepts that can make it easier to implement the plan. It provides cost breakdowns so it will also be easier to determine what portions can be installed over time given yearly budgets. The master plan is consistent with the original general plan language and the proposed amended language.

**3. Have the concerns expressed in the work session been addressed?**

There were a few items that were questioned in the work session discussing the master plan. The first was providing who is responsible to implement portions of the plan. The revised general plan language identifies those responsibilities.

The second item was if the police department felt comfortable with the language of enforcement found in the strategies. Police Chief Ashment responded after review the language in the following manner, "I think it's good to have language that illustrates that people are expected to obey the traffic laws and that the police department will enforce the traffic laws. I don't have the resources to provide education about bicycle safety or to focus more attention at interface locations, at least not in this next year. I'm down 15 officers and I suspect it will get worse before it gets better."

The third question was about the Wildcat Route not using the light at 28<sup>th</sup> and Monroe. The map has been revised to show the route taking advantage of the light as that makes a safer crossing across Monroe.

The fourth question dealt with the idea that bike routes mean elimination of on street parking. The bike masterplan uses the concept of a complete street. This is the idea that there are a variety of users on a street and the street design needs to accommodate all the varied users. Not every street will have every function on it. Retail areas need parking areas on street. This is important even though on street

parking in front of a building does not meet retail total demand. The bike route designs take this into account. Washington Boulevard in the downtown area calls for a buffered bike lane which means there is a wider striped area between the bike lane and travel lane. Parking can sometimes also act as the buffer lane between the bike and the travel lane. In either case parking is still provided along Washington Boulevard.



The final question dealt with the Liberty path shown from 12<sup>th</sup> Street north. The map has been revised to go to 7<sup>th</sup> Street and then the trail north is along Adams from 7<sup>th</sup> to 2nd as it has a better width and improvements.

## Attachments

1. General Plan amended language. (10 pages)
2. Proposed masterplan



**OGDEN CITY PLANNING**  
 2549 WASHINGTON BLVD SUITE 140  
 OGDEN, UT 84401  
 (801) 629-8930

**PLANNING COMMISSION WORK SESSION MEMO**

From: Greg Montgomery  
 Subject: Ogden Bike Master Plan  
 Date: November 18, 2015

Ogden has been involved over the last year in the creation of a bike masterplan for the city. 11.d.4 of the general plan states; "Develop and maintain a system of bicycle routes, trails and improvements that are safe, convenient and designed to meet the varied needs (or various types) of bicyclists". Various strategies are then listed in ways to participate with other planning efforts, looking at street design standards and promotion of cycling within the city.

Since the development of the General Plan in 2002 biking as a means of transportation and recreation has continued to gain in popularity. There are more bikes on the road as a form of transportation and the age of users and their ability is widening.

**OVERALL GROWTH OF BIKE COMMUTING (2000-2011)**



**Four Types of Transportation Cyclists in Portland**  
 By Proportion of Population



The increased usage of bikes seen nationally and locally however has not translated into clear direction of what the city should be doing. A few community plans (East Central, Mt. Lewis, West Ogden) and the CBD District Plan have identified the need for bike routes in those areas but there is a lack of connection between those communities and the rest of the city in developing a functional system. Other divisions have also created bike plans but they have never been reviewed and adopted as a complete city plan that everyone is working towards.

The bike master plan is bringing together all the various interests in biking as a form of transportation and creating a unified plan that the city can move forward with in implementing biking as a planned form of transportation in the city.

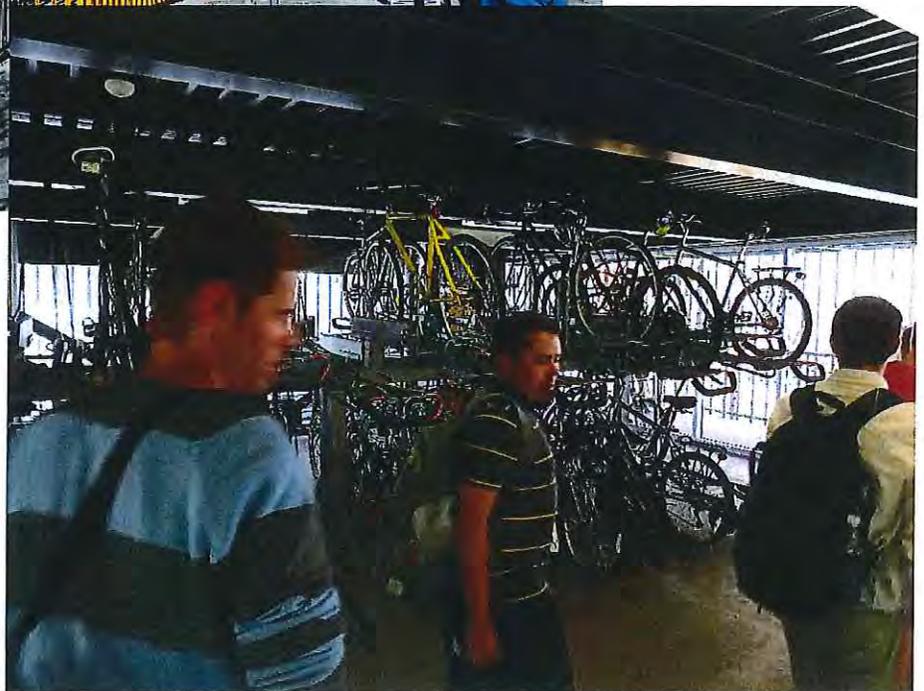
The development of the plan has had good public involvement with two open houses that have had high turnout numbers. The public input has been important in developing the plan. Just as important has been the involvement of the Utah Department of Transportation since many of the roads are under their jurisdiction and Wasatch Front Regional Council who helps oversee the regional transportation programs.

The purpose of the work session is to make you familiar with the proposed plan and to discuss any items of concern you may have with the master plan. The Commission should pay particular attention to chapter 2 (pages 8-9) as this is the proposed wording that would be adopted into the General Plan of the city as well as page 26 which is the mapped proposed network. (It should be noted the proposed bike lane lines on the map on page 26 have shifted to the north so they do not line up with the underlying roads). A public hearing on the plan and general plan amendment is proposed for December 2, 2015.

Attached with the plan are three different reviews of various city's bike systems that the staff has seen over the years. These visuals should help give the Commission ideas of what other city's systems look like/. You will notice that there are various types of bike lanes based on destination, purpose and road functions.

## Long Beach Bike Facilities

Long Beach has been working to develop biking facilities downtown and along Highway One. Near the end of the train that connects to LA they have developed a bike facility where bikes can be rented. It also serves a bike parking for commuters and changing rooms and a repair facility.



The city has worked with the state transportation on development the routes and the key emphasis as a test project has been signalization for bikes. They have created on the main routes bike preference signals. The have also looked at parking being used to buffer the travel

lanes from the bike lanes on the main roads. Portable planters are placed at intersections but it is mainly the parking stalls that protect the bike lanes.



They take the approach at intersections to have the bikes cross with the turning lane as a means to have vehicles see the bikers and avoid cutting a biker that is going straight.



In other areas of town the bike lanes are simpler and share the road.



One unique bike parking area was at a corner of a small commercial area where they took a car front and used it to be the wall for the bike parking area.



### Indianapolis Cultural Trail Bike way

This is an 8 mile long separated bike and pedestrian trail in downtown and then spokes out to different neighborhoods and to IUPUI. It integrates bioswales into the drainage system. Bike path is 10 feet wide and is concrete pavers. Walking path varies to be combined in some areas and 12 feet to 20 feet wide separation in other areas depending on location. Cost \$63 million with \$20 being TIGER funding and the other private money. One traffic lane in many areas was eliminated to accommodate the trail.



This shows the typical design with pedestrian way closest to building and bike near the street. One key wayfinding detail is the light poles. If you question if you are on the trail the light poles are always a key sign.





Along some portions of the trail are monuments like this one to Ben Franklin. His face lights up at night time.



A lot of downtown portions use bioswales to catch runoff from the street as well as the path and to separate the uses.



Crossing streets is done with the pedestrian traffic. The pedestrian traffic uses the brick lane and this new designed crossing. I don't know how long this crossing design will last as it is the same plastic stuff used for line striping. Paint would seem easier.

I thought the signage program was worth noting.





Part of the purpose of the trail was to get people out side and get family usage of it. While this is a specialized trail I think there are things for this that we can learn from as we work on the promenade and our bike trail system in encouraging use from multiple users.

## San Francisco Bike routes May 4, 2015

This is Andy Thornley, the leader of the tour and the Senior Analyst for sustainable streets in S.F.



We started down Post Street just north of Union Square. Here we shared the road downtown with traffic and busses.



From here we turn on to Market Street which has gone through a variation of bike lane designs. We started off with just a bike symbol painted every so often and ended in full color paint and flex posts to define bike and transit lanes.





Meter that counts bikes passing

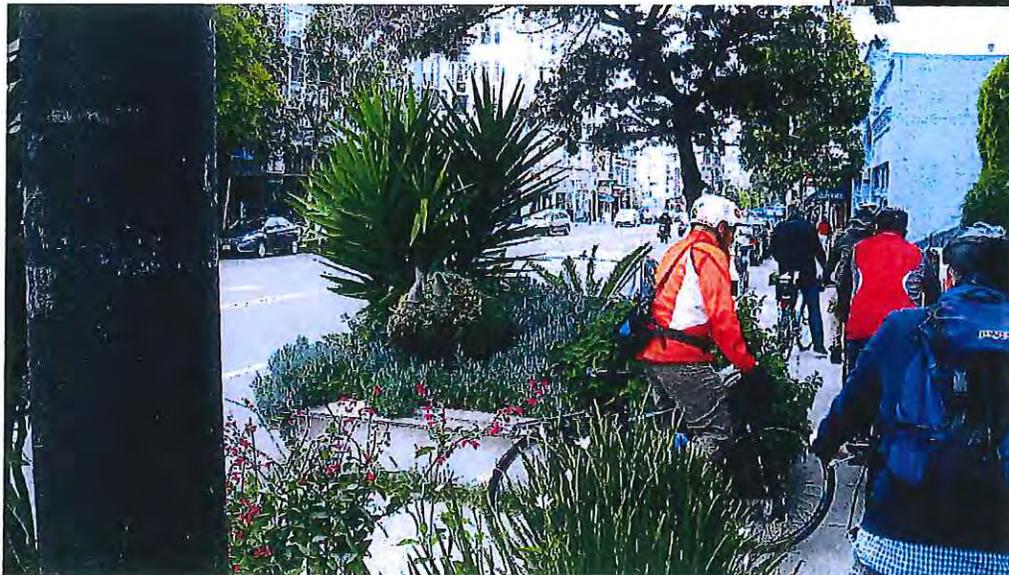
We explored various left turn options along the street and then came to Polk which is a dedicated lane going the opposite direction of traffic in order to create a more direct route to city hall. Notice the required fencing to meet standards because of distance between lanes



We stopped by an area for bike parking that took at three parking stalls and made it a bike parking area instead of a car parking area.



From there we turned onto Valencia which went through a major road diet. Not only were bike lanes added, sidewalk expanded and traffic lanes reduced the speed limit was reduced to 13 miles an hour if you want to hit green lights as you travel the corridor. There were also parklets introduced in some of the parking areas along the street that are rented by individuals for public space. These actions have brought more activity to businesses along this section of street and brought up values of property.



We then went up to Golden Gate Park through a series of streets that worked to reduce the steepness of the actual elevation climb in a way that was really not noticeable called the

“Wiggles”. At the park we saw where parking was used to separate the bike lane from traffic but the word of advice was make sure it is always a popular parking area for it to really be successful buffer.



We worked our way back down to Folsom street which was white stripped bike lane that had the lanes weave at the intersection to allow the right turn lanes of traffic. From there the final stop was the Embarcadero. A lot of attention was paid to the walking path, transit lines but not as much detail to the biker lane width and this seemed to be the heaviest used bike lane path with bikes passing and using the side walk or travel lane.



## Toronto Bike Infrastructure examples

Biking is a very popular means of downtown transportation in Toronto. In 2015 they estimate that 20% of downtown travel is on bikes. Bikes are everywhere and parked along every street.

It seems the main use is for commuting to work as peak bike times

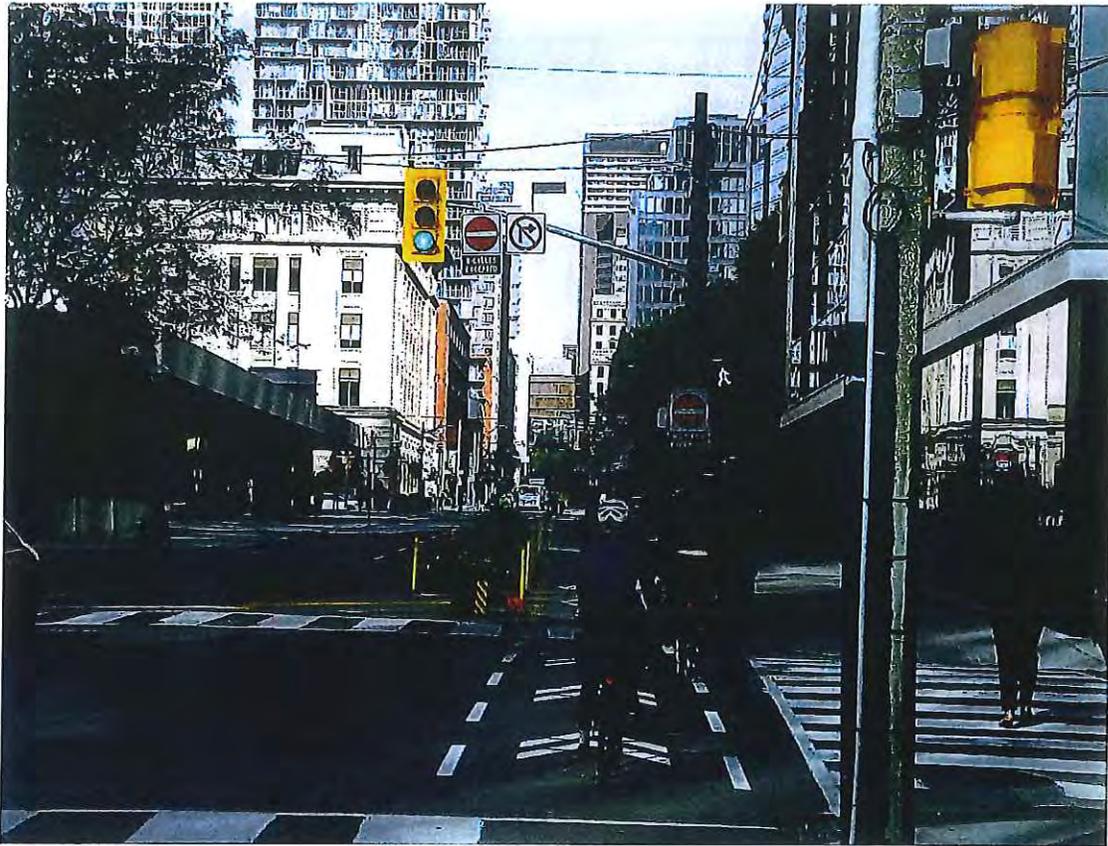
are in the morning and evening but bikes can be found in the city at all times of the day and all weather conditions. When I arrived it was a raining evening and there were still bikes on the road.



Typical to most bike systems there are various designs for bike routes depending on road configurations. There are the shared bike lanes as this picture shows. Again notice the bike parking and the separate sidewalk zones as well. Speeds are generally 30kmh with the reasoning traffic and bikes can move together without delays. Faster traffic speeds do not get to downtown destinations any faster when you consider the wait time at lights. There is also studies that vehicle bike accidents at that speed have a 9 out of 10 survival rate.



There are bike lanes. Notice in this picture the two way street becomes a one lane but the bikes are allowed to go both directions and the use of a movable planter creates the obstruction for vehicle traffic with this change of directions.



The lower picture is a two directional bike lane.



There are also the buffered bike lanes with the painted area to provide some space between the types of traffic.



In this picture of



a buffered bike lane with the flexible posts you can see the red car at the end of the line. He is actually going to drive down the bike lane to bypass the traffic that is lined up to turn into a parking structure. The other advantage of a buffered bike line is an express traffic lane.

Toronto just opened up this year a redesigned street called Queens Quay. It had been a six lane expressway along the harbor and is now converted to a complete street that has separated pedestrian, bike, street car and traffic lanes. The bike lanes are defined by London plane trees planted on either side of the bike way which is two directional.



Notice the lack of curbs. They used a rolled gutter system to handle the drainage and to remove obstructions to make it easier to clean and do snow removal.



Because of the separations of transportation a left turn box is designed at each intersection of Queens Quay with other streets that T into it.



In other parts of town they use the bike box to give preference to left turns.