Ogden City

City Council
September 13, 2016
City Council Chambers
Municipal Building – Third Floor
2549 Washington Boulevard, Ogden, Utah 84401

3:30 p.m. Joint Work Session
City Council, also acting as the Redevelopment Agency
City Council Work Room

The purpose of the joint work session includes presentations and discussions regarding:

- Fleet and Facilities Management and Operations Study – Report from Consultant;
- Petition to Amend the 12th Street Overlay Zone;
- Proposed Land Donation for Weber Area Dispatch and Emergency 911 Center; and
- Council and Board Business.

Any items not fully addressed prior to the City Council meeting, which begins at 6:00 p.m., may be addressed immediately following that meeting.

6:00 p.m. Special City Council Meeting
Council Chambers

1. Roll Call.

2. Flag Ceremony and Pledge of Allegiance.

3. Moment of Silence.

4. New Business:
   a. **Ogden Diversity Charter and Diversity Commission.**
      1. Presentation:
         i. Proposed Joint Resolution 2016-11 adopting the Ogden Diversity Charter. *(Adopt/not adopt joint resolution – roll call vote)*
         ii. Proposed Ordinance 2016-50 amending Title 3 of the Ogden Municipal Code by adopting a new Chapter 18 to establish the Ogden Diversity Commission. *(Adopt/not adopt ordinance – roll call vote)*
         iii. Comments by Council members and Mayor.
         iv. Comments by Organizations.
         v. Public Comments.

5. Approval of Minutes: *(voice vote)*
   a. Regular meeting of January 26, 2016, Work Session of January 26, 2016 and Work Session of February 23, 2016 – *Vice Chair Blair*
   b. Regular meeting of February 23, 2016, Regular meeting of March 22, 2016 and Joint Work Session of April 19, 2016 – *Council member Hyer*
   c. Regular meeting of April 19, 2016 and Special meeting of May 10, 2016 – *Council member Garner*
   d. Joint Work Session of May 10, 2016, and Regular meeting of May 24, 2016 – *Council member Nadolski*
   e. Joint Work Session of May 24, 2016, Regular meeting of June 7, 2016, and Joint Work Session of June 7, 2016 – *Council member Lopez*

f. Joint Work Session of June 14, 2016, Joint Work Session of June 21, 2016 and Regular meeting of July 26, 2016 – *Council member Stephens*

6. Common Consent:
   a. **Arts Grants.** Proposed Resolution 2016-22 awarding arts grants for Fiscal Year 2016-2017. *(Set public hearing for October 4, 2016 – voice vote)*

7. Reports from Administration:
   a. **FY2017 Budget Amendment – Interfund Loan and Quality Neighborhood Transfer.** Proposed Ordinance 2016-49 amending the budget for the Fiscal Year July 1, 2016 to June 30, 2017 by increasing the anticipated revenues for a gross increase of $1,257,015. *(Set/not set public hearing for October 4, 2016)*

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).

   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.

Redevelopment Agency Meeting

Council Chambers

1. Roll Call.

2. Common Consent:
   a. **FY2017 Budget Amendment – Interfund Loan and Quality Neighborhood Transfer.** Proposed Resolution 2016-17 amending the budget for the Fiscal Year July 1, 2016 to June 30, 2017 by increasing the anticipated revenues and transfers for a gross increase of $4,266,035. *(Set public hearing for October 4, 2016 – voice vote)*

3. Public Comments. This is an opportunity to address the Board 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).

   The Board 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.

4. Comments:
   a. Executive Director.
   b. Board members.

5. Adjournment.

Continuation of Joint Work Session if Necessary

Public meetings may be held electronically in accordance with Utah Code Annotated 52-4-207 to allow Council members to participate via teleconference. The anchor location for the meeting shall be on the 3rd Floor of the Ogden Municipal Building, 2549 Washington Blvd., Ogden Utah.

In compliance with the Americans with Disabilities Act, persons needing auxiliary communicative aids and services for this meeting should contact the Management Services Department at 629-8701 (TDD # 629-8949) or by email: 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 9th day of September, 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

Visit the City Council Meetings page at: councilmeetings.ogdencity.com
Ogden City Council Agenda Information Line – 801-629-8159

FLEET AND FACILITIES MANAGEMENT AND OPERATIONS STUDY

- ***Report from Matrix Consulting, Ltd.***

PURPOSE OF WORK SESSION: **To Review and Discuss the Proposed Final Fleet and Facilities Management and Operations Study Conducted by Matrix Consulting, Ltd.**

Executive Summary

Consultants from Matrix Consulting, Ltd., will present their findings and the proposed final report on the Fleet and Facilities Management and Operations Study. Council members will have to the opportunity to discuss the recommendations and make suggestions for changes before adopting the final report.

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 primary 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. A copy of the RFP is attached.

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:

- 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.

The selection committee recommended that 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 copy of the Matrix RFP response is attached.

February 2, 2016
The Council adopted Resolution 2016-5 approving a Professional Services Agreement with Matrix Consulting Group, Ltd. A copy of the Agreement is attached.

Under the scope of work, Matrix agreed to analyze the policies, procedures, management, and operations of the Ogden Fleet and Facilities Division. The Study was 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 collection etc., used by the Division to complete its mission.

February – June 2016
Representatives from Matrix worked to complete the management study.

July 6, 2016
The selection committee met with the Matrix consultants to review and discuss the draft report. The committee requested a few changes before the report was finalized. The consultants took note and agreed to provide a final draft report for review by the full Council.

September 2, 2016
The Matrix consultants provided the final draft report for Council discussion and review.

Proposal

Robin Haley and Greg Mathews from Matrix Consulting, Ltd., will present their report for the Fleet and Facilities Management and Operations Study. A copy of the draft final report is attached.

Attachments

1. General Management and Operations Study of Ogden City Fleet and Facilities
2. Matrix Consulting, Ltd.'s response to the RFP
3. Professional Services Agreement
4. Final Draft Report

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

Management and Operations Study of the Fleet and Facilities Division

OGDEN CITY, UTAH

matrix consulting group

August, 2016

Table of Contents

Chapter	Title	Page #
1.	EXECUTIVE SUMMARY	1
2.	ANALYSIS OF MANAGEMENT AND ADMINISTRATION	9
3.	ANALYSIS OF FACILITIES MANAGEMENT	44
4.	ANALYSIS OF FLEET MANAGEMENT	67
5.	ANALYSIS OF STORES OPERATIONS	101
	APPENDIX A: DESCRIPTIVE PROFILE	110
	APPENDIX B: BEST MANAGEMENT PRACTICES	121
	APPENDIX C: EMPLOYEE SURVEY ANALYSIS	144
	APPENDIX D: CUSTOMER SURVEY ANALYSIS	158
	APPENDIX E: COMPARATIVE SURVEY ANALYSIS	166

1. EXECUTIVE SUMMARY

The Ogden City Council retained the Matrix Consulting Group to conduct an operations study of its Fleet and Facilities Division of the Department of Management Services. The areas of inquiry for this engagement included service level evaluation, overall operational philosophy of the Division; organization, staffing and productivity; an assessment of administrative procedures and customer service; and evaluation of performance measures; an assessment of financing methods and billing procedures; as well as other elements of operations. The study also was designed to elicit opinions of services from both the internal staff as well as customers, and to compare the operations of the Fleet and Facilities Division to those of its peers, both in terms of direct comparisons in a formal survey, as well as through the comparison of the Division's practices to those of "best management practices" in the fleet and facilities industries.

1. STUDY METHODOLOGY

The process utilized by the project team for conducting this study and composing recommendations to address the areas of inquiry is outlined in the following points:

- The project team conducted in-person interviews with all staff in the Division. These interviews were designed to acquaint the project team with the organizational structure and operations of the Division and to identify key issues for inquiry.
- The project team conducted interviews with Department managers throughout the City, providing these representatives with an opportunity to share their perspective and opinions on the service provided by the Fleet and Facilities Division.

- The project team collected extensive data from the Division, both on-site and electronically, in order to develop a detailed and accurate understanding of the Division's structure, workload, policies, and operational practices. Documentation included:

  - Personnel data such as staffing numbers, organizational charts, pay scales, and job descriptions;
  - Fleet documentation such as the number and types of vehicles, parts inventory, vehicle usage data, and replacement cost;
  - Facilities data, such as square footage and location of facilities, contracted repairs, etc.
  - Workload data, including the hours worked by maintenance employees, value of parts issued, etc.
  - Financial and administrative information such as budgets, billing rates and schedules, and the use of existing software applications.

- The project team compared the policies, procedures, and operational practices of the Division to "best practices" in order to identify current strengths, weaknesses and opportunities for improvement. The project team used our firm's diagnostic assessment matrix for this effort, comparing the Division's services to qualitative and quantitative benchmarks developed by the Matrix Consulting Group over years of experience with public sector entities.

These process components provided an in-depth understanding of the Fleet and Facilities Division and its key issues, and they served as the foundation for conducting a thorough analysis of the questions presented to the project team.

2. STRENGTHS OF THE DIVISION

While the focus of this study was to evaluate the Division's operations, identify opportunities for improvement, and provide ideas for implementing efficient solutions, the project team also noted a number of strengths in the Division over the course of the study. Examples of these strengths include the following:

- The Department maintains frequent and open communication with its customers regarding the services provided to them.

- The City has centralized all fleet, facilities and warehouse operations under a single organizational unit in the Fleet and Facilities Division. This centralization minimizes administrative overhead, and assures that all costs of operations are consolidated, which facilitates analysis of cost-effectiveness and efficiency.

- The Fleet Shop Supervisor provides monthly safety meetings, and covers OSHA topics, CPR, bloodborne pathogens, etc.
- The City has also engaged an ESCO to look at certain other initiatives such as replacing street lights with LEDs.
- Division personnel report time by task, which facilitates decision-making regarding staff productivity, outsourcing and insourcing, training needs, as well as many other dimensions of operations.

These existing strengths provide a foundation for increasingly sound operational practices and future efficiency improvements in the Division.

3. SUMMARY OF KEY RECOMMENDATIONS

The following document contains draft recommendations made by the project team as a result of our data collection, benchmarking, and analysis efforts over the course of the study.

The following table provides a summary of the recommendations.

Summary Table of Recommendations		
Recommendation	**Cost / Savings**	**Priority**
2. Analysis of Management and Administration		
1 The Fleet and Facilities Division should develop a strategic plan for its component sections.	NA	High
2. The Division Manager, internal staff and customers should develop and adopt a comprehensive mission statement. The statement should be published to the Division's web site.	NA	Medium
3. The Division Manager, internal staff, and customers should review the possible vision statement contained within this report, revise it as necessary, and adopt the statement. The statement should be published to the Division's web site.	NA	Medium
4. The managers and leadworkers of the Fleet and Facilities Division should review the possible values statement contained within the report, revise it as necessary, and adopt the statement. The statement should be published to the Division's web site.	NA	Medium

Summary Table of Recommendations

Recommendation	Cost / Savings	Priority
5. The Division Manager, staff and customers of the Fleet and Facilities Division should review the possible goal statements contained within the report, revise it as necessary, and adopt the statement. The statement should be published to the Division's web site.	NA	Medium
6. The Fleet and Facilities Division should develop objectives for each of the goals ultimately developed and adopted by the Fleet Management and Facilities Management sections.	NA	Medium
7. The Fleet and Facilities Division should develop a full array of performance measures for each of its objectives including inputs, outputs, efficiency, and effectiveness.	NA	High
8. The Fleet and Facilities Division should develop a performance measurement scorecard.	NA	High
9. The results of the performance measurement scorecard should be reported to the managers and supervisors of the City on a quarterly basis.	NA	High
10. The Fleet and Facilities Division should develop and distribute management reports using Cartegraph.	NA	Medium
11. The Fleet and Facilities Division should enhance written policies and procedures manual for the separate sections.	NA	High
12. The effective, consistent and comprehensive implementation and use of the Cartegraph CMMS should represent a "vital few" Division goal. As such, ensure Cartegraph is fully updated and effectively implemented for use as a maintenance management tool.	NA	High
13. Consistent with ISO best practice philosophies, develop a division-wide Standard Operating Practice (SOP) Manual to describe the overall proper use of the Cartegraph CMMS as a data repository and management information system. Distribute this SOP to all division staff.	NA	High
14. Further train the Senior Project Manager, Fleet Supervisor, Lead Worker in Facilities Management, and Senior Office Assistants on the use of Cartegraph as repository of information to make decisions.	NA	Low
15. The Division should begin utilizing Cartegraph to produce regular reports on fleet and facilities maintenance performance and efficiency in order to identify areas of high performance and improvement opportunities.	NA	Medium

Summary Table of Recommendations

Recommendation	Cost / Savings	Priority
16. Identify a Divisional Cartegraph "power user" to create and run reports for fleet and facilities management decision-making.	NA	High
17. The Division should eliminate the position of Office Supervisor, and distribute the position's duties to the two Senior Office Assistants in the Division. The elimination of the position results in a cost saving of $64,098, including direct salary (at the midpoint of the salary range), plus 40% for fringe benefits.	($64,098)	Low
3. Analysis of Facilities Management		
18. The Facilities Management section should develop and institute a preventive maintenance program for all of the City's buildings and building components.	NA	High
19. Hire two additional Maintenance Technicians in the Facilities Management section of the Division. These positions should be responsible for the development and implementation of the preventive maintenance programs for HVAC and plumbing assets	$107,845	High
20. Elevate one of the existing Maintenance Technicians to the position of Lead Technician.	$7,725	Low
21. Increase the budgeted amount for training from the current $1,000 annually to at least $1,000 per Maintenance Technician.	$4,000	Low
22. The Lead Technician should be responsible for providing time estimates on each work order assigned. This will facilitate the section's ability to plan and schedule the work of all Technicians in the section.	NA	Medium
23. Should the Facilities Management section elect to continue to charge hourly rates for its services, it should re-calculate the actual labor rate on an annual basis to recover all appropriate elements of cost.	NA	High
24. The Facilities Management section should transition from its current method of charging tenants for its services via two separate scales. The project team has provided four alternatives for replacing this method, and recommends a method by which the Facilities Management section receives an annual allocation from the General Fund, and also charges tenants for the discretionary services which they request.	NA	High
4. Analysis of Fleet Management		
25. Continue to accomplish effective overall turnaround times in which 85%-90% of vehicles are serviced within the same or next business day.	NA	Medium

Summary Table of Recommendations

Recommendation	Cost / Savings	Priority
26. The lead mechanic or supervisor should inform all customers via e-mail upon the completion of maintenance or repair services on their fleet apparatus. Failure to pick-up after two business days should result in a follow-up phone call (with appropriate documentation of call).	NA	Low
27. For any service exceeding one week, the lead mechanic or supervisor should contact the customer via phone informing them of the specific reason for delay. This follow-up should occur weekly via phone or e-mail update until the fleet apparatus is delivered to the client.	NA	Low
28. Based on information contained in this report as well as institutional knowledge, identify corrective methods to significantly improve the emphasis on preventive maintenance work given the significant amount of effort that is currently dedicated to corrective maintenance activities.	NA	Medium
29. Continue to strive for wrench-time benchmark standards. Fleet Maintenance is very close to desirable standards of 70% loaded wrench-time and 80% floor wrench time performance.	NA	Low
30. Improve the accuracy of recording vehicle mileage/hour usage among mechanics and drivers in Cartegraph and Fuel Master systems.	NA	Low
31. Ensure all fleet maintenance assets receive at least one PMA effort annually.	NA	High
32. Reduce the occurrence of preventively over-maintained or under-maintained fleet apparatus.	NA	Low
33. Fleet Maintenance must devise a preventive maintenance program that is proactive, with Fleet Maintenance being responsible for notifying the customer when a PM is due and ensuring the apparatus is checked-in.	NA	Medium
34. Adopt other preventive maintenance practices identified in the Best Management Practices matrix in this report.	NA	Low
35. Consistent with approaches discussed in this chapter, the Fleet Supervisor should conduct a comprehensive fleet usage study and develop strategies to reduce the size of the fleet both in terms of the number of vehicles and potentially the size of vehicles.	NA	Medium

Summary Table of Recommendations

Recommendation	Cost / Savings	Priority
36. Maintain the existing four (4) mechanics and one (1) lead mechanic staffing until preventive maintenance programming and fleet right-sizing initiatives are fully executed. Upon this implementation, re-visit the need for filling the currently vacant fifth mechanic position.	NA	Low
37. Maintain existing supervisory staffing of one (1) Fleet Maintenance Supervisor position.	NA	Low
38. Enhance mechanic training and consider monetary rewards for maintaining relevant ASE and other certifications in various maintenance skill sets.	NA	Low
39. Ensure sufficient fire apparatus repair/maintenance training is provided given the complexities of these assets.	NA	Medium
40. Develop a written Standard Operating Practices Manual for Fleet Maintenance.	NA	High
41. The City should implement a single internal service fund approach with one charge-back mechanism for the delivery of services provided by Fleet Maintenance. This should be based on a loaded monthly rental rate.	NA	High
42. Reinstitute the Fleet Replacement Reserve. Fleet capital costs (i.e., replacement costs) should be included in an ISF, and fully-loaded charge-back rates should be calculated to include operations, maintenance, and vehicle depreciation (replacement cost).	NA	High
43. Recalculate mechanic hourly rates based on "loaded fleet maintenance operational costs" and update them on an annual basis.	NA	High
44. Implement fleet maintenance best management practices provided in this report to the extent feasible. Report to City management the outcome of implementing best-management practices efforts.	NA	Medium
5. Analysis of Stores Operations		
45. The Stores Clerks should initiate an analysis of the degree to which each part in the warehouse is being utilized. Slow-moving and obsolete parts should be removed from stock.	NA	Medium
46. The Fleet and Facilities Division should discontinue the practice of placing Stores Clerks on call for after-hours emergency call outs.	($17,163)	Low

Summary Table of Recommendations

Recommendation	Cost / Savings	Priority
47. The Division should calculate a precise percentage markup on all parts and supplies issued from the Warehouse. This markup should be sufficient to recover all costs associated with the operation of the Warehouse.	NA	Medium
48. The City should issue an administrative order requiring that all City departments utilize the central Warehouse operated by the Fleet and Facilities Division.	NA	Low

2. ANALYSIS OF MANAGEMENT AND ADMINISTRATION

Management accountability is the expectation that managers are responsible for the quality and timeliness of program performance, increasing productivity, controlling costs, mitigating adverse aspects of operations, and assuring that programs are managed with integrity and in compliance with applicable law.

This chapter evaluates the management accountability practices within the Fleet and Facilities Division. This includes strategic planning; goals, objectives, and performance measures; and policies and procedures.

1. THE FLEET AND FACILITIES DIVISION SHOULD DEVELOP AND ADOPT A STRATEGIC PLAN FOR OPERATION AND MAINTENANCE OF CITY BUILDINGS, VEHICLES AND EQUIPMENT.

The *American Public Works Association's Public Works Management Practices Manual* is a tool that public works, and related, departments can use to develop or improve existing practices, enhance performance, increase productivity. Management Practice 1.6 states "Planning for any agency is more a process than a given set of plans, or procedures. This process involves clarifying the agency's overall mission and the level of service provided to the community or customer base it serves, establishing long-range goals and objectives, developing a plan to reach these goals and objectives and designating a method to monitor the agency's progress towards these objectives so that the plans and objectives are modified to fit the changing needs of the agency and

community." The strategic plan should include levels of service, planning goals and objectives, plan monitoring, plan documentation, goals and objectives, etc.[1]

Managers are often so preoccupied with immediate issues (e.g., the next work order) that they lose sight of their ultimate goals. In the real world, many activities fall under the facility manager's responsibility, causing frequent lapses into a reactive mode in order to respond to all the service requests, orders, regulations, deadlines and demands of the organization. Fleet and facilities managers know and understand that the need to become more proactive and strategic is important, however daily events can cause frequent interruptions to plans.

In addition, the individual Fleet and Facilities sections of the Division face a number of long-term challenges such as the following:

- The need to cover costs through charges for service;
- The retirement of the long-tenured Director of the Division, and the assimilation of new management;
- More effective utilization of *Cartegraph* as a maintenance management system and not merely as a work order system, or its replacement; and
- Energy conservation and sustainable facility management practices;
- Assimilation of more fuel efficient vehicles in the fleet;

Effective management strategic plans and objectives are geared towards decisions and actions to control and preserve fleet and facility assets. These include (1) actions focused on scheduling, procedures, and work and systems control and optimization; and (2) performance of routine, preventive, predictive, scheduled and unscheduled actions aimed at preventing vehicle and equipment failure or decline with the goal of increasing efficiency, reliability, and safety.

[1] American Public Works Association, Management Practices Manual, 8th Edition.

An effective management strategic plan and strategy can have important benefits for an organization. For example, effective operations and maintenance strategies targeting energy efficiency can save 5% to 20% on energy bills without a significant capital investment.[2] Beyond the potential for significant cost and energy savings, effective operations and maintenance strategies have other important implications such as those noted below.

- A well-functioning fleet and facility operations and maintenance program is safe. Equipment is maintained properly, which mitigates any potential hazard arising from deferred maintenance or missed preventive maintenance.

- In most buildings, the facility management and maintenance staff are responsible for not only the comfort, but also the health and safety of the occupants. An increasing concern is the indoor air quality within these buildings. Proper operations and maintenance reduces the risks associated with the development of dangerous and costly indoor air quality situations.

- Properly performed operations and maintenance ensure that the design life expectancy of equipment will be achieved, and in some cases exceeded. Conversely, the costs associated with early vehicle and equipment failure are usually not budgeted for and often come at the expense of other planned operations and maintenance activities.

- A well functioning operations and maintenance program is not always answering complaints, rather, it is proactive in its response and corrects situations before they become problems. This model minimizes callbacks and keeps vehicle users and building occupants satisfied while allowing more time for scheduled maintenance.

The Fleet and Facilities management strategic plan should include five distinct segments: operations, fleet and facility maintenance, facility engineering, professional development, and administration. Possible goals for the operation and maintenance strategic plan are presented below.

- **Effectively manage the maintenance and repair of City of Ogden City vehicles and facilities**. The separate Fleet Management and Facilities Management sections should establish and ensure effective implementation of

[2] PECI. 1999. *Operations and Maintenance Assessments.* Portland Energy Conservation, Inc.

policies and the planning and administration of fleet and facilities management. The sections should formulate and utilize formal management objectives to improve performance. The sections will monitor and assess their work activities using *Cartegraph,* or its replacement, to improve all aspects of performance. The sections will ensure that positions are filled with highly qualified individuals. The sections will achieve a high degree of personal and public safety. The sections should monitor and report their performance using metrics and *Cartegraph*.

- **Effectively maintain and repair City of Ogden City fleet and facility assets**. The staff of the Fleet and Facilities Division should manage the performance of maintenance and repair in an efficient and safe manner such that economical, safe, and reliable operation is optimized. The sections should conduct maintenance in a safe and efficient manner and should plan and conduct effective preventive and predictive testing and inspection programs to contribute to optimum performance and reliability of vehicles and facility systems and equipment. The sections should insource the core fleet and facility maintenance and repair activities, and outsource non-core activities, peak workload, or work for which the sections lack the specialized knowledge.

- **Foster the professional development of the staff**. The Fleet and Facilities Division should ensure effective implementation and management of training activities. The individual sections will ensure that their staffs have a basic understanding of their responsibilities and safe work practices and have the knowledge and practical abilities necessary to maintain, repair, and operate the City fleet and facilities safely and reliably. The sections should develop and improve the knowledge and skills necessary to perform assigned job functions.

- **Achieve a high level of customer satisfaction**. The Fleet and Facilities Division should determine and monitor the level of customer satisfaction with the services provided by the individual sections. The sections will identify and implement improvements that should increase the level of customer satisfaction. The Sections will implement a customer relations and communications program.

- **Be a leader in sustainability**. The Fleet and Facilities Division will develop and implement sustainability initiatives and metrics for City fleet and facilities. The sections should develop and implement equipment replacement, and capital improvement projects and management systems that maximize the economic lives of the assets under their management and care. The sections will develop a culture of sustainability awareness in the City by incorporating aspects of sustainability into its daily activities.

- **Maximize efficiency using Cartegraph**. The Fleet and Facilities Division should create a common vision for *Cartegraph,* or its replacement, and its implementation. The individual sections will use the Computerized Maintenance Management System to efficiently maintain, repair, and operate City vehicles and facilities. The sections should manage the deployment of the CMMS to fulfill its needs and those of the Division's customers.

- **Keep a life cycle asset management perspective**. The Fleet and Facilities Division should make decisions regarding the operation, maintenance, and repair of the City's fleet and facilities with consideration of the impact on the overall life cycle of vehicles, equipment and systems to generate the most cost-effective actions. The sections should keep a life-cycle perspective throughout the planning, construction, operation, and maintenance, repair, and replacement of vehicles, building equipment and systems.

The strategic plan for the Fleet and Facilities Division should be designed to set the direction for the component sections over the next five years, and build a framework for them and their decisions regarding the operation, maintenance and repair of City vehicle and facilities.

Recommendation 1: The Fleet and Facilities Division should develop a strategic plan for its component sections.

2. THE FLEET AND FACILITIES DIVISION SHOULD DEVELOP GOALS, OBJECTIVES, AND PERFORMANCE MEASURES SEPARATELY FROM THE CITY'S OPERATING BUDGET.

The *Governmental Finance Officers Association (GFOA)* recommends a number of best practices regarding the development of goals, objectives, and performance measures. That organization encourages all governments to report on the outputs and outcomes and should be related to the mission, goals and objectives of each program (e.g., fleet and facilities management). Local government managers should strive to:

- Develop a mission statement for each program;
- Identify goals, short- and long-term, that contribute to the attainment of the mission;
- Identify goals and objectives that are specific in timeframe and measurable to accomplish goals;
- Identify and track performance measures within programs;
- Identify program inputs that address the amount of resources allocated to each program;

- Identify program outputs that address the amount of service units produced;
- Identify program efficiencies that address the cost of providing a unit of service;
- Identify program outcomes that address the extent to which the goals of the program have been accomplished;
- Take steps to ensure that the entire organization is receptive to evaluation of performance;
- Integrate performance measurements into the budget that at a minimum contain by program the goals and input, output, efficiency and outcome measures; and
- Calculate costs and document changes that occur as a direct result of the performance management program in order to review the effectiveness it."[3]

The Fleet and Facilities Division should develop extensive goals, objectives, and performance measures, both for internal purpose and for publication in the annual operating budget, and report their accomplishments on a quarterly or semi-annual basis to the Director of Management Services.

For the Fleet Management and Facilities Management sections, the development of goals, objectives, and performance measures should be a process of looking toward the future, through a two-to three-year window, identifying why the sections exist (mission), how they would look if they achieved their separate missions (vision), and what concrete steps it will take to achieve those missions (goals). Performance measurement data tell Department management, the sections, their customers and, importantly, the general public, whether the sections are achieving or exceeding the results specified in its goals and objectives.

[3] Government Finance Officers Association, Best Practice - Performance Management: Using Performance Measurement for Decision Making, 2007.

(1) The Fleet and Facilities Division Should Develop a Mission Statement, Vision And Values Statements.

A mission statement is the cornerstone of the direction of the sections of the Division, providing the basis for aligning goals, objectives, and performance measures, and providing the context for decision-making at all levels in the sections.[4]

The mission statement should articulate the purpose for the sections, who its customers are, and the results the sections expect to achieve for their customers. In evaluating the appropriateness of the mission statement, the sections should consider the following:

- Does the mission statement identify who are we – a brief statement of purpose?
- Does the mission statement identify what do we do – what are the Division's reason for existence?
- Does the mission statement identify for whom do we perform our work – the customers of the sections?
- Does the mission statement identify why do we perform our work – why is it important?
- Does the mission statement identify why public resources are devoted to the efforts?

Mission statements should provide a clear foundation for the goals of the component sections of the Division. For example, the mission statement for the Office of Facility Engineering and Operations at the Smithsonian Institute is to "provide world class services through a dedicated and professional workforce that is committed to managing resources wisely and preserving the integrity of our facilities by providing a safe and appropriate environment for people and collections." The mission statement for the San Bernardino County Fleet Management Department states, "The San

[4] National State Auditor's Association, Best Practices in Performance Measurement, 2004

Bernardino County Fleet Management Department provides vehicles, equipment and services to the officials and employees of the County so that they may provide services that promote health, safety, well being and quality of life to the residents of the County."

The Division should develop a mission statement, and develop a vision and values statement to accompany the mission statement. The recommended process for the development of the mission statement, vision statement, and values statement is presented below.

- **The Division should develop a mission statement.** The Division Manager and, in concert with internal staff and customers, should carefully craft a mission statement. The Division's mission statement should be a broad statement expressing how the component sections intend to fulfill their public purpose. It describes the Fleet Management, Facilities Management and the Stores sections' unique contribution to the City of Ogden City in delivering services, and provides a framework within which the sections operate. The Division Manager, staff and its customers, should review the possible mission statement, revise it as necessary, and adopt the statement. The statement should be published to the Division's web site.

Recommendation 2: The Division Manager, internal staff and customers should develop and adopt a comprehensive mission statement. The statement should be published to the Division's web site.

- **Develop a vision statement for the Division.** A vision statement describes where the Division want to be and describes what the future would look like if the it achieved its mission. A good vision statement is one that will inspire and challenge, and also be meaningful so employees will be able to relate their job to the vision. Well-written visions are conceived through a partnership between management, supervisors, and employees of the sections of the Division, as well as the customers of the Division. A great vision statement will be:

  – Brief and memorable;

  – Inspiring and challenging;

  – Descriptive of the ideal;

  – Appealing to employees, customers, and stakeholders;

  – Descriptive of future service levels;

– Idealistic, standing above the commonplace; and

– Enduring.

A possible vision statement for the Fleet and Facilities Division is presented below. The Division manager and staff, in concert with the Division's customers, should review the possible vision statement, revise it as necessary, and adopt the statement. The statement should be published to the Sections web site.

- We promise to care for City vehicles, facilities and building systems in the best manner possible within the resources available to us.

- We will seek out innovative techniques, ideas, incentives, savings, and new technologies to stretch our budget dollars and be as cost efficient and effective as possible.

- We will strive to promote the goals and ideals of a sustainable future in everything we do.

- We will create and maintain a positive working environment for all of the Division's employees conducive to their productivity, effective communications, skills enhancement, and professional development.

- We will work with all staff of the City and assist them with fulfilling their goals and requirements whenever it is within our capacity to do so.

- We will always look for ways to improve and enhance our operations, while striving for excellence and becoming the best we can be.

Recommendation 3: The Division Manager, internal staff, and customers should review the possible vision statement contained within this report, revise it as necessary, and adopt the statement. The statement should be published to the Division's web site.

- **Develop a values statement for the Sections.** Values and beliefs guide the decisions of the Sections. Values statements are the concepts, attitudes, and beliefs that are most important to the Section. The values define the Section's culture and help to distinguish some choices, goals, or hopes for the future as being more appropriate than others. Generally, the best statements of values express the Section's attitude and values about three things:

  – People: The way employees and customers are treated.

  – Processes: The way the Sections are managed, decisions are made, and products and services are provided.

– Performance: The expectations concerning the Sections responsibilities and the quality of its products and services.

For example, the value statements for the Office of Facility Engineering and Operations at the Smithsonian Institute include "balance between program needs and operational activities, excellence through diligent stewardship and providing legendary service to the Smithsonian Institute through dedicated and effective teamwork."

A possible values statement for the Facilities Management Sections is presented below. The managers and leadworkers of the Sections should review the possible values statement, revise it as necessary, and adopt the statement. The statement should be published to the Sections web site.

– We will meet high expectations for well-maintained City facilities and building systems;

– We will conduct the business of the Sections with the highest level of professionalism while showing respect for those with whom we work, partner, and contract;

– We will spend the Sections resources wisely and responsibly while striving for the best value possible;

– We will provide a safe working environment for City staff and customers;

– We will be a good neighbor in Ogden City and set good examples; and

– We will maintain high quality, sustainable facilities that support the City's mission.

Recommendation 4: The managers and leadworkers of the Fleet and Facilities Division should review the possible values statement contained within the report, revise it as necessary, and adopt the statement. The statement should be published to the Division's web site.

(3) The Fleet and Facilities Division Should Develop Goals.

Goals help answer the question, "Where is the Division going?" Among the items for consideration in developing good goals are the following:

- The goals must support the mission;
- Each goal should represent a desired result that can be measured;

- The goals must be realistic and achievable; and
- Each goal should make sense to others outside the organization.

It is important to differentiate between goals and objectives. To provide a clarification, the Division should consider the following:

"A goal is a statement of broad direction, purpose, or intent based upon the identified needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement within a specified time period."

The Division's goals must be hierarchical for each program within the sections (e.g., maintenance management, cleanliness of fleet and facilities, professional development of staff, etc.), specific, and support the higher-level mission of the component sections. Possible goals for the Fleet and Facilities Division are presented below.

- The Fleet and Facilities Division will provide maintenance and repair of City fleet and facilities that protects the health and safety of employees and customers, protects and ensures good stewardship of the environment, protects and preserves the City's capabilities and capital investment, reduces energy consumption, and enables mission performance.
- The Fleet and Facilities Division will provide for the lowest life-cycle costs, and improve the safety and reliability of City fleet and facilities by using effective predictive and preventive maintenance systems.
- The Fleet and Facilities Division will ensure that City vehicles and facilities are safe, clean, orderly, and attractive, well cared for, enhance the prestige and reputation of the City, and reflect the City's values and concern for its capital investment in its fleet and facilities.
- The Fleet and Facilities Division will manage the City's fleet and facilities maintenance work cost effectively and efficiently by using state-of-the-art maintenance management systems.
- The Fleet and Facilities Division will provide exceptional service to its customers, taking a proactive approach to partnering and teambuilding with customers in all we do.

- The Fleet and Facilities Division will use performance-based service contracts that:
  - Clearly define the scope of work to capitalize on the service contractor's experience and ingenuity;
  - Contract for results and not just best efforts;
  - Maximize value through the use of fixed pricing and unit cost pricing with competition;
  - Improve quality through contractor selection based on past performance, measuring against prescribed, objective, and measurable performance standards; and
  - Follow a formal Quality Assurance Plan.
- The Fleet and Facilities Division will utilize formal continuous improvement processes to identify, develop, and implement processes and technologies to improve the operations and maintenance of vehicles and facilities over their entire life cycles and to promote the sustainability concept.

The Division Manager, internal staff and customers should review the possible goals, revise the goals as necessary, and adopt the goals. The statement should be published to the Division's web site.

In summary, the goal statements for the Division should be a brief summary of why the component sections exist and what they are trying to achieve. It tells the sections and their customers what the Division does, and why. The statements are specific enough to describe the Division's purpose, but general enough to last into the future.

Recommendation 5: The Division Manager, staff and customers of the Fleet and Facilities Division should review the possible goal statements contained within the report, revise it as necessary, and adopt the statement. The statement should be published to the Division's web site.

(4) The Fleet and Facilities Division Should Develop Objectives for Its Separate Sections.

The establishment of objectives is an essential element for establishing accountability for managers of the Division. A definition of an objective is provided below.

"Objectives are desired accomplishments that can be measured within a given time frame. Achievement of the objective advances the program toward the goal of the program. Accordingly, objectives must be developed that support and contribute to the achievement of the established goal."

In developing objectives, the Sections should seek to make these objectives specific, measurable, achievable, realistic, and time-based. The specifics of making these objectives are presented below.

- **Specific**. What exactly are we going to do, with or for whom? The program states a specific goal to be accomplished. The objective is stated in numbers, percentages, frequency, outcome, etc. The objective is clearly defined.
- **Measurable**. Is it measurable and can we measure it? This means that the objective can be measured and the data source is identified.
- **Achievable.** Can we get it done in the proposed timeframe/in this political climate/ for this amount of money?
- **Relevant**. Will this objective lead to the desired results? This means that the outcome or results of the section directly supports the goals of the section and the division.
- **Time Bound**. When will we accomplish this objective?

For example, one of the possible goals of the Fleet and Facilities Division cited previously is that "the Division shall provide for the lowest life-cycle costs, and improve the safety and reliability of City fleet and facilities by using effective predictive and preventive maintenance systems." Possible objectives that would support this goal are presented below.

- The Facilities Management Division will develop a comprehensive preventive maintenance program for the City's fleet of vehicles and building equipment by June 30, 2017. For facilities, this will include a preventive maintenance program for roofs; electrical systems and equipment; plumbing systems and equipment; and heating, ventilating, and air conditioning systems and equipment. For the fleet of vehicles and equipment, this will include a preventive maintenance program for hydraulic, electrical and cooling systems. The preventive maintenance program will include preventive maintenance guidelines that document what is to be preventively maintained, the frequency of preventive maintenance for fleet and facilities, the preventive maintenance task descriptions, and checklists to be used by Division employees in performing the preventive maintenance.

- Beginning on June 30, 2017, the Fleet and Facilities Division will develop a weekly schedule utilizing *Cartegraph,* or its replacement, to assure all fleet and facilities requiring preventive maintenance in a particular week receive that preventive maintenance on a timely basis. The component sections of the Division shall develop and assign a preventive maintenance work order and preventive maintenance checklist to the appropriate staff in the sections utilizing the computerized maintenance management system. The sections will not close a work order without its completion.

- Beginning on June 30, 2017, the Fleet and Facilities Division will utilize *the* computerized maintenance management system to monitor the weekly schedule to make sure preventive maintenance and service requires are completed as scheduled. A total of 95% of the scheduled preventive maintenance will occur within five days of the scheduled due date. If vehicles and building components do not receive preventive maintenance as scheduled, the sections will follow-up with the appropriate staff to effect corrective action and the preventive maintenance of the fleet or building asset.

- By June 30, 2017, the Fleet and Facilities Division will allocate not less than 30% of its staff's available work hours to preventive maintenance and to predictive testing.

- By June 30, 2017, 95% of the preventive maintenance work will be within the labor hour guidelines established by the sections. For example, preventive maintenance of a transfer switch that transfers incoming power from one source to another shall be done on a quarterly basis and shall require 15 minutes per transfer switch.

The management and lead staff of the Fleet and Facilities Division should develop these objectives for each of the goals ultimately developed and adopted by the Fleet Management and Facilities Management sections.

Recommendation 6: The Fleet and Facilities Division should develop objectives for each of the goals ultimately developed and adopted by the Fleet Management and Facilities Management sections.

(5) The Fleet and Facilities Division Should Enhance Its Performance Measures.

For most of the sections-related activities, it is preferable to manage and guide change or improve performance through well considered performance measures that measure progress toward a desired result. Fleet and Facilities Division managers and lead staff must know what goals and objectives are expected of them, where their work contributes to the overall goal, how well the work is progressing, and what will happen if results are not occurring as they should.

The Fleet and Facilities Division should develop a broader array of performance measures, an example of which is presented in the following table.

	Input Indicators	Workload Indicator	Efficiency Indicator	Effectiveness Indicator
Indicator Definition	Amount of resources used to produce an output or outcome	Units of service or product provided	Indicate how well a program or service is using its resources or inputs, typically expressed as a ratio between input and output	Indicate how well the service provided achieves its intended purpose, typically assessed by internal customers or the public, or other objective measure
Indicator Example	Annual cost of preventive maintenance	Number of vehicles and pieces of equipment serviced	Cost per vehicle, or cost per vehicle equivalent unit	Trends in the incidence of emergency or unscheduled repairs Trends in the economic lives of vehicles and equipment Trends in the salvage value of vehicles and equipment

As the table indicates, an array of performance measures is presented for inputs, outputs, efficiency, and effectiveness. The successful and complete deployment of *the* computerized maintenance management system selected by the Division should facilitate the transition to this broader array of performance measures.

While there is no specific formula or criteria for selecting performance measures, there are some characteristics typical of good measures in which they:

- Reflect results, not the activities used to produce results;
- Relate directly to a goal and its supporting objectives;
- Are based on measurable data and are measurable;
- Are practical and easily understood;
- Provide a basis for continual self-assessment;
- Provide a benefit that exceeds the cost of data collection; and
- Have “owners” of that performance measure.

Possible performance measures to assess compliance with the goal cited previously - that the “the Facilities Management Sections shall provide for the lowest life-cycle costs, and improve the safety and reliability of facilities and building equipment by using effective preventive maintenance systems and reliability-centered management techniques” - are provided below.

	Input Indicators	Workload Indicator	Efficiency Indicator	Effectiveness Indicator
Indicator / Performance Measure	Amount of labor allocated to preventive maintenance	Number of preventive maintenance work orders	Preventive maintenance expenditures per preventive maintenance work order	% of all work orders that are preventive maintenance work orders
			Preventive maintenance expenditures per maintainable square foot of City facilities	% of scheduled preventive maintenance that occurred within 5 days of the scheduled due date
			% of preventive maintenance work orders completed within the labor hour guidelines established by the Section	% of available work hours allocated by the Sections to preventive maintenance and predictive testing and inspection.

The Division should establish a few performance measures for each goal and that goal's supporting objectives – in the range of three to five measures for each goal – that will readily identify how well the component sections are accomplishing each goal.

Recommendation 7: The Fleet and Facilities Division should develop a full array of performance measures for each of its objectives including inputs, outputs, efficiency, and effectiveness.

(6) The Fleet and Facilities Division Should Report Its Accomplishments to Its Customers On a Quarterly Basis Using a Scorecard.

A scorecard is simply a set of performance measures, grouped according to various aspects of performance.

In developing a set of measures, however, a question arises regarding what aspects of performance really belong on the scorecard. The scorecard should account for two kinds of success for the Division - operational success in current work (the maintenance and repair of City vehicles and facilities) and strategic success in

preparing for the future (e.g., training its staff, energy conservation and sustainability, etc.). The important elements of developing a scorecard include the following:

- **Scorecards drive better performance**. The evidence is clear that feedback enhances performance - at all levels and across all organizational units. When employees throughout the City know how the Fleet and Facilities Division is performing and what needs improving, the performance of the Division will improve. A common comment in the project team's interviews with customer departments was that they were unclear as to how rates were developed, how they were charged, or whether they received relative value for the charges they are assessed. A scorecard containing the important measures will address these concerns, and will also improve the Division's own performance.

- **Scorecards implement strategy**. Scorecards translate the strategy of the Fleet and Facilities Division (e.g., energy and fuel conservation) into concrete terms and help it track its implementation.

- **Scorecards help ensure that the Fleet and Facilities Division has the right measures**. Performance measures implemented without a well-considered model in mind seldom bring new focus on desired actions. In building a scorecard with a vital few measures, the sections of the Division would develop a focused performance measurement structure that helps its staff know what should be measured, what belongs, and what does not belong.

- **Scorecards encourage balanced performance**. Effectively maintaining the City's fleet and facility assets is crucial, but so is implementing the strategic initiatives that prepare the Division for the future. The proper scorecard design keeps the right balance of operational and strategic factors. The measures ensure that the sections focus actions with long-term results.

- **Scorecards point out what's missing**. Because a scorecard is designed to offer a comprehensive view of how the sections within the Division are doing and where it's going, the scorecard will help the Sections see if any key factors are missing - the gaps stand out.

- **Scorecards encourage good management**. As noted earlier, scorecards make it possible to readily monitor the vital few measures. As a result, reviews of performance are more regular and more thorough. When performance issues stand out on a scorecard, it's possible for managers and supervisors to "drill down" to layers of data that provide further details. Scorecards encourage thorough monitoring and timely corrective actions.

- **Scorecards communicate**. Customers of the Facilities Management Section will take a keen interest in the performance of the Sections. Strong scorecards help

the Sections tell the full story of their performance, to present a picture of their performance that is undistorted by focus on an individual issue.

The Fleet and Facilities Division should prepare a performance measurement scorecard, and use the results to communicate its performance to its customers. The groups of performance measures should include cost, customer satisfaction, service delivery, sustainability, capital project management, work management, and learning. Possible scorecard measures that could be utilized by the Fleet and Facilities Division are presented below.

- Percent of facility management capital projects completed on schedule;
- Percent of facility management capital projects completed according to the project budget;
- Percent of service requests received from customers completed on time and within the scheduled commitment made to the customer;
- Average response time to corrective work orders received from customers (in workdays);
- Percent of preventive maintenance work orders completed during the previous month that were scheduled to be completed during that month;
- Percent of scheduled and preventive maintenance work orders versus reactive, or unscheduled, work orders and service requests;
- Percent of available work hours charged to work orders in the computerized maintenance management system (e.g., total hours charged to work orders versus total hours recorded in payroll);
- Facilities Management cost per square foot;
- Fleet Management cost per vehicle equivalent unit;
- Electrical (kWH) demand per square foot;
- Gas therms per square foot;
- Customer satisfaction (using an electronic survey link attached to each completed work order to elicit customer satisfaction); and

- Number of training hours per Fleet and Facilities Division employee.

Scorecards are extensively used to assess performance. The scorecards are designed to translate the mission and strategy of the Fleet and Facilities Division into a comprehensive set of performance measures that provide the basis for strategic measurement and management for facilities management.

Recommendation 8: The Fleet and Facilities Division should develop a performance measurement scorecard.

Recommendation 9: The results of the performance measurement scorecard should be reported to the managers and supervisors of the City on a quarterly basis.

3. THE FLEET AND FACILITIES DIVISION SHOULD DEVELOP A MANAGEMENT REPORTING SYSTEM.

Although the Fleet and Facilities Division has utilized the *Cartegraph* computerized maintenance management system for several years, it has not yet developed a robust, comprehensive Division-wide reporting system. The sections of the Fleet and Facilities Division should develop quarterly performance reports. *Cartegraph,* or its replacement, should be utilized for a number of purposes as noted below.

- **Use it for resource allocation decisions**. There are important linkages among resource allocation, management planning, and performance measurement. An effective management planning process using the Division's computerized maintenance management system is directly related to, and drives the process for, allocating resources to carry out goals and objectives.

- **Use it in employee evaluations**. The Division should develop a means of linking accountability performance evaluations. The managers and lead workers in the Fleet and Facilities Division should be held accountable for the performance of their sections, including factoring performance measurement results into their evaluations. Most best-in-class organizations link performance measures in some way to the performance evaluation.

- **Use it to determine gaps between objectives and reality**. Performance measurement results can be used to determine gaps between specific objectives

and actual achievement. The root causes of these gaps are analyzed, and measures developed and implemented. Whenever there is a gap between current results and an organization's objectives, it is an opportunity for process improvement.

- **Use it to drive reengineering**. The performance measurement data should be used for reengineering in response to the identification of gaps between objectives and achievement. This could include cycle time for closing work orders or service requests, organizational structure, building automation systems, programs, and benefits.

- **Use it in benchmarking**. Performance measurement data should be utilized for benchmarking as a methodology for organizational improvement.

- **Use it to adjust objectives**. In most cases, if objectives are not met, corrective action is warranted Conversely, if objectives are exceeded, the "bar" is reset to establish stretch goals.

- **Use it to improve measures**. The Division should display performance measurements on bar charts and use raw data in its first year of implementation.

Examples of the types of data that the Sections should report on a quarterly basis are presented in the exhibit on the following page.

The Division should develop and deploy an effective management reporting systems using its computerized maintenance management system to enhance the performance of the Fleet Management, Facilities Management and Stores sections.

Recommendation 10: The Fleet and Facilities Division should develop and distribute management reports using* Cartegraph*.

4. THE FLEET AND FACILITIES DIVISION SHOULD ENHANCE THE EXTENT OF ITS COMPREHENSIVE, WRITTEN POLICIES AND PROCEDURES.

The *American Public Works Association's Public Works Management Practices Manual* is a tool that public works-related departments can use to develop or improve existing practices, enhance performance, increase productivity. Management Practice

1.4 states "the organizations policies, procedures and practices are periodically reviewed and / or updated to reflect actual practices."[5]

The Facilities Management Sections have developed some policies and procedures such as Building Safety Management, work requests from Facilities Management, Municipal Services Center, City Vehicle and Equipment Security.

However, the Sections should develop more extensive policies and procedures to guide its managers and leadworkers and assure uniformity in the critical processes.

Types of Data That the Facilities Management Section Should Report on a Quarterly Basis

Input Indicators	Workload Indicator	Efficiency Indicator	Effectiveness Indicator
Annual cost of custodial contract	Number of work orders opened by trade	Cost per gross square foot of office space cleaned compared to Building Owners and Managers Association International, and the International Facility Management Association	Cleanliness rating of buildings by Section's contract manager % of customers rating Section services as satisfactory or better
			Facilities Operating CRV Index (annual facility operating and maintenance expenditures / current replacement value
Average building trade staff hours per completed work order	Number of work orders completed by trade, by priority, and by type of work order (e.g., corrective, preventive, etc.)	Cost per gross square foot of office space maintained compared to Building Owners and Managers Association International, and the International Facility Management Association	Preventive maintenance – actual versus scheduled by trade and by type of equipment
			Scheduled versus unscheduled work order ratio
Amount of overtime hours	Number of gross square feet maintained of office space	Number of gross square feet of office space per building trades position and by type of trade	Deferred maintenance backlog ($)

[5] American Public Works Association, Management Practices Manual, 8th Edition.

Input Indicators	Workload Indicator	Efficiency Indicator	Effectiveness Indicator
Current Replacement Value of Facilities	Response time to work order requests received from building occupants	Utility cost per gross square foot by type of utility and utility kWh, BTU, etc. per gross square foot	% of routine work orders requests received from building occupants responded to within one week
	Number of backlogged work orders	% of available work hours building trades charged to work orders	Proportion of preventive maintenance work orders versus corrective / discretionary work orders

In developing policies and procedures, the following approach should be utilized.

- Minimize. The policies and procedures should be kept to a minimum.
- Best Methods. Make certain the procedure represents the "best method". This means the procedure has been analyzed and is continually challenged.
- Keep Current. The problem with many policies and procedures is that they have long ago outlived their usefulness. No one remembers why the policies and procedures were created in the first place. Sometimes they contradict each other and create even more confusion. Responsibility for updating these policies and procedures should be clear.
- Be ready to change. The key to organizational effectiveness and efficiency is finding a better way. The Sections must always be ready to challenge current policy - throw it out – change it.
- The policies should be available on the Sections intranet site. This should facilitate easy updating.

The Sections should strive to achieve the best practices presented below in developing the policies and procedures manual.

Best Practices for a Policy and Procedures Manual
• Develop written policies and procedures to guide managers and leadworkers.
• Establish a committee to develop, update, and evaluate its policies.
• Annually recommends changes to the Sections policies and procedures needed to reflect changes in Section practices.
• Periodically (once every four or five years) evaluate and recommend changes to the Sections policies to ensure that they are complete and relevant.

• The Sections managers review, change (if necessary), and adopt the committee's recommended changes to the policies.
• Develop procedures dealing with administrative matters.
• The policies and procedures are readily accessible to all of the Sections staff, and staff use them to guide their activities.

Examples of possible policies and procedures that should be developed are presented in the exhibit on the following page.

Recommendation 11: The Fleet and Facilities Division should enhance the extent of written policies and procedures manual for the separate sections.

Possible Policies and Procedures for the Fleet and Facilities Division

Category of Policy and Procedure	Policy	Recommendations and Key Procedural Elements
Introduction	Purpose of the Manual	Contains the purpose and organization of the manual, and the process for updating the manual
Administration	Administrative Responsibilities	Should include 1. Authority, 2. Organization, 3. Boundaries
	Service Level Agreements in a centralized environment	Should include 1. Performance measures, 2. Section and operating department responsibilities.
	Reports	Should include 1. Report delivery and frequency
Maintenance and Repair	Maintenance and Repair Work Control	Should include how maintenance is conducted – the work order and service request process and the methodology for the processing and managing of related work and staff resources
	Types of Maintenance and priorities of response	Should include the types of maintenance such as preventive maintenance, unplanned or reactive maintenance, emergency maintenance, and the priorities of the different types of maintenance.
	Safety Inspections	Should define responsibility for facility and/or fleet inspection program to identify life safety code deficiencies and correction of noted deficiencies.
	Building Systems and Collateral Equipment	Should define the responsibilities by type of building system (e.g., electrical, plumbing, HVAC, etc.) for the maintenance and inspection of the system, as well as the various types of automotive systems (e.g., suspension, hydraulics, cooling, etc.)
	Preventive Maintenance	Should include 1. The responsibilities for the development of preventive maintenance schedules, 2. How *Cartegraph* is to be utilized to develop work orders and report preventive maintenance,

Category of Policy and Procedure	Policy	Recommendations and Key Procedural Elements
	Repair	Should include 1. Procedures for having fleet and facility equipment repaired and 2. How *Cartegraph* is to be utilized to develop work orders and report repairs
	Outside or Commercial Repair	Should include 1. Criteria for repair 2. Outsourcing relevance
	Utility Interruptions	Ensure that any known interruption is scheduled and coordinated with upper level management prior to the required interruption.
	Breakdowns	Should include procedures for who to contact to request repairs of breakdowns, the initial evaluation, and how to respond to emergencies
	Cartegraph	Should include the procedures for reporting work accomplishments in *Cartegraph*
Parts and Inventory Management	Parts	Should include 1. Ordering, 2 Use of contracts / non-contracts, 3. Purchasing cards 4. Approvals.
	Receiving	Should include 1. Identified space 2. Hours for acceptance 3. Security 4. Computer-entry into *Cartegraph*
	Issuing	Should include 1. Approval(s) 2. Computer entry 3.
	Inventory Control	Should include 1. Inventory frequency and method 2. Minimums and maximums 3. Reports
Service Contracts	City policy on procurement of service contracts	Should include a summary of City policies and procedures regarding service contracts and procurement of service contracts
	Obtaining Service Contracts	Should include: 1. Identifying potential service contractors and 2. Obtaining bids and selecting a contractor
	Writing Specifications	Should include 1. Documenting service requirements using a performance-based approach; 2. certification and safety requirements; and contract protocols and considerations.
	Managing service contracts	Should include 1. Communication, 2. documentation of performance and review with the service contractor, and 3. spot checks / verification.
Capital Project Management	Design and construction policy	Should include the City's procurement rules governing and controlling facility design and construction practices
	Project delivery methods	Should include the methodology to be used in managing capital projects
Sustainable Operations and Management	Energy Conservation Guidelines	Should include 1. Operational guidelines to manage energy usage in City buildings (e.g., temperatures); 2. Energy reporting; and 3. alternate sources of energy (e.g., solar).

5. IT IS IMPORTANT TO FULLY USE THE CARTEGRAPH COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS) TO IMPROVE FLEET AND FACILITIES MAINTENANCE EFFICIENCY, EFFECTIVENESS AND ACCOUNTABILITY.

Presently neither the Fleet Maintenance or Facilities Management section uses most Cartegraph CMMS features for a variety of reasons to include perceived lack of robustness, lack of user-friendly interfaces, lack of training, lack of a dedicated "power user" and other reasons. Despite Cartegraph's alleged shortcomings, our project team was able to make specific data requests of City staff to obtain much of the information from Cartegraph to complete this report. Because the Cartegraph CMMS is workable, its hurdles are issues that must be overcome to ensure a robust fleet and facilities maintenance organization that operates consistently with best practice.

(1) The Full Implementation and Usage of the Cartegraph Computerized Maintenance Management System Should Represent a "Vital Few" City Organizational Goal.

The U.S. Department of Energy in its *Operations and Maintenance Best Practices Guide* simply defines a Computerized Maintenance Management System as "a type of management software that performs functions in support of management and tracking of operations and maintenance (O&M activities)." The CMMS is fundamentally designed to achieve a variety of specific benefits. Numerous national and international professional entities such as the Plant Maintenance Resource Center, Maintenance World e-Resource site, the National Institute of Building Sciences, the Technology Evaluation Centers and the aforementioned USDOE indicate several critical benefits of a well-implemented CMMS to include, but not be limited to, the following illustrative statements:

- Computerized Maintenance Management Systems (CMMS) enable the fleet or facility manager, subordinates and customers to track the status of maintenance work on their assets and the associated costs of that work. CMMSs are utilized by facilities maintenance organizations to record, manage and communicate their day-to-day operations. The system can provide reports to use in managing the organization's resources, preparing facilities key performance indicators (KPIs)/metrics to use in evaluating the effectiveness of the current operations and for making organizational and personnel decisions. In today's maintenance world the CMMS is an *essential tool* (emphasis added) for the modern facilities maintenance organization[6].

- One of the greatest benefits of the CMMS is the elimination of paperwork and manual tracking activities, thus enabling the staff to become more productive. It should be noted that the functionality of a CMMS lies in its ability to collect and store information in an easily retrievable format. A CMMS does not make decisions; rather it provides O&M managers with the best information to affect the *operational efficiency* of a facility[7]. And although the references in the USDOE manual specifically address facilities, its applicability extends to fleet maintenance operations as well.

- A CMMS is an excellent business opportunity whose implementation can significantly improve operations, reduce equipment downtime, increase accountability of the maintenance functions, and produce substantial financial savings. The old ways of managing the maintenance function do not work anymore. The use of everything from index cards, pegboards, and white boards is cumbersome, ineffective, and unreliable. What's more, these low-tech tools were used inconsistently and irregularly, further reducing whatever minimal benefits they may have been expected to achieve. A CMMS is not only a much better solution, it is a more practical and realistic one[8].

- Computerized Maintenance Management Systems (CMMS) are often purchased on a wave of high expectations regarding the benefits they will deliver. These benefits include: *improved employee productivity*, giving reduced direct labor costs; *increased Equipment Availability*, due to better planning*; increased Equipment Reliability* through the identification of repetitive faults; *improved Stock control*, giving reduced inventory levels and fewer stock-outs; improved *long-term reduction in Maintenance* costs; and *improved Safety* by providing detailed Standard job procedures[9].

As suggested above, there is near-universal sentiment regarding the vast numbers of benefits associated with an effectively implemented CMMS. These benefits

[6] http://www.wbdg.org
[7] USDOE O&M Best Practices Guide, page 4.2
[8] Technology Evaluation Centers, Computerized Maintenance Management Systems: Benefits and Interfaces http://www.technologyevaluation.com
[9] http://www.plant-maintenance.com

are achieved through the proper use of a Computerized Maintenance Management System's features and functionality which usually include the majority of capabilities noted as follows:

- Preventive, corrective and rehabilitative work order generation, prioritization, and tracking by equipment/component.
- Historical tracking of all work orders generated which become sortable by equipment, date, person responding, etc.
- Tracking of scheduled and unscheduled maintenance activities.
- Calendar- or run-time-based preventive maintenance work order generation.
- Real-time reports of ongoing work activity.
- Capital and labor cost tracking by component as well as shortest, median, and longest times to close a work order by component.
- Complete parts and materials inventory control with automated reorder capability.
- Storing of maintenance procedures as well as all warranty information by component.
- Storing of all technical documentation or procedures by component.
- PDA interface to streamline input and work order generation.

A CMMS with the noted feature sets are an indispensable aid to the efficient management of maintenance services. These systems enable maintenance organizations to not only mange individual pieces of work but also plan and schedule prevention and major maintenance efforts. An optimum system enables managers to collect comprehensive information about the activities of maintenance crews and identify ways in which work can be more efficiently managed. With advances in information technology over the last fifteen years, analytical procedures that would have required weeks or months to perform in the past can now be performed in a matter of

minutes or hours with a comprehensive and well-utilized CMMS. Key pieces of information can be instantly compiled, sorted, and summarized or reviewed in a variety of formats, giving managers insights into operational strengths and weaknesses. Real-time access to repair histories, work order labor time, staff productivity and perpetual inventory records afforded by a CMMS makes it possible to manage in-house maintenance operations and provide services in ways that were literally impossible in the past. The use of such a system also is essential to support the use of charge-back systems and to identify potential staffing and other resource needs.

In the project team's experience, organizations often expend so much effort on installation of information technology systems such as a CMMS that they do not realize that the value of the system lies in its proper use, not merely in its installation and operation. A robust CMMS will enable managers to answer such business process questions as the following:

- **Are maintenance procedures working?** The management of the organization should be able to look at total employee hours, grouped by work type or class and compare the amount of work performed to the amount of work scheduled.

- **Are maintenance activities adequate?** The management of the organization should be able to look at the number of scheduled work orders grouped by work type or fleet or facility asset and compare the amount of work that was scheduled to be performed based on pre-determined service levels to the amount of work actually performed. This information can then be linked to the results of inspection reports.

- **Where are my problems and where should limited resources focus?** The management of the organization should be able to look at the total cost for work type or class and sort the work requests by asset, and by location. This will identify by asset where all the time and associated costs are being accumulated. This is typically referred to as the "Top 10" list or "Bad Actors" report. By example, such information can be used to justify installation of a new part or system as opposed to re-investing efforts in continued corrective maintenance.

- **Where are maintenance staff focusing their efforts?** The management of the organization should be able to look at the total employee hours grouped by work type or class. Depending on the established work types, this will identify the type of work that the maintenance organization, in conjunction with its contractors, is accomplishing. This is critical to ensure true maintenance work is being accomplished in support of production goals and targets.

- **What is the profile of our work backlog?** The management of the organization should be able to look at the backlog of all requested work assuring that there are no less than two weeks and no more than four weeks of lower priority backlog.

- **How efficient is our maintenance staff?** The management of the organization should be able to review the labor hours per employee and per work order and compare these to developed benchmarks (e.g. wrench time per employee). These efficiency and effectiveness measures can be used to justify existing and future desired staffing levels.

- **How much money are we spending on maintenance services?** This includes parts, material and supply costs, contractor costs, and maintenance labor costs. The management of the organization should be able to look at the material cost, contractor cost, and labor cost grouped by work type.

Suggestions for CMMS report types that can be produced based on the foregoing questions include:

- A <u>quarterly vehicle downtime report</u> broken out by vehicle class would provide the Division with a view of the percentage of time that each vehicle class, or facility equipment assets, is inoperable rather than available for work. The Fleet and Facilities Division can use this report to identify facility assets, vehicles or vehicle classes that have too much downtime or are off-line for extended periods of time. The Division may also identify where repairs for a critical asset type should be prioritized in order to complete them more quickly and reduce downtime.

- <u>A quarterly energy consumption report by building.</u> This would allow the comparison of the City's buildings' energy consumption on a square footage, or cubic foot basis in order to identify potential areas of inefficiency.

- A <u>monthly mechanic productivity report</u> would allow the Division to view the PM and repairs conducted by each vehicle or facilities mechanic. By assessing the time required for preventive maintenance, repairs on various facility asset and vehicle types, and various types of repairs, the Division may be able to identify areas in which mechanics are high-performing and where they could benefit from additional training. A report of this type, while helpful, should only serve as one

part a larger mechanism for evaluating maintenance mechanic performance and establishing incentives.

- A quarterly re-work report (comeback repairs) would allow the Division to view the number of instances of repeating a repair within two weeks (or a period established by the Division). These instances could be aggregated and broken out by asset type, employee, or repair type in order to help identify areas in which there are opportunities for improvement.

In summary, it is clear that a well implemented and properly utilized Computerized Maintenance Management System will result in several important organizational benefits that will facilitate and contribute to improved organizational business processes and enhanced management decision-making. Because of this, the project team believes the information provided in this section of the report fully exemplifies why the effective implementation of a Cartegraph CMMS should represent a "vital few" City goal.

(2) Ensure Cartegraph CMMS Information is Used for Decision-making.

Beyond the optimal implementation of any CMMS database resides the more fundamental purpose of maintaining accurate information: the ability to report upon and use this information in an on-going consistent fashion to effectively manage the maintenance program. Currently Ogden City's Fleet and Facilities Division is not using the Cartegraph CMMS to facilitate important decision-making. It is mostly a repository of information rather than an effective tool. Indeed, fleet preventive maintenance is still tracked on card-stock which is obviously not particularly successful in facilitating a best-practices preventive maintenance program.

According to the Plant Maintenance Resource Center, the following excerpt reflects a critical philosophy surrounding managed maintenance using a Computerized Maintenance Management System.

> *A recurring lesson in history is that obsolete tools in the hands of a master invariably produce better results than the latest technology in the hands of an amateur. So for managers seriously seeking improved maintenance management, the first step is for the entire organization to learn how to use the tools. Remember that there are no bad CMMS, just bad implementations or incomplete use. One commonly misapplied term in the CMMS world is implementation. What software vendors normally provide as implementation services are in reality only installation and configuration assistance. True implementation requires (the definition, review and implementation of) all workflow processes, data-recording requirements, management reports and performance metrics.*

In summary the CMMS should be implemented and designed in such a way as to consistently report upon a variety of maintenance-related information that reflects the operational efficiency and effectiveness of the Division, thereby allowing staff, supervisors and managers to make the most informed maintenance management decisions. For a Computerized Maintenance Management System to be used in the most efficient and effective manner, the implementation of a CMMS must be viewed as an endeavor well beyond a software project. Proper use of a CMMS requires Division and, in fact, City-wide, buy-in and leadership to ensure the concept of managed maintenance is embedded in the organizational culture. The successful and full implementation of a Computerized Maintenance Management System should be perceived as a cornerstone to the Fleet and Facilities Division's realization of a best practices maintenance management program.

Recommendation 12: The effective, consistent and comprehensive implementation and use of the Cartegraph CMMS should represent a "vital few" Division goal. As such, ensure Cartegraph is fully updated and effectively implemented for use as a maintenance management tool.

Recommendation 13: Consistent with ISO best practice philosophies, develop a division-wide Standard Operating Practice (SOP) Manual to describe the overall proper use of the Cartegraph CMMS as a data repository and management information system. Distribute this SOP to all division staff.

Recommendation 14: Further train the Senior Project Manager, Fleet Supervisor, Lead Worker in Facilities Management, and Senior Office Assistants on the use of Cartegraph as repository of information to make decisions.

Recommendation 15: The Division should begin utilizing Cartegraph to produce regular reports on fleet and facilities maintenance performance and efficiency in order to identify areas of high performance and improvement opportunities.

Recommendation 16: Identify a Divisional Cartegraph "power user" to create and run reports for fleet and facilities management decision-making.

6. THE DIVISION SHOULD CONSOLIDATE CLERICAL DUTIES, AND REDUCE THE NUMBER OF CLERICAL STAFF.

The Fleet and Facilities Division is staffed with 3.5 clerical staff members who support 14 operational and administrative employees. This equates to a ratio of one clerical staff member to four operational and administrative employee. The clerical, administrative and operational positions are provided in the following table.

Clerical Positions	Administrative Positions	Operational Positions
Office Supervisor	Division Manager	Fleet Supervisor
Sr. Office Assistant (2)	Sr. Project Coordinator	Lead Mechanic
Office Clerk (0.5)		Mechanic (4)
		Building Maintenance Technician (3)
		Stores Clerk (3)

The project team makes a recommendation later in this report to add two (2) Maintenance Technicians in the Facilities Management section and with these additions, the ratio of clerical support to operational and administrative positions becomes one 1:4.6.

There is no standard, optimal ratio of clerical support staff to the staff that they support. This is due to a variety of factors, including the degree of automation in an organization, the diversity of tasks performed, the size of the organization, the number of external agencies with which the staff must interact, as well as others. With this qualification, however, the large majority of public works-related organizations with

which the project team has experience exhibit ratios that fall within the range of 1:12 to 1:25. The Fleet and Facilities Division's ratio of 1:4.6 is well below even the lower end of this range, indicating that there is an excessive number of clerical staff.

The Division's clerical staff have access to the Cartegraph CMMS, as well as other automated systems for procurement, financial reporting, payroll input, and other functions, thereby reducing the requirement for more labor-intensive efforts required by more manually-oriented processes. Further, the Division provides a relatively limited number of functions, as compared to, for example, a full service public works department that may perform not only fleet and facilities maintenance, but others such as street maintenance, solid waste, engineering, parks maintenance, water and wastewater treatment, and others. These factors also limit the need for greater numbers of clerical staff in the Fleet and Facilities Division.

In analyzing the job duties of the 3.5 clerical staff, the two Senior Office Assistants are individually assigned to the separate Fleet and Facilities sections of the Division. The varied duties of these positions relate specifically to their respective sections, and include such duties as maintaining asset files, setting up appointments for maintenance, reviewing vehicle usage reports, processing of monthly bills and answering questions relating to these bills, and other related activities. The duties of the Office Supervisor are more varied, with duties relating to payroll input, researching billing issues, processing fuel input errors, obtaining outside contractors to maintain office machinery, posting of employment opportunities, training new clerical staff, answering phones, etc. The position of Office Supervisor also facilitates demolitions of

properties in cooperation with the Code Enforcement department of the City, and has nominal responsibility for supervising the staff in the Warehouse.

The duties of the Office Supervisor are only nominally "supervisory", as there is little supervision necessary over the Stores Clerks, who operate autonomously in the determination of parts required, tracking of inventory and disbursing requested parts and supplies. The primary duty of the Office Supervisor in the warehouse is to make adjustments to inventories as cyclical inventory counts are made by the Stores Clerks.

The project team recommends a reduction in the number of clerical staff in the Division from the current 3.5 to 2.5. Although this level of clerical staffing yields a ratio of one (1) clerical staff member to 5.6 operational and administrative positions, this ratio does increase to one (1) per 6.4 with the recommended addition of two Maintenance Technicians, which is addressed in the next chapter of the report. And although the ratio of 1 : 6.4 is still below the range of one per 12 to 25, it is also true that the Division's staffing level of only 14 to 16 operational and administrative staff members is relatively small, and there are minimal levels of clerical and administrative tasks necessary for any organization regardless of size. The project team recommends that the Division eliminate the position of Office Supervisor, distributing the position's clerical duties to the two Senior Office Assistants. Further, the position's duties relating to coordination of demolition of structures in the City be transferred to the Code Enforcement Department of the City.

Recommendation 17: The Division should eliminate the position of Office Supervisor, and distribute the position's duties to the two Senior Office Assistants in the Division. The elimination of the position results in a cost saving of $64,098, including direct salary (at the midpoint of the salary range), plus 40% for fringe benefits.

3. ANALYSIS OF FACILITIES MANAGEMENT

This chapter of the report analyzes the Facilities Management section of the Fleet and Facilities Division. The section is responsible for the maintenance and repair of all City-owned buildings and parking structures. It is currently staffed with a contingent of three Maintenance Technicians, and one Senior Office Assistant assigned to the section.

1. THE FACILITIES MANAGEMENT SECTION IS FAILING TO PERFORM ROUTINE PREVENTIVE MAINTENANCE ON THE CITY'S BUILDINGS.

Interviews with Facilities Management staff indicate that little preventive maintenance (PM) is performed by internal staff on the City's facilities. This is validated through an analysis of work performed by staff over the period from July, 2015 through mid-June, 2016, which indicates that of the 5,849.5 total hours charged by the five Maintenance Technicians employed over that period, only 22 hours were expended for preventive maintenance work.

The Division does contract for all HVAC preventive maintenance, and has expended an average of approximately $73,217 for this service on an annual basis since 2010. Given that the Section's operating budget for FY 2016 is $1,457,000 the expenditure for PM represents only about 5% of the total. This relatively low expenditure is likely due to both the lack of time by staff to perform PM, and the fact that the Section is only contracting for HVAC preventive maintenance.

Many building industry and facilities management groups, including the American Public Works Association, the Building Owners and Managers Association (BOMA) International, the Association of Physical Plant Administrators (now named the

Association of Higher Education Facilities Officers), and the Association of School Business Officers agree on the benefits of well-planned preventive maintenance. These professional associations cite preventive maintenance for its effects on improving equipment's operating efficiency, preventing premature replacement of components, and avoiding interruptions for building occupants. Preventive maintenance is widely thought to reduce long-term costs by maximizing the operating capacities of equipment, minimizing downtime, and avoiding breakdowns that would otherwise lead to higher repair costs later. Studies within individual companies show savings in energy costs and repair costs, as well as reductions in equipment breakdowns, due to preventive maintenance. Some studies have shown that the investment of time and financial resources into preventive maintenance returns $2 in savings for every $1 invested.[10]

The Facilities Management section of the Division should enhance its preventive maintenance program for non-HVAC machinery and components. The Division should develop and implement a comprehensive preventive maintenance program, and enter these elements into the Cartegraph computerized maintenance management system along with the elements of maintenance, and the frequencies with which the maintenance should occur. The elements of this preventive maintenance program are presented below.

- **Establish levels of service necessary to preventively maintain the facilities**. In establishing levels of service, the Facilities Management section should document what maintenance activities are needed to ensure that a particular system or component meets or exceeds its life expectancy. Manufacturer's literature and the experience of Facilities Management staff are some ways to determine both acceptable life-cycles and what preventive maintenance work would result in achieving those life expectancies in the most efficient manner.

- **Prepare an annual work program for preventive maintenance of buildings**

[10] "From Preventive to Proactive", Public Works Magazine, November, 2007.

and building components. Once the levels of service have been established, setting the tasks into a work plan is the next step. The list of tasks to be performed should be described in detail, and the frequency and nature of the work should be clearly stated. The supplies and materials to be used are specified in considerable depth and the manner in which the work is to be accomplished should be expressed in simple language.

- **Develop a formal work planning and scheduling system for preventive maintenance of buildings and building components.** The core of any preventive maintenance program is in the scheduling and assignment of specific preventive maintenance tasks. This is almost always done using a work order system, and in fact, all work performed in the Facilities Management section is currently distributed and reported in this manner. This element of the preventive maintenance program takes the work items developed for each facility component, such as the quarterly inspection of a rooftop HVAC unit, and assigns them to Maintenance Technicians according to the established structure and schedule.

- **Report actual versus planned results of preventive maintenance.** Effective preventive maintenance programs depend on feedback from Maintenance Technicians using the work orders and a reporting and tracking system of costs associated with the work order. This information is used to maintain the proper balance between preventive maintenance and renewal and replacement efforts.

- **Establish a reporting system.** Through a combination of informal evaluations and formal audits, a reporting system could be established to analyze the Facilities Management section's maintenance system to ensure cost-effective maintenance.

Although there will be some initial costs and time consumed in setting up the preventive maintenance program, the benefits will be apparent within 18 to 24 months. As was noted above, for every dollar expended in preventive maintenance, the City may see two dollars of costs avoided. Best practices in building maintenance suggest that 30% of all time expended by staff should be in preventive maintenance activities.[11] As the next section will discuss, the Facilities Management section is not adequately staffed to enable it to institute a comprehensive PM program, however the addition of staff will, in the longer term, avoid the costs associated with a high number of

[11] CFM&D Magazine, "How to Start a Preventive Maintenance Program," June 27, 2014.

unscheduled and emergency repairs.

The Facilities Management section should, of course, develop a comprehensive set of PM tasks, along with associated steps in completing them. These should be products of both manufacturer's recommendations as well as the section's own experience. However, the following table lists some common preventive maintenance tasks, with suggested frequencies of accomplishment.

Description	Frequency
Chiller Check	Daily/Weekly
Cooling Tower Maintenance	Quarterly
Lamp/Lighting Check	Weekly
Restroom Inspection	Weekly
Roof Inspection	Semi-Annual
Fan Coil and HVAC Unit Routine Maintenance	Quarterly
Exit/Emergency Light Inspection	Weekly
Fire Station Mechanical Equipment Maintenance	Quarterly
Mechanical Equipment Maintenance – Other Buildings	Semi-Annual
Winterization of HVAC Units	Annual
Condenser Coil Cleaning	Quarterly
Ballast Checks	Monthly
Check Sprinkler Heads	Monthly
Check Air Filters and Belts	Quarterly
Check Emergency Generator	Annual
Belts and Motors on Exhaust Fans	Semi-Annual
Grease Motors and Pumps	Quarterly
Check Motors on Air Handlers	Quarterly
Inspect Boilers and Steamers	Annual
Check Smoke Alarms	Semi-Annual
Check Fire Extinguishers	Semi-Annual
Check Fire Escape Condition	Semi-Annual
Check Building Electrical Panels	Annual

Recommendation 18: The Facilities Management section should develop and institute a preventive maintenance program for all of the City's buildings and building components.

2. THE FACILITIES MANAGEMENT SECTION SHOULD ADD TWO MAINTENANCE TECHNICIANS, AND ALTER THE BALANCE OF WORK PERFORMED BY CONTRACTORS AND INTERNAL STAFF.

The Facilities Management Section of the Division has an authorized contingent of three Maintenance Technicians who are responsible for the maintenance and repair

of 20 buildings and two parking structures. These facilities, and their associated areas, are provided in the table below.

Facility	Area (sq ft)
Airport	12,400
Fire Station 2	5,600
Fire Station 3	6,500
Fire Station 4	5,600
Fire Station 5	5,600
Fire Station 6	1,400
North Parking Structure	211,958
South Parking Structure	401,600
Marshall White Center	45,000
Public Works 2/Sewer Ops	6,000
Public Works 5/Refuse Ops	8,000
Public Works 6/Sign Shop/Fac & Comm	11,000
Public Works Building 8	23,000
Public Works 9/Wash Bay	3,000
Public Works 11/Stores Warehouse	7,200
Community Service Building	8,784
Francom Public Safety Center	66,000
Golden Hours Senior Center	22,500
Municipal Building	166,000
Public Works 1/133 W 29th	36,000
Ogden City Justice Court	18,662
Total	**1,071,804**

As the table shows, there are 1,071,804 total square feet of space in the 20 structures. In determining the adequacy of staffing, however, parking structures are typically not considered to be equivalent to the heated space in other buildings in terms of the intensity of maintenance required. Therefore, although there are 613,558 square feet in the two parking structures, the project team reduces this number to 10% of the physical space to account for the relatively low maintenance required in them as compared to others. With this reduction, the adjusted total maintainable square footage in the City's 20 structures is 519,602.

As was noted above, the City's facilities are maintained by three Maintenance Technicians when there is a full contingent of staff on hand.[12] This equates to 173,201 square feet of space per authorized position. In determining the adequacy of staffing for facilities maintenance operations, the project team typically utilizes a standard of between 45,000 and 50,000 square feet of maintainable space per full time equivalent (FTE) Technician. This range is supported by a 2009 International Facilities Management Association (IFMA) survey of 650 public and private members of the organization. The ratio of staff to the maintainable space in the City's buildings is clearly insufficient to provide an adequate level of maintenance compared to the ratio indicated by both the project team's experience and the IFMA survey. However, to compensate for this deficit, the Facilities Management Section contracts for a significant amount of maintenance services each year. As the table below shows, this has averaged approximately $400,000 per year for the past seven years.

Fiscal Year	Contracted Repairs	Contracted PM	Total
2010	$233,362.14	$81,738.78	$315,100.92
2011	$351,414.80	$66,720.05	$418,134.85
2012	$294,335.89	$84,027.19	$378,363.08
2013	$299,840.49	$93,302.17	$393,142.66
2014	$345,716.26	$75,778.74	$421,495.00
2015	$467,661.96	$70,042.96	$537,704.92
2016	$299,456.51	$40,907.55	$340,364.06
Total	**$2,291,788.05**	**$512,517.44**	**$2,804,305.49**
Average	**$327,398.29**	**$73,216.78**	**$400,615.07**

The expenditures on contracted repairs effectively equate to a staffing supplement provided by outside contractors. Therefore, in order to determine the full facilities maintenance staffing complement, these contracted expenditures must be converted to full time equivalent staff members. In doing so, the project team assumed

[12] During the project team's on site activities, two of the three positions were vacant.

an average contracted hourly rate of $60 in making the calculations, which are provided below.

Description	Amount
A. Contracted Repairs	$400,615.07
B. Hourly Rate[13]	$60
C. Hours Worked by Contractors (A/B)	6,677
D. Annual Hours Available per FTE[14]	1,537
E. Number of Contractor FTE (C/D)	4.34

As the table shows, contractors are providing the equivalent of 4.34 FTE to supplement the three Maintenance Technicians employed by the City. This equates to a full complement of about 7.34 FTE. Using this figure, the ratio of maintainable square footage (519,602) to equivalent maintenance technicians (7.34) is 70,790, which is above the standard range of 45,000 to 50,000. In order to minimally meet the standard of 50,000 square feet per equivalent maintenance technician, the Facilities Management section of the Division would require approximately ten (10) equivalent maintenance technicians, or 2.66 FTE more than are currently providing maintenance and repair services for the City's facilities.

The project team recommends that the Facilities Management section dedicate the equivalent of at least two (2) additional FTEs to the maintenance of the City's facilities. However, this expenditure may reasonably be made for either full time staff or for contracted services, as the work to be accomplished would be the same under either scenario. There are advantages and disadvantages associated with either approach, as the table below shows.

[13] A limited sample of contractor invoices indicated a wide range of hourly rates. These ranged from $42.50 to $75.00. The project team utilized an estimated $60 per hour as an average.
[14] An analysis of the recorded time of Facilities Management Section employees indicated that 26.1% of all time was spent in non-productive activities such as meetings, training, holiday, vacation etc. Therefore, the figure of 1,537 hours was used (2,080 * (1-26.1%)).

Action	Advantages	Disadvantages
Hire Full Time Staff	• Greater flexibility in assignment of work • Needed repairs may be accomplished in the field as they are found. • Generally less expensive, even considering administrative overhead.	• Difficult to acquire specialized skills in wide range of service areas. • Must provide ongoing training, time off and other administrative time. Not all time is productive. • Must address disciplinary issues on occasion.
Utilize Contractors	• Lower exposure to liability for safety and risk. • No requirement to train contractors, or to provide for paid time off. • Can obtain specialized skills that may be required on only a very limited basis. • No disciplinary issues. • No issues related to termination during periods of budget shortfalls or decline in workloads.	• Generally higher cost for the same service provided by full time staff. • Oversight of contractor work, combined with greater administrative costs, further inflate the relative costliness of contractors. • Contractors are hired for specific tasks, and may not report impending problems with systems and machinery.

In addition to the general advantages and disadvantages listed in the table, there are other, more specific, issues for consideration in the Facilities Management section. These include the following.

- The Facilities Management section is accomplishing very little preventive maintenance with internal staff. As was noted earlier in the report, five different employees charging a total of 5,849.5 hours over an approximate 18-month period charged only 22 of these hours to PM. Preventive maintenance, although arguably the most critical of functions in any facilities agency, is, by its nature, a repetitive and cyclical one. This mitigates in favor of performing this function with internal staff.

- The preventive maintenance program should be the primary source for the identification of longer-term issues with equipment and machinery. Contractors may not be as attuned to these issues as would be internal staff.

- Contractors are only performing PM on HVAC equipment, and not the electrical, plumbing and structural assets. This is a functional deficit that requires that either the existing internal staff divert their efforts away from the work they have traditionally been performing, to PM of these neglected assets, or that the City expend additional funds, whether for contracted or internal labor, to accomplish

these functions. Failure to do so will, in the longer term, result in very costly failures of systems and components.

- A very large percentage of the time charged to work orders by the section's Maintenance Technicians is for work that is either unrelated, or only peripherally related, to the maintenance and repair of the City's facilities. As was described earlier, the project team analyzed approximately 12 months of work performed by five staff members who charged a total of 5,849.5 hours during this time. Of this total, 1,525 hours (26.1%) were for non-productive functions (e.g., vacation, sick, meetings, training, etc.) and 1,104 hours (18.9%) were for work classified as "Miscellaneous", "Office Furniture", "General Labor", and others. These functions can more accurately be classified as custodial rather than building maintenance.

Given the lack of a well-developed preventive maintenance program for the City's facilities, the project team recommends that the Facilities Management section hire two additional Maintenance Technicians. These Technicians should, however, be trades specialists rather than generalists, and should be dedicated to instituting a PM program for plumbing and HVAC systems. Electrical PM and repairs may, at least in the short term, be performed by contractors, as the hourly rate charged by the City's contractor is similar to, if not lower than, the internal Fleet and Facilities Division rate. The total cost for these two positions is $107,845, assuming compensation at the midpoint of the salary range, and adding 40% for fringe benefits. however this cost is offset to a large degree by the following points:

- The Facilities Management section would be assuming the preventive maintenance program for HVAC equipment that is currently performed on contract. As noted earlier, this contractual expense has averaged approximately $73,200 annually.

- During times in which these additional three positions are not performing PM, their time may be diverted to repair of plumbing and HVAC assets. The section is currently expending approximately $327,400 annually on contractual repair and maintenance and, although the Division will continue to expend much of this amount on contracted services, the amount may be reduced to some indeterminable amount.

- As noted above, an increased focus on PM will have long term benefits, as well as reduced costs. Some studies have shown that for every $1 invested in PM, there is a $2 return on this investment.

Recommendation 19: Hire two additional Maintenance Technicians in the Facilities Management section of the Division. These positions should be responsible for the development and implementation of the preventive maintenance programs for HVAC and plumbing assets. The total cost of these positions is estimated to be $107,845 annually, however this cost is offset to a large degree by other factors.

3. THE FACILITIES MANAGEMENT SECTION SHOULD DESIGNATE A LEAD WORKER TO COORDINATE THE ACTIVITIES OF A LARGER NUMBER OF STAFF.

The Facilities Management section has operated with a relatively small staff of three Maintenance Technicians for many years. This low staffing level, combined with the fact that almost all work has been in reaction to maintenance requests, has meant that there was no pressing need to designate a supervisor for the section, as is the case in the Fleet Management section of the Division, which has a Supervisor for the six Mechanics.

With the addition of two additional Maintenance Technicians, the Facilities Management section will be operating with a staff of five, which adds greater complexity to the coordination of work than has been the case with three Technicians. Further, the project team has recommended that the section develop and institute a preventive maintenance program. This program will require the input of data relating to each piece of maintainable facilities asset, along with maintenance cycles, and the tasks associated with each PM event. The PM events should be coordinated by a single employee, who should assign these work orders as appropriate.

The Fleet and Facilities Division should designate a lead worker in the Facilities Management section who will coordinate both scheduled and unscheduled work, and

make assignments to staff. The lead worker would be a working supervisory position, responsible for assigning work, performing work, and for conducting quality assurance checks on work performed by each of the Maintenance Technicians in the section.

The position of Lead Maintenance Technician does not exist in the City's classification system. Therefore, the project team recommends that the City's Human Resources Department evaluate the content of the job to determine its compensation level. However, for the purpose of estimating the cost of this recommendation, the project team assumes that the position will be compensated at the same level as that of the Lead Mechanic in the Fleet Management section, which is $49,999.00. This is $5,518.00 more than the midpoint of the Maintenance Technician position. Adding 40% for fringe benefits to this differential yields a total cost of $7,725.20 for the elevation of one of the Maintenance Technicians to the position of Lead Technician.

Recommendation 20: Elevate one of the existing Maintenance Technicians to the position of Lead Technician. The total estimated cost differential is $7,725.

3. THE DIVISION SHOULD PROVIDE ONGOING TRAINING FOR ITS MAINTENANCE TECHNICIANS.

The Facilities Management section has a total of $1,000 budgeted for Education. This is equivalent to $250 per Maintenance Technician. In comparison, the *American Society of Training and Development* reports annual training expenditures of $1,100 to $1,200 per employee.

The relatively small budgeted amount for education and training has ramifications for the section. In analyzing the work that was accomplished by internal staff over a recent approximate 12-month period, only about 25% of all productive work was in categories that could be considered to require any technical expertise (e.g., boiler

repairs, carpentry, electronics, heating systems, etc.). The remainder of the work was in non-technical categories such as General Labor, Fencing, General and Miscellaneous work, etc.). By comparison, the section typically outsources over $400,000 of work annually to contractors for their technical assistance in repairs and maintenance.

The expenditure of at least $1,000 in technical training for each of the Maintenance Technicians would not only ensure that the internal staff members remain current in their capabilities, but would, in the longer term, result in the ability to in-source at least a portion of the work that is currently outsourced to private firms.

Beyond this routine training, the Fleet and Facilities Division should, in the longer-term, alter the job description of the Maintenance Technician position to require specialized skills in one or more of the trades (i.e., electrical, HVAC, plumbing, electronics, energy management, etc.). This would naturally increase the cost of these positions, but would also increase the value received from the work performed, and would also allow the Facilities Management section to replace some portion of the work currently outsourced.

Recommendation 21: Increase the budgeted amount for training from the current $1,000 annually to at least $1,000 per Maintenance Technician. The project team has recommended the addition of two such positions, for a total of five. Therefore, the net cost of this recommendation is $4,000.

4. THE LEAD MAINTENANCE TECHNICIAN SHOULD PROVIDE TIME ESTIMATES FOR EACH WORK ASSIGNMENT.

Interviews with administrative and technical staff in the Facilities Management section indicate that when work requests are received, a work order is created and provided to a specific Technician who is instructed to investigate the issue and correct

the problem while on site. Generally, the work request is described either via e-mail or by phone by a City employee requesting work in their facility, and is provided to the Technician in written form prior to arrival at the work site.

Clearly, there are many factors that may impact the time required to complete a repair at a facility. However, it is also true that the Facilities Management section has a large database of prior completed work requests that will allow the Lead Technician to provide a time estimate for most work assignments. Currently, the amount of time required to complete any particular work request is left to the discretion of the Technician on site.

The provision of time-of-repair estimates to Technicians is a critical management tool that should be used in the Division. Once Facilities Technicians arrive at the work site, they may reasonably report back that the repairs are more, or less, complex than originally estimated, and the Lead Technician is then able to plan accordingly in order to maximize the use of the other Maintenance Technicians. However, without an initial estimate, work may tend to expand into the time available to perform it.

Recommendation 22: The Lead Technician should be responsible for providing time estimates on each work order assigned. This will facilitate the section's ability to plan and schedule the work of all Technicians in the section.

5. THE FACILITIES MANAGEMENT SECTION SHOULD ALTER THE WAY IN WHICH IT BILLS FOR SERVICES.

The Facilities Management section of the Division currently bills for its services in two ways. For some customers, it receives an annual allocation that is nominally designed to cover the costs associated with service provision. For others, however, it bills for services at an hourly labor rate of $41.50, plus supplies and materials.

The manner by which the section budgets, and receives revenue, for services rendered complicates the assessment of the degree to which it recovers full costs. As noted, the Division receives an allocation of funds to nominally cover the costs associated with repair and maintenance, however this allocation has been static for some years, although it was increased somewhat in the last fiscal year. However, the allocation is not based on any consideration of the actual costs associated with their maintenance. For other buildings, the Facilities Management section bills for services at a fixed hourly rate that, itself, has not changed in many years.

(1) The Hourly Rate Charged for Facilities Maintenance and Repair Is Failing to Recover Direct Costs of Services.

The Facilities Management section of the Division is only nominally functioning as an internal service fund (ISF), as there is no accounting for the degree to which it recovers its own cost of services through fees. As noted above, it receives its revenues through both a fixed allocation of funds, as well as an hourly rate. Neither of these funding sources is based on an annual calculation of the actual cost of service provision.

The estimate the degree to which the section is recovering costs, the project team analyzed the Facilities Management budget to determine the legitimate items which should be recovered through fees. The following table provides the full line item budget, as well as the items which should legitimately be charged to customers through fees.

Budget Item	Total FY16 Budget	Allowable for Charge-Back
Personal Services		
Full Time Employees	$237,475	$237,475
Overtime	$21,000	$21,000
Temporary Employees	$35,000	
Workers Comp	$8,300	$8,300

Budget Item	Total FY16 Budget	Allowable for Charge-Back
FICA	$22,200	$22,200
Retirement	$44,175	$44,175
Insurance	$55,250	$55,250
Disability	$1,375	$1,375
Cell Phone	$4,050	$4,050
Total Personal Services	**$428,825**	**$393,825**
Supplies		
Office Supplies	$2,000	$2,000
Printing and Binding	$500	$500
Postage/Stockroom	$500	$500
Cleaning and Sanitation	$500	$500
Gas, Oil, Garage	$7,500	$7,500
Other Operating Expenses	$20,000	$20,000
Total Supplies	**$31,000**	**$31,000**
Charges for Service		
Telephone	$15,000	$15,000
Utilities-Gas	$225,000	
Utilities-Electric	$525,000	
Utilities-Water	$150,000	
Wireless Phone	$1,400	
Wellness Program	$350	$350
Travel	$1,000	$1,000
Education	$1,000	$1,000
Insurance	$6,350	$6,350
Professional and Technical	$378,025	
Outside Services	$50,000	
Hazardous Waste	$5,000	$5,000
Nuisance Abatement	$40,000	$40,000
Preventive Maint. Contracts	$90,000	
Services Under Contract	$265,000	
Total Charges for Service	**$1,753,125**	**$68,700**
Other Operating Expenses		
Building Repair and Maintenance	$2,000	$2,000
Overhead Cost to Stores	$5,125	
Communications Equipment Lease	$1,000	$1,000
Fleet Vehicle Lease	$22,000	$22,000
Parts Purchased-Resale	$10,000	
Contingent	$100,000	
Total Other Operating Expenses	**$140,125**	**$30,125**
TOTAL	**$2,353,075**	**$518,525**

As the table shows, the total Facilities Management budget for FY16 budget is $2,353,075. However, of this total, there are several line items that are not related to the direct service provision of the Maintenance Technicians involved in the provision of

service. An explanation of the line items removed from the calculation of the hourly rate for services is provided below.

- **Temporary Labor.** As labor is hired on a temporary basis, the hours should be charged at a separately calculated rate. Given that the hours worked by temporary employees are not separately identified in the data provided to the project team, the cost of this labor is removed from the calculation of the labor rate here under the assumption that by removing this line item, neither their costs nor their labor hours are included in the rates.

- **Utilities.** This element of cost does not vary with the level of service provided by the Maintenance Technicians, and is therefore removed from the calculation of rates. Utilities are typically are either charged back to users at cost, or are budgeted separately within the Facilities agency. In either case, they are not appropriately included in the calculation of the labor rate charged by the Maintenance Technicians.

- **Overhead Cost to Stores and Parts Purchased for Re-Sale**. These elements of cost do not vary with the level of service provided by the Maintenance Technicians, but rather are appropriately considered as separate elements of cost for the Stores section of the Division.

- **Contracted Costs.** These are costs that are incurred either due to over-capacity of the Facilities Management section, or insufficient expertise to perform work internally. The costs associated with contracted repair and maintenance should be billed directly to customers, and should not be included in the calculation of labor rates charged by the Facilities Management Technicians.

- **Contingent.** These are costs that are not known in advance, and are not appropriately applied to customers for service provision. To the extent that this line item can be specifically identified to customer services, they should be included in the calculation of the labor rate. However, as they are not known at this time, the project team removes them from the calculation.

After the removal of the appropriate cost elements, the total cost to be recovered through charges for service amount to $518,525. In calculating the hourly rate that should be charged to recover these costs, the project team estimated the number of available labor hours of the three Maintenance Technicians to charge for these services. In doing this, recall that in a previous section of this report, the project team determined that 26.1% of all available labor during the period from July 1, 2015 through

the second week of June, 2016 was for un-chargeable time such as sick leave, vacation, training, meetings, etc. The following table provides a calculation of the estimated hourly rate of services once these elements are removed.

Description	Amount
A. Recoverable Costs (from above)	$518,525
B. Total Annual Hours in One Year per FTE	2,080
C. Number of Maintenance Technicians	3
D. Total Hours Available to Recover Cost (B * C)	6,240
E. Non-productive Time as Percentage of Total Time	26.1%
F. Total Productive Time Available to Recover Costs (D * E)	4,611
G. Hourly Rate Necessary to Recover Costs (A / F)	**$112**

As the table shows, in order to recover the appropriate elements of costs associated with facilities repair and maintenance, the Facilities Management section would need to charge an hourly rate of $122.44 to its customers. This compares with the $41.50 currently charged for these services. This indicates that it is probable that either the section is failing to recover the appropriate elements of cost, or that they are being subsidized by the Fleet Management section of the Division. To place this in some perspective, if the Facilities Management section is charging $41.50 per hour, it is incurring a deficit of $70.95 on each hour worked by its Maintenance Technicians, which results in a total annual deficit of $327,179 ($70.95 * 4,611.4 hours available for charges).

The project team will, in the next section, recommend that the section make a transition from the current method of charging for its services to one of a calculated General Fund allocation. However, it is instructive to have determined the probable degree to which the current hourly rate is failing to recover costs. Moreover, should the Division elect to continue to charge for its services on an hourly rate basis, it is

recommended that this rate be re-calculated on an annual basis to recover all appropriate elements of cost, as has been done in this section of the report.

Recommendation 23: Should the Facilities Management section elect to continue to charge hourly rates for its services, it should re-calculate the actual labor rate on an annual basis to recover all appropriate elements of cost.

(2) The Facilities Management Section Should Alter the Manner in Which It Recovers the Cost of Services.

As was shown in the previous section, although the Facilities Management section of the Division is nominally operating as an internal service fund, it is failing to recover its costs of operation. For this reason, it is necessary to either charge the full cost of services to tenants of the buildings which it repairs and maintains, or change the method by which the costs are charged to them.

To provide some potential guidance, the project team conducted a survey of other cities in Utah to determine how their facilities management agencies charged tenants of the buildings for which they have responsibility. The full comparative survey is provided in Appendix E of this report, however the following table presents the relevant portion of the survey to this discussion.

City	Operates as ISF?	Charge-Back Methodology
Layton	Yes	Fixed annual rate based on time/material spent on the department over a 5 year period.
Logan	Yes	Inter-department budget transfer, for custodial service only.
Provo	Yes	Hourly rate + material costs invoiced to departments.
Sandy	No	N/A
West Jordan	No	N/A
Ogden City	**Yes**	**Partially burdened rate for "unfunded" departments, fully burdened hourly rate for departments receiving facilities maintenance allocation**

As can be seen in the table, three of the five comparative cities nominally operate their facilities management functions as internal service funds, however each of these

three charges for their services in different ways. In fact, each of the three charges for their services in a different manner than does Ogden City's Facilities Management section. Therefore, the survey results do not provide any meaningful guidance on the assessment of the "optimal" manner in which comparable Utah cities charge for their building repair and maintenance services.

In designing any charge-back structure, whether for fleet maintenance, facilities maintenance, information technology, or other services, the structure should be designed to (1) cover all allowable costs, (2) assess charges for those services over which customers have some degree of control, and (3) discourage frivolous uses of services. In the previous section of the report, the project team presented one methodology by which rates could be designed to cover the cost of the Fleet and Facilities Division's facilities maintenance and management services. The development and implementation of such a rate structure requires that the Facilities Management section of the Division not only project the uses of services, but also accurately calculate rates, bill tenants for these services on a periodic basis, and to continuously update these rates as costs change from year to year.

Unlike, for example, charging customers for fleet maintenance and repair, it is more difficult to establish a nexus between the facilities maintenance needs of customers and the degree of control they exercise over their needs. For example, in a multi-tenant facility such as the Municipal Building, it is not a straightforward proposition to determine the appropriate allocation of costs to tenants for chiller and pump repairs, or even repairs to fixtures such as toilets, sinks and lighting in common areas. For single-tenant buildings such as the Marshall White Center, the Public Works complex of

buildings, and the Golden Hours Center, these determinations are somewhat more straightforward, but even in these structure, the tenants themselves do not exercise a great deal of control over the degree to which complex building equipment such as air handlers, pumps, motors, energy management systems and others, are repaired, maintained and replaced. Nor do they exercise any great amount of control, or possess any great degree of knowledge regarding the specifications of replacement equipment.

One area over which tenants do, in fact, exercise a great deal of discretion, however, is in their requests for services such as moving furniture, remodeling, hanging pictures, and the like. And, in fact, in analyzing the work performed by the Division's Maintenance Technicians, as well as in interviews, there is a significant volume of this type of work activity. Therefore, the establishment of rates for these types of services not only serves the purpose of charging tenants for work over which they have a measure of control, but also serves to discourage the frivolous use of limited resources in the Facilities Management section of the Division.

The Facilities Management section has several alternatives in charging its customers for services. These are summarized below.

- Hourly Rates Charged for All Services. This model, similar to that which is common for fleet maintenance and repair services, charges customers for any work performed in their facilities at an hourly rate designed to recover all allowable costs. Parts and supplies are charged at cost, with an appropriate mark-up to cover administrative costs, and contractual services would likewise be charged to tenants in a similar manner.

- General Fund Allocation for Services Rendered in All Buildings. This simplest of models provides an allocation of funds sufficient to cover the projected costs of all internal labor, materials and supplies, utilities, as well as all contract services.

- Hourly Rates Charged to Single-Tenant Facilities, with Hourly Rates Charged to Multi-Tenant Facilities.

- General Fund Allocation for All Buildings, with Hourly Rates Charged for Discretionary Services.

There are advantages and disadvantages of each of the listed alternatives, above. These are summarized in the table below.

Alternative	Advantages	Disadvantages
1. Hourly Rates for All Services	Recovery of cost is basically a simple function of determining the number of available hours of internal staff and projected contracted work. Serves to discourage frivolous uses of Facilities Management personnel resources.	Tenants have little control over the services required to maintain facilities. Difficult to allocate costs to tenants in multi-tenant facilities.
2. General Fund Allocation for All Services	Simplest of all of the methods to administer, requiring only that the Facilities Management section project the costs of operations. No monthly billing of tenants, minimizing administrative support requirements.	Reduced accountability for costs incurred by Facilities Management section.
3. Hourly Rates for Single-Tenant Buildings; General Fund Allocation for Multi-Tenant	Most tenants are in single-department facilities; this may be the most equitable system for the most tenants. Hourly rates for service discourage frivolous and unnecessary uses of Facilities Management staff time.	Complex billing system. Basically a continuation of the current bifurcated system. Although hourly rates may discourage frivolous uses of Facilities Management staff time for some, others in multi-tenant facilities do not perceive the same restrictions.
4. General Fund Allocation for All Buildings; Hourly Rates for Discretionary Services	Potentially the optimum compromise between simplicity of administration of charges, and limitation of unnecessary uses of Facilities Management section staff time.	Potentially requires determination of discretionary and non-discretionary work requests. General Fund allocations reduce accountability for costs incurred by Facilities Management section.

As the table shows, there are advantages and disadvantages of each alternative. Of the four alternatives presented, Alternative 3, the charging of hourly rates for some buildings and General Fund Allocation for others, would appear to be both the least

equitable and most complex billing system. This Alternative is slightly different from the current billing method, but effectively continues the current bifurcated billing structure. Moreover, the tenants of these two categories of facilities receive differing incentives to contain costs due only to the coincidence of being in a single or multi-tenant building.

The remaining three alternatives are attractive in different ways, and the billing structure will naturally be a function of the preference of the Division and, in fact, the tenants themselves. Alternative 4, in which the Facilities Management section receives a General Fund allocation for all buildings, with hourly rates charged for discretionary services, has the appeal of being both simplistic and equitable, and for these reasons should be the preferred alternative in the view of the project team. Although as a rule, General Fund allocations are not as effective as the charging of hourly rates in ensuring accountability for services, this potential impediment may be overcome by the tracking and issuance of performance measures by the Facilities Management section. A suggested set of such performance measures is included in the Management and Administration chapter of this report. Further, the charging of hourly rates for discretionary services requested by tenants ensures that tenants minimize the use of limited Facilities Management resources.

A potential alternative to a straight allocation of General Funds to the section is the charging of an annual amount of the Facilities Management section's budget to the tenants of facilities based on the square footage which it occupies. So, for example, the Golden Hours senior center facility is comprised of 22,500 square feet, which is 2.1% of the 1,071,804 total square feet maintained by the section. (Alternatively, this total square footage may be adjusted, as the project team has done earlier in the report, to

adjust for the relatively-lower maintenance required for unheated space such as the two parking garages.) Under this scenario, the senior center would receive an allocation of 2.1% of the total allowable budget ($518,525, as calculated in a previous section) of the Facilities Management section.

Alternatives 1 and 2 also have some appeal, and the Fleet and Facilities Division may opt for one of these. However, Alternative 1, under which all services are rendered at a pre-determined hourly rate for all tenants, fails to establish a nexus between the charging of services to tenants and the discretion these tenants have in requesting, or receiving, the services. It may be argued that this disadvantage is also true of the by which tenants receive a direct allocation of budgetary costs on a square footage basis, however the latter method at least has the advantage of relatively greater simplicity.

Alternative 2, under which the Facilities Management section receives an annual allocation of funding from the General Fund (and again, it may be altered to assess these charges to tenants according to their square footage occupied), has the appeal of simplicity, and for this reason, may be especially attractive, as it requires less administrative effort than any of the four alternative presented. However, in the project team's view, the assessment of charges on an hourly basis for discretionary services provides somewhat greater accountability on the parts of both tenants and the Facilities Management section, and also serves to mitigate overall costs by serving to discourage tenants from requesting unnecessary, and potentially frivolous, services.

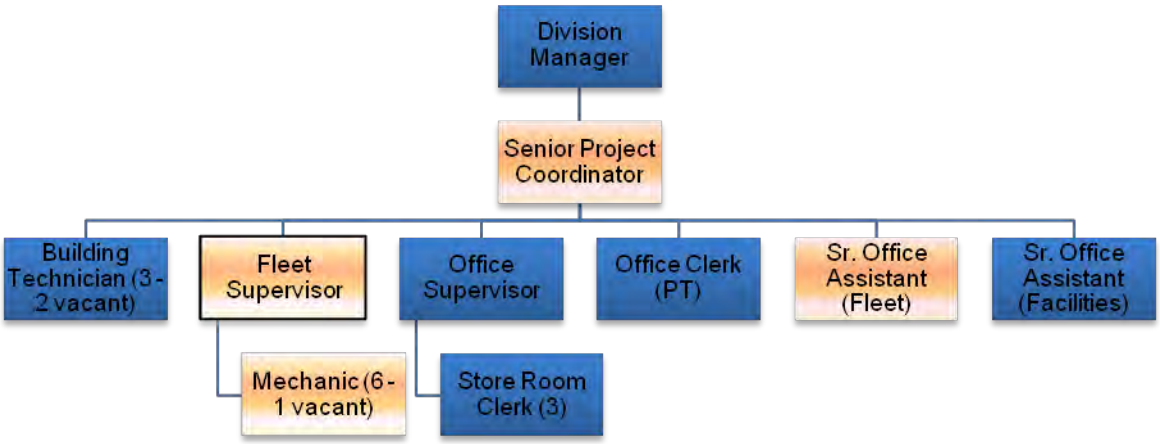
Recommendation 24: The Facilities Management section should transition from its current method of charging tenants for its services via two separate scales. The project team has provided four alternatives for replacing this method, and recommends a method by which the Facilities Management section receives and annual allocation from the General Fund, and also charges tenants for the discretionary services which they request.

4. ANALYSIS OF FLEET MANAGEMENT

This section of the report analyzes the staffing, operations and service levels of the Fleet Maintenance section of the Division. The chapter begins with an overview of Fleet Maintenance to provide context for the project team's analysis.

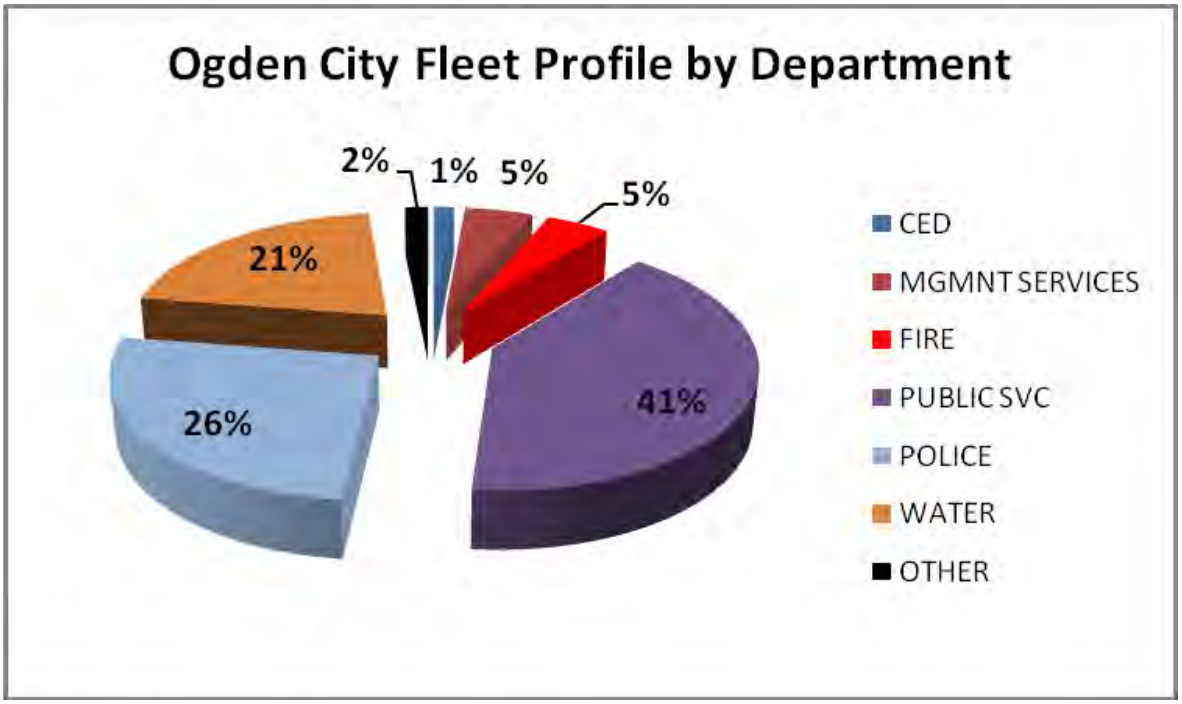
1. FLEET MAINTENANCE OVERVIEW.

The Fleet Maintenance section of the Fleet and Facilities Division is comprised of 8.5 authorized staff with seven (7) currently deployed as illustrated in the Division organization chart shown below.

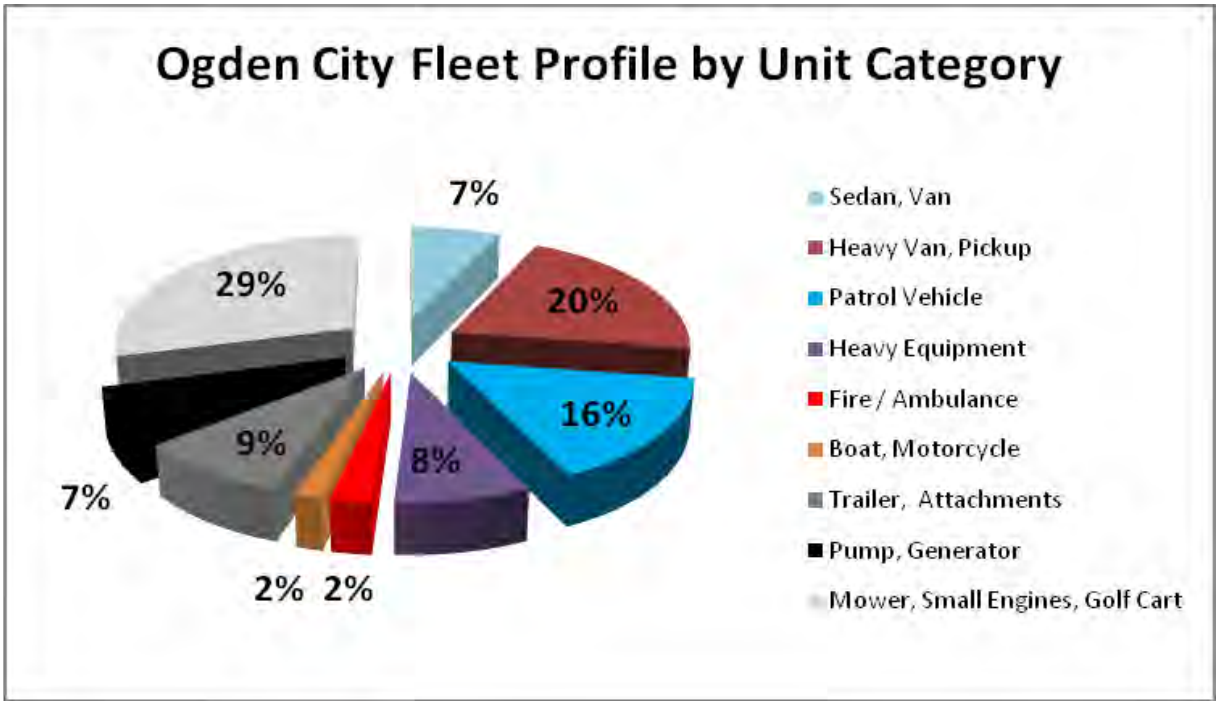


The Fleet Maintenance operation oversees the City's fleet management function, and is authorized one (1) supervisor; (1) lead mechanic; (4) mechanics; and one (1) senior office assistant. The program is overseen by the Senior Project Coordinator who also provides management oversight for facilities services. This fleet program operates and maintains the City's "rolling stock" fleet and small equipment apparatus (e.g.,

chainsaws), numbering approximately 625 units, and provides light and heavy equipment preventive and corrective maintenance Monday through Friday from 7:00 a.m. to 6:00 p.m. The Fleet Maintenance operates from a single facility located at the Public Works yard. Fleet Maintenance also acquires and replaces equipment within the City fleet. Currently the fleet is distributed, by Department, as shown in the following pie chart.



With regard to the fleet composition by major category, the following pie chart shows the proportion of assets in Ogden City.



The rolling stock represents the variety of wheeled apparatus such as sedans, pick-ups, vans, Sport Utility Vehicles, etc. Trailers and attachments represent assets such as vehicle trailers, traffic control equipment, and the like typically pulled by pick-ups or utility vehicles. There is a variety of other equipment ranging from emergency generators (of which some could be towed) to lawn-edgers and mowers to golf cart apparatus. Of interest, 45% of the apparatus for which Fleet Maintenance is currently responsible is not in the “vehicle” category; that is, it represents small equipment, towed apparatus, pumps and generators, and other “machinery” maintained by Fleet Maintenance. The most common vehicles in the City are pick-ups and heavy vans representing 20% of the fleet. When evaluating fleet maintenance operations the distinction of the types of equipment maintained is an important operating consideration.

2. BASED ON THE AVAILABILITY OF FLEET WORKLOAD INFORMATION, STAFFING AND PRODUCTIVITY LEVELS CAN BE EVALUATED USING SEVERAL DIFFERENT APPROACHES.

Staffing levels in Fleet Maintenance can be evaluated using several different approaches assuming data is available to accomplish the necessary analytical steps. Ideally, each analytical approach should be examined to develop a comprehensive picture of fleet maintenance staffing needs. These analytical approaches include:

- **An evaluation of the Fleet Maintenance operation's overall wrench time.** A fully-loaded target of 60% of total shop hours dedicated to wrench time is a benchmark for larger and "profitable" fleet maintenance shops. This level of wrench time includes the amalgamation of all mechanics' work order time as well as administrative support (e.g., supervisors, clerical support, etc.) and is compared to "total payroll time." Achieving this benchmark is possible in larger fleet maintenance operations but usually not practical in smaller garages.

- **An evaluation of the Fleet Maintenance's fully-loaded wrench-turning time.** Industry standard suggest a minimum overall 70% fully-loaded wrench time whereby maintenance work hours recorded on work orders are divided by an available 2,080 hours per year; this is equivalent to approximately 125 hours per month of work order service. This 70% fully-loaded target is for individual mechanics as well as an amalgamation of all mechanics.

- **An evaluation of the Fleet Maintenance's floor wrench-turning time.** Industry standard suggest a minimum overall 80% floor wrench time whereby all leave (vacation, sick, holidays, etc.) is subtracted from 2,080 available hours and then maintenance hours recorded are divided by the resultant. This 80% target is for individual mechanics as well as an amalgamation of all mechanics.

- **An evaluation of preventive maintenance versus corrective maintenance.** Fleet maintenance, ideally, should be focused on preventive maintenance duties which generally impact the necessity to perform corrective repairs. Generally, 50% or more of wrench-time should be dedicated to preventive maintenance activities. Fleet maintenance operations which have significant wrench-time dedicated to corrective maintenance may indicate staffing shortages, as insufficient time is available to complete preventive work and time is instead dedicated to "immediate" corrective work.

- **An evaluation of turn-around time.** Fleet maintenance operations should have a rapid turn-around time to ensure high levels of customer service. Most preventive maintenance jobs should be completed in less than 24 hours, whereas corrective maintenance should average no more than 48 hours. In

general, turnaround time for a fleet maintenance operation should average less than two days for all types of service, with an ideal turnaround time of approximately one day. Lengthy turnaround times can be representative of staffing, scheduling, or other operational issues.

- **An evaluation of fully-burdened mechanic hourly rates.** The fully-burdened mechanic hourly rates are calculated by capturing the full costs of all personnel dedicated to fleet maintenance operations, including the costs of Equipment Mechanic "downtime" (i.e., non-wrench time). Overhead positions' salary and benefits are to be incorporated into the hourly labor rate, but government overhead charges for other departments' administrative services are not included, to help ensure equitable comparisons to private sector garages. All wrench-time hours are divided into the full cost of doing equipment maintenance business to derive a fully-burdened mechanic hourly rate. This hourly rate should be competitive with private sector garages. If the rate is excessively high, this is potentially indicative of staffing or other types of operational issues.

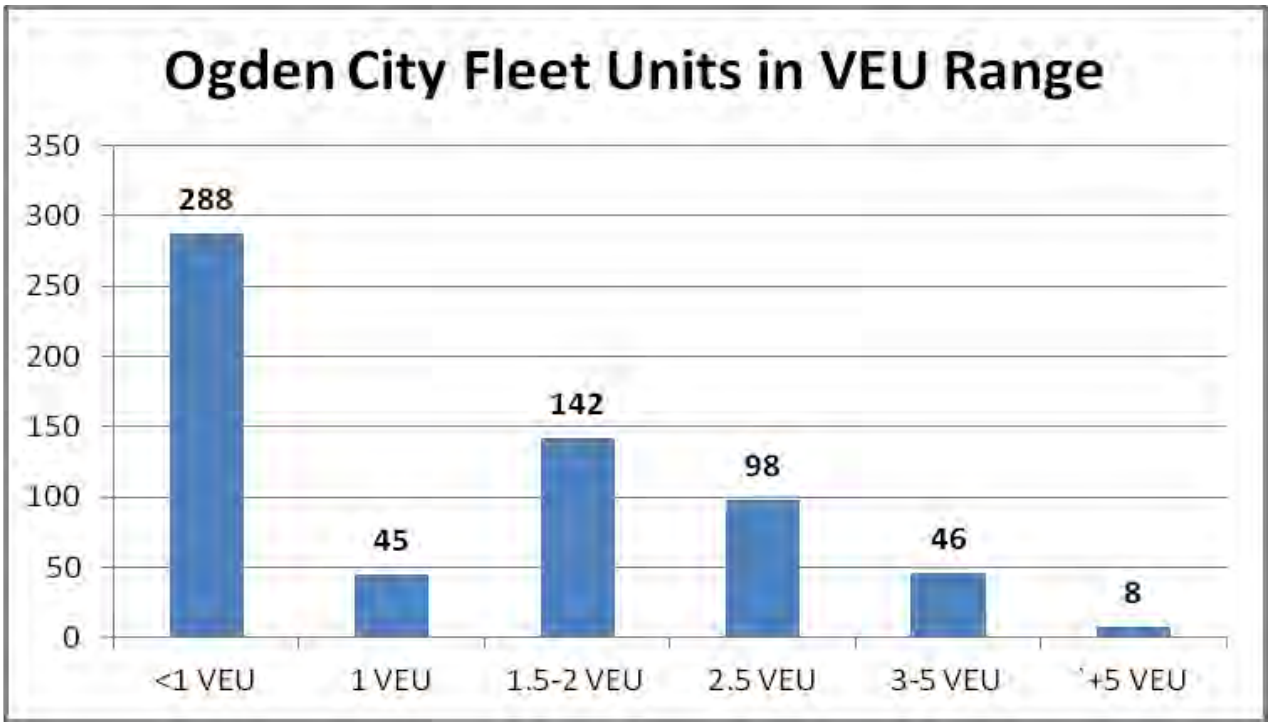
- **Number of mechanics per vehicle.** Another staffing benchmark utilized in the fleet industry for operational efficiency purposes is the ratio of number of mechanics to vehicles, with an efficient/effective ratio, according to *Runzheimer International,* considered to be 1 mechanic to 32-41 vehicles, on average. In the Matrix Consulting Group's experience, however, we periodically see shops with a ratio of 1:50. Note that benchmarks must be reviewed in context and not over-emphasized. A fleet of all safety equipment (police cruisers and heavy fire apparatus) would require fewer vehicles per mechanic. Conversely, a fleet of all under-utilized sedans would require significantly more vehicles per mechanic. The ratio presented is for the "average jurisdiction's fleet profile."

- **Number of mechanics per Vehicle Equivalent Units.** Vehicle Equivalent Units (VEU) are a quantitative measure of the number of direct labor hours required per year to maintain and repair a vehicle. Under this approach, the level of effort required to maintain any type of vehicle in a fleet is expressed in terms of the level of effort required to maintain and repair a passenger sedan. For example, a gasoline passenger sedan is equivalent to 1.0 VEUs while a fire pumper is equivalent to 5.0 VEUs. Thus, if one sedan is assumed to require 15 hours of direct maintenance and labor hours annually, then a fire pumper that requires five times that effort would typically consume 75 hours of direct maintenance and repair effort annually. This technique allows the project team to compare fleets of dissimilar size and composition. The VEUs used have been derived, in part, from research originally conducted by the U.S. Air Force and other organizations, such as Stone and Webster and Utility Fleet Magazine. The National Association of Fleet Administrators (NAFA) conducted a survey of its members in 2001 to establish average VEU values for many vehicle classes. Some fleet managers have used similar approaches to help them determine the appropriate staffing levels for their various vehicle maintenance facilities. The University of Florida instructs on how develop VEU calculations. VEUs are a high level diagnostic tool

to evaluate the relative level of maintenance effort for large groups of vehicles. They are not meant to apply separate values to individual vehicles. Our experience analyzing several dozen public sector fleet agencies is that each mechanic can typically be assigned from 90 to 125 VEUs, barring other operational caveats.

(1) Based Exclusively on Vehicle Equivalent Units (VEUs) and Mechanics per Vehicle, the Fleet Maintenance Operation is Very Competitively Staffed.

The Matrix Consulting Group applied the VEU methodology to Ogden City's fleet profile noted above. The bar graph following shows the distribution of units by VEU rating:



Examples of the types of rolling stock falling in each VEU category include:

- Trailers, light small equipment apparatus such as chain saws, weed-eaters, etc., and golf carts fall under 1.0 VEUs. These are assigned largely to water, streets, parks and golf (e.g. Unit# 13070).

- Gasoline sedans, which are the foundational VEU under which the model is constructed, are 1.0 VEUs. These are assigned largely to police (e.g. Unit# 15013).

- Most pick-up trucks (e.g., with utility-bed attachments), vans and alternative fuel vehicles are examples of VEUs ranging from 1.5-2.0. These are assigned throughout the City (e.g. Unit# 14167).

- Police cruisers (black and whites) are vehicles classified as 2.5 VEUs (e.g. Unit# 15015).

- Smaller dump trucks, backhoes, tractors, refuse trucks, sweepers and other similar heavy equipment are examples of VEUs ranging from 3.0-5.0. These apparatus are generally assigned to the City's maintenance divisions (e.g. Unit# 14157).

- Large complex vehicles such as fire engines, are examples of VEUs ranging above 5.0 VEUs. The highest VEU in Ogden City's fleet are 10.0 VEU fire apparatus (e.g. Unit# 8047).

Based on the Matrix Consulting Group's calculations, the total VEU rating for the in-service Ogden City units is 925 Vehicle-equivalent Units.

In addition to VEUs, the range of one mechanic per forty to fifty vehicles can also be examined. The results of these two analytical approaches are noted in the following table.

VEU and Vehicle Ratios for Authorized Mechanic Staffing

Performance Measure	Ogden City Value	Industry Standard
VEUs Per Mechanic	176	90 – 125
Mechanic: Vehicle Ratio[15]	1:66	1:32-41

With respect to how these ratios are calculated, the ratios include the authorized staffing levels of five (5) mechanic positions and allocate one-quarter time of the lead mechanic to wrench-turning activities on the shop floor. Note that currently one mechanic position is vacant, which would result in higher values than those noted above.

[15] Mechanic to Vehicle ratios only include the vehicle or "rolling stock" apparatus maintained by Fleet Maintenance and exclude the other apparatus for which they are responsible. Also note that MCG as periodically seen mechanic to vehicle ratios of 1:50 operating successfully, although the ratio noted is based on Runzheimer figures—a nationally respected fleet organization.

Based exclusively upon the above Vehicle Equivalent Unit and mechanic to vehicle staffing ratios, Ogden City's Fleet Maintenance is staffed very competitively in comparison to best management practices benchmarks based upon these two metrics. Indeed, in the absence of other framing data, these metrics would point to a need for increased mechanic staffing levels. Nevertheless, these ratios are not atypical in the region. Based on our comparative survey, the following "simplified VEU"[16] table was created related to actual staffing assignments at a variety of Utah fleet maintenance organizations.

Simplified VEU Comparisons – Ogden City vs. Regional Municipalities

City	Heavy Fleet VEU's	Light Fleet VEU's	Small Engine VEU's	Total VEU's	Total (lead + line) Mechanics	Mechanics per 1,000 VEU's
Murray	380	622	5	1,007	2	1.99
Orem	630	750	190	1,570	5	3.19
Provo	1,140	836	40	2,016	5	2.48
West Jordan	210	858	108	1,176	5	4.25
West Valley	335	688	20	1,043	7	6.71
Ogden City	**250**	**702**	**74**	**1,026**	**6**	**5.85**

As is shown above, Ogden City has the second-most mechanics per VEU based upon a simplified fleet profile. While not definitive, as the table could potentially point to short-staffing issues in all these organizations, it does reflect that Ogden City is not unusual in the region with respect to mechanic staffing patterns.

As noted before, this type of analysis is only one approach to evaluating a fleet maintenance operation, and with regard to VEUs and vehicles per mechanic, this is an *efficiency* measure, <u>not</u> an *effectiveness* measure. Additionally, these metrics assume

[16] In this simplified calculation, heavy vehicles/equipment were assigned 5 VEU's each, light vehicles/equipment were assigned 2 VEU's each, and small engines were assigned 0.33 VEU's each.

a fleet with an "average profile" that includes vehicle age, vehicle utilization and other standardized characteristics. These factors will be explored further in this chapter beginning with the effectiveness of fleet maintenance operations as perceived internally by Fleet Maintenance's clientele.

(2) Based Upon Interviews and the Customer Survey, Fleet Maintenance Is Well Regarded in Most Service Areas.

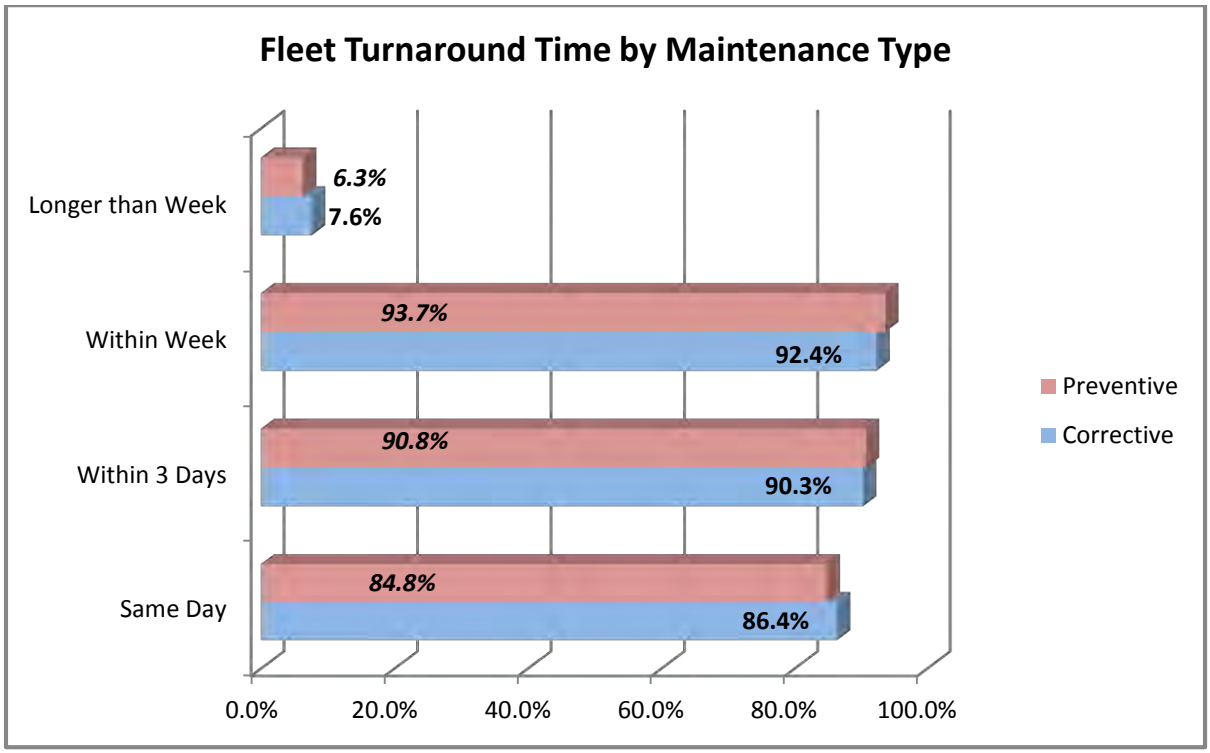
The Matrix Consulting Group conducted interviews of various City customers of the Ogden City Fleet Maintenance operations. These interviews were confidential and anonymous and as such, details with regard to various parties providing certain information is not attributed to the specific interviewees. However, interview observations were generally consistent with an anonymous customer survey completed by leadership of the various departments. Based upon the survey, the following positive sentiments, in descending levels of agreement, were generally noted.

- 92% of respondents agreed that Fleet Maintenance staff were professional and courteous.
- 75% of respondents are happy with the quality of maintenance and repair performed on vehicles and equipment.
- 67% of respondents are satisfied with the overall services provided by Fleet Maintenance.
- With regard to specific performance, 58% of respondents are satisfied with the amount of time it takes for Fleet Maintenance to complete repairs (e.g. turn-around time).
- Specifically, 50% of respondents believe a good job is done explaining the repairs and maintenance performed.
- Only 42% of respondents were confident that when repairs were made, that they were accomplished such that they would not have to bring back the unit for repeat repairs.

In summary, information suggests that Fleet Maintenance is well-regarded overall with respect to fleet-related service provision, particularly with respect to staff's professionalism with the client. However, there are some effectiveness issues as it relates to certain performance characteristics such as vehicle turn-around time and comeback repairs. Importantly, these customer observations generally do not coincide with a fleet maintenance operation that is understaffed, as in most instances under-staffed maintenance services would lean toward more negative opinions from the clientele. In sum, Fleet Maintenance has an overall positive reputation while recognizing there are some opportunities for service-level improvements.

(3) Based on Available Data, Vehicle Turnaround Time is Very Good but with Some Notable Outliers.

Vehicle turnaround time is another performance metric measuring effectiveness. The Matrix Consulting Group requested from Fleet Maintenance a specialized report from March 2015 – March 2016 regarding vehicle turnaround time. A calculation was performed to determine the number of calendar days transpiring between the time the vehicle was brought in for service to when it was available for pick-up. The following chart shows turnaround time by preventive maintenance work orders and corrective maintenance repair orders.



The results indicated that approximately 85-86% of preventive and corrective work orders were completed on the same day. Over nine-in-ten work orders were completed within the week, while "problematic" work orders extending over a week were 6.3% for preventive work and 7.6% for corrective work, respectively. The work orders taking longer than a week were largely due to parts on order, dealership warranty work, major repairs requiring significant time, etc.

Interestingly, despite this overall very good turnaround time, only a small majority of survey respondents indicated that this was a positive performance attribute of Fleet Maintenance. This is likely due to a few factors; one being that there is apparently inconsistent notification of the customer when vehicles are completed for service. This should be an important duty of the lead mechanic or supervisor and should be considered a vital service activity, as turnaround time is one of the primary measures upon which customers evaluate fleet operations.

Secondly, while infrequent, there are examples in which turnaround time exceeds a week, sometime excessively. In the one-year period there were over 125 work orders in which turnaround time exceeded four weeks, and while this is proportionally small compared to all work orders, it occurs frequently enough that customers will recall "poor service" with regard to getting their vehicle or other apparatus in a timely manner. As such, the lead mechanic and supervisor should proactively keep the customer informed on a weekly basis as to vehicles with extended maintenance requirements, articulating why such a delay is occurring.

Recommendation 25: Continue to accomplish effective overall turnaround times whereby 85%-90% of vehicles are serviced within the same or next business day.

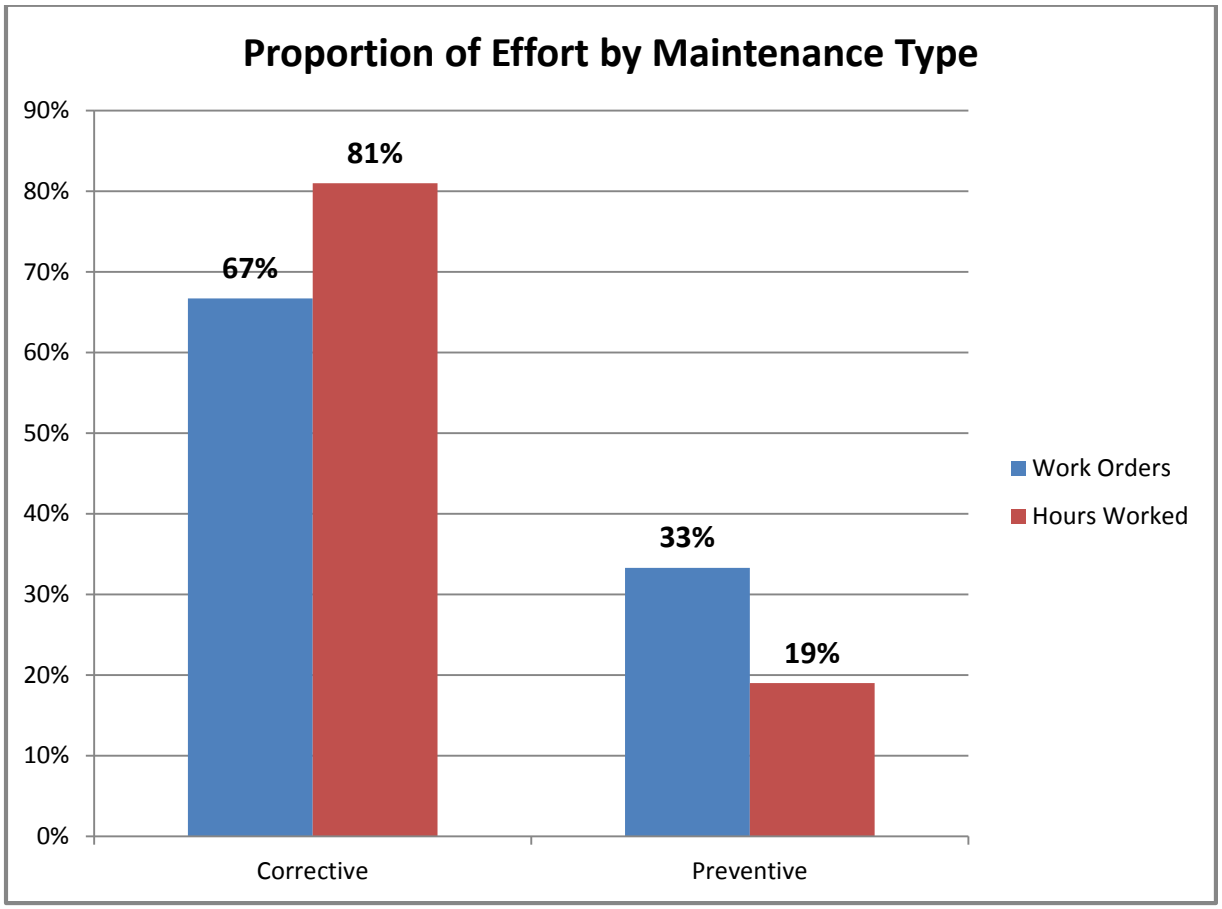
Recommendation 26: The lead mechanic or supervisor should inform all customers via e-mail upon the completion of maintenance or repair services on their fleet apparatus. Failure to pick-up after two business days should result in a follow-up phone call (with appropriate documentation of call).

Recommendation 27: For any service exceeding one week, the lead mechanic or supervisor should contact the customer via phone informing them of the specific reason for delay. This follow-up should occur weekly via phone or e-mail update until the fleet apparatus is delivered to the client.

(4) Metrics Related to Preventive Versus Corrective Maintenance Indicate Issues Related to Maintenance Focus.

Any vehicle maintenance operations should be focused on preventive maintenance (PM) duties which generally impact the necessity to perform corrective repairs. Generally, 50% or more of wrench-time and/or work orders should be dedicated to preventive maintenance activities. Fleet maintenance operations which have significant wrench-time dedicated to corrective maintenance may indicate staffing shortages, as insufficient time is available to complete preventive work and time is instead dedicated to "immediate" corrective work (CM). Emphasis on corrective

maintenance may also point to aged equipment, poor quality repairs (e.g. comeback repairs) or possibly the way varied work orders are created and managed. The following chart shows one year's (2/15 to 2/16) worth of maintenance workload by both number of work orders by type of work as well as hours dedicated to preventive or corrective maintenance activities.



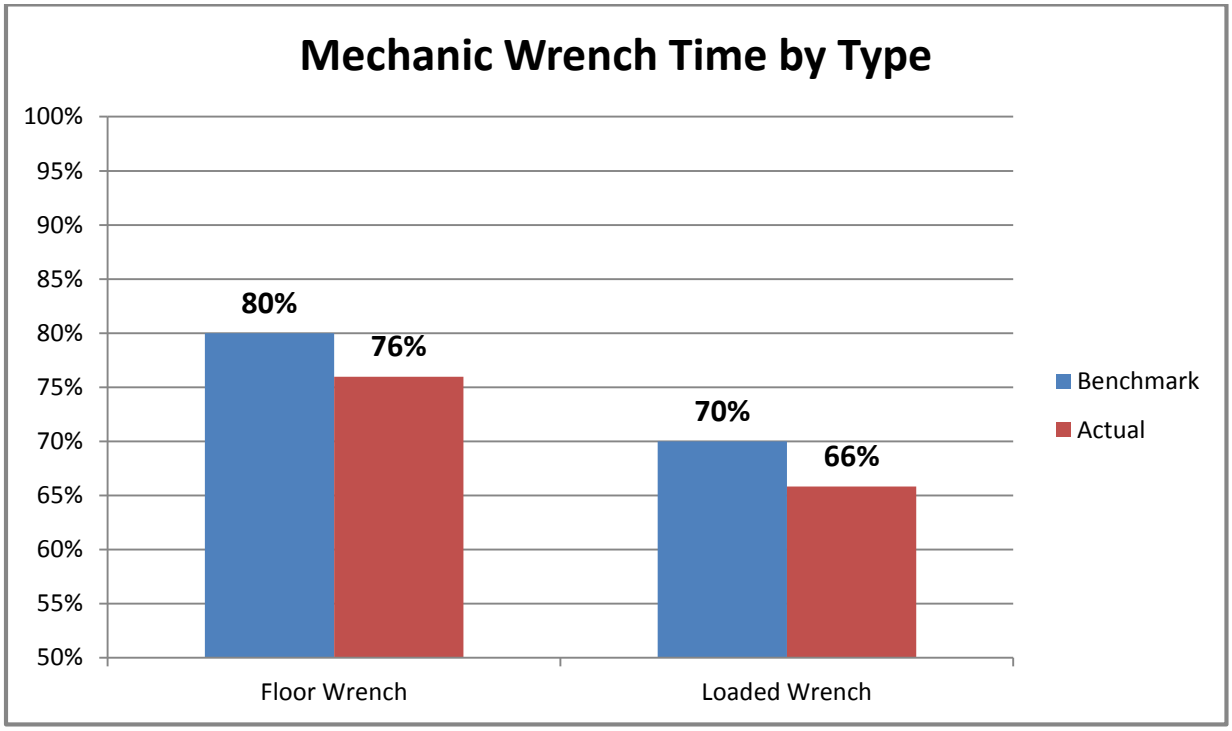
As noted by the chart, less work orders and mechanic time are dedicated to preventive maintenance activities, demonstrating an operational issue of some relevance. Ideally, these proportions should be near equal in a best-practices fleet maintenance operation. It is important that Fleet Maintenance, based on information contained in this report as well as their own internal diagnostics from actual

experiences, significantly improves the emphasis on preventive maintenance work to help ensure a well-maintained and cost-effective fleet.

Recommendation 28: Based on information contained in this report as well as institutional knowledge, identify corrective methods to significantly improve the emphasis on preventive maintenance work given the significant amount of effort that is currently dedicated to corrective maintenance activities.

(5) Fleet Maintenance Metrics Fall Within Guidelines for Performance.

Other metrics of efficiency and effectiveness are the various wrench time methodologies noted previously. Based on the aforementioned data provided, the following chart is shown.



Industry standards suggest a minimum overall 80% floor wrench time, whereby all leave (vacation, sick, holidays, etc.) are subtracted from 2,080 annual available hours and then maintenance hours recorded are divided by the resultant. This 80% target is for individual mechanics as well as the consolidation of all mechanics. As shown by the data, floor wrench time was 76% for all mechanics (excluding the lead).

This proportion approaches benchmark standards which indicate that ideally 80% of floor wrench time performance should be expected and dedicated exclusively to maintenance activities and recorded on work orders.

Industry standards further suggest a minimum overall 70% fully-loaded wrench time whereby maintenance work hours recorded on work orders are divided by an available 2,080 hours per year; this is equivalent to approximately 125 hours per month of work order service. This 70% fully-loaded target is for individual mechanics as well as an average for all mechanics. Similar to floor wrench time, fully-loaded wrench time of 66% approaches benchmarks standards. Both of these metrics indicate no issues of relevance with respect to work performance and tracking of time on work orders (assuming such tracking is accurate).

Recommendation 29: Continue to strive for wrench-time benchmark standards. Fleet Maintenance is very close to desirable standards of 70% loaded wrench-time and 80% floor wrench time performance.

(6) Summary of Fleet Maintenance Workload Information.

These wrench-turning results must be placed into context relative to other data items. As described previously, Vehicle-equivalent Units (VEU) indicate that Fleet Maintenance might be short-staffed; however this is in contrast to customer quality opinions and other fleet maintenance shops which have challenging VEU characteristics. Turnaround time is typically very good, but there are outliers which can create customer service problems. Wrench time is very reasonable, but the amount of time dedicated to the type of maintenance work—that is an overemphasis on corrective work versus preventive work—appears problematic. These characteristics are further evaluated in the context of Ogden City's fleet profile and more specific maintenance performance activities.

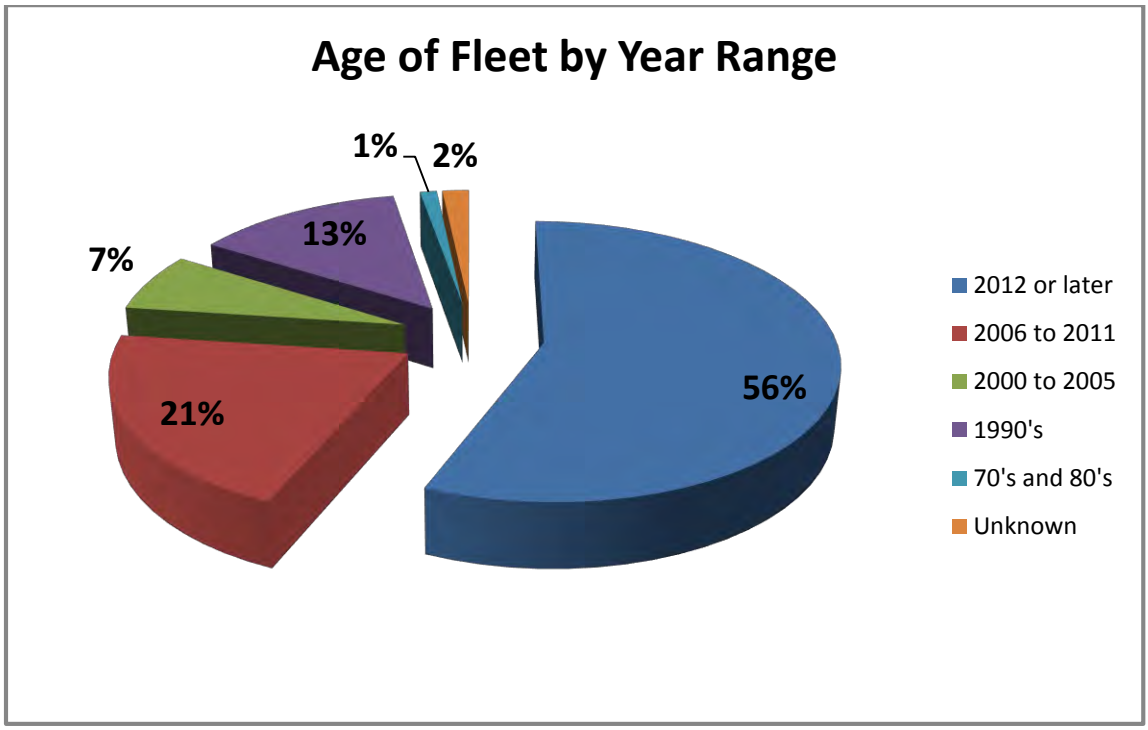
3. THERE ARE STRONG CORRELATIONS BETWEEN PREVENTIVE AND CORRECTIVE MAINTENANCE PROGRAMS, THE FLEET PROFILE, AND STAFFING REQUIREMENTS.

The totality of maintenance data noted above indicates generally positive findings with the exception of the emphasis on corrective work as opposed to preventive maintenance work. Oftentimes when the former is emphasized, there is a potential staffing issue as mechanics have insufficient time to focus on scheduled preventive work given corrective work must often take priority. Other explanations include a fleet that is underutilized and does not often need preventive maintenance, or alternatively skipped preventive maintenance cycles. With respect to hours on work orders, recordation practices might overemphasize the time spent on repairs but this does not reconcile the issue of significantly more corrective work orders being opened than preventive work orders. Finally an older fleet often requires more corrective maintenance activities. These factor impact how fleet maintenance operations are performed.

One important consideration impacting Fleet Maintenance operations is the age and utilization of the fleet. These, and other factors, are discussed further below.

(1) Ogden City's Fleet is Newer Compared to Many Other Jurisdictions.

The City's fleet is relatively young—representing an important maintenance advantage—with over 55% of fleet assets less than five years in age, as shown by the following pie chart.



As noted in the chart, a large portion of the assets were manufactured in 2012 or later, with over three-quarters of the units manufactured in 2006 or later indicating a Ogden City fleet profile largely consisting of apparatus ten or less years old. Importantly, older units are most often falling in the 0.5 VEU category which, as previously noted, covers trailers, light small equipment apparatus such as chain saws, weed-eaters, mowers, etc. Both age and utilization impact the need for mechanical staffing. An aged fleet typically requires more staff resources to maintain, whereas conversely, fleets that are younger typically require less staff resources.

During the Matrix Consulting Group's interviews it was noted that while Ogden City had for several years an aged fleet, the fleet was in many respects updated over the course of the last few years. Consequently, the City benefits from a comparatively young fleet when juxtaposed against many other governmental fleet operations. A younger fleet generally helps minimize fleet maintenance costs, both in labor and parts,

and typically allows staff the ability to service more vehicles per mechanic. This helps provide an explanation of why existing mechanic staff resources are able to attend to the fleet with a higher VEU profile than generally recommended. Nevertheless, the younger age of the fleet does not explain why there is an emphasis on corrective maintenance activities.

(2) Information and Operational Approaches Relating to the Performance of Preventive Maintenance Are Problematic, and Are Vital Issues Requiring Resolution.

Preventive maintenance is a cornerstone of fleet maintenance operations. Generally speaking, vehicles should be on a 3,000 to 5,000 mile PM cycle or 3 to 6 months, whichever is less. In order to identify the appropriateness of preventive maintenance, certain critical data features are necessary. These include accurate fleet utilization information in the form of odometer mileage, and effective technologies and/or practices to record such mileage at the driver level (when fueling) and the mechanic level (when performing maintenance). Our review of available data from the Cartegraph System and Fuel Master system indicates there are several issues surrounding the Fleet Maintenance's Preventive Maintenance program that impact the effectiveness of overall operations. Preventive Maintenance should be considered a cornerstone of effective fleet maintenance practices, and given the issues noted previously with the apparent under-emphasis in preventive maintenance versus corrective maintenance activities, it is vital to address the variety of opportunities for improvement noted herein. The various issues can be summarized as follows:

- Data was provided from the Cartegraph System for one year with respect to a 'PMA' preventive maintenance work orders opened for the fleet. PMA represents the basic preventive maintenance activities to include oil and filter change and

service inspection and should be conducted, at minimum, at least one time annually for all fleet apparatus. The following is noted:

- Based on the records from 3/15 to 3/16, only 56% of the fleet inventory received one or more PMA services.

- Of those apparatus receiving PMA service, 51% of the units received multiple PM services over the year. Interestingly, nearly half (49%) received only one service.

- 83% of PMA work orders had odometer (mileage) readings recorded by mechanics; however, approximately one-in-six did not have such recordings. This is problematic as such information is critical to help execute an effective preventive maintenance program. This proportion should approach 100% accuracy.

- While there are a variety of examples where preventive maintenance activities were performed within mileage or time parameters, there are an inordinate number of examples in which there were various problems related to conducting and/or recording effective and efficient preventive maintenance activities. Illustrative examples include:

  - Unit# 7490 (2007 International Dump Truck) recorded 42,000 miles in July 2015 yet over 96,000 miles one month later. An entry in January 2016 likely correctly recorded 100,500 miles on the apparatus.

  - Unit# 8020 (2008 Dodge Charger police unit) recorded 65,081 miles in August 2015 yet had another PMA service two months later in mid-October with only 66,000 miles recorded. Interestingly from a usage and PM perspective, the unit travelled only 8,200 miles in seven months yet had four PMA services conducted. Unit# 8023 another police Charger, had two PMA's within seven (7) weeks after travelling only 1,200 miles yet never recorded in the year another PMA service.

  - Unit# 9564 (2009 Dodge Twin Cab) had two different PMA work orders opened on 2/5/16 with different mileages indicating incorrect dating or duplicative work orders.

  - Unit# 13024 (2012 Freightliner 10-wheeler) had three PMA's performed with mileage errors. One PMA did not have an odometer entry and the remaining PMAs had more miles in June of 2015 than in January of 2016.

  - Unit# 9590 (2009 Dodge 3500) had two PMA's conducted within 10 weeks with only an 1,100 miles usage between these time periods.

- Unit# 14047 (2014 Ford Taurus police unit) had two PMAs conducted after driving nearly 5,000 miles in two months between service, but subsequently never had another PMA performed that year.

The totality of information surrounding preventive maintenance work indicates a program that has significant opportunities for improvement. Fleet apparatus are preventively being over-maintained, under-maintained, or not maintained at all, and information (e.g. odometer) is not as accurate as needed from a best management practices perspective. While the project team recognizes that some of this is exacerbated by a Cartegraph Computerized Maintenance Management System (CMMS) that is perceived as not user-friendly and also less than adequate, as well as a PM program that over-relies on the driver to ensure PMs are conducted in a timely manner (through a window sticker program), these preventive maintenance shortcomings need to be addressed and should be considered a vital few priority in improving fleet maintenance operations.

Recommendation 30: Improve the accuracy of recording vehicle mileage/hour usage among mechanics and drivers in Cartegraph and Fuel Master systems.

Recommendation 31: Ensure all fleet maintenance assets receive at least one PMA effort annually.

Recommendation 32: Reduce the occurrence of preventively over-maintained or under-maintained fleet apparatus.

Recommendation 33: Fleet Maintenance must devise a preventive maintenance program that is proactive, with Fleet Maintenance being responsible for notifying the customer when a PM is due and ensuring the apparatus is checked-in. The current PM "window sticker" is insufficient as a method and must be augmented to improve the City preventive maintenance program.

Recommendation 34: Adopt other preventive maintenance practices identified in the Best Management Practices matrix in this report.

(3) A Significant Portion of Ogden City Fleet Has Comparatively Limited Usage.

The Matrix Consulting Group examined mileage and fuel data provided by the City for fiscal year 2015. The results of this analysis confirm that not only is the fleet not particularly aged but that the fleet is not operated excessively. Only approximately 80 vehicles exceed 12,000 miles usage a year. This is proportionally small compared to the total inventory of 625 units. Of greater importance, a similar number of units appear to be well underutilized and are candidates for review.

Given the substantial asset investment that the City has in its fleet, it is critical that it be right-sized in terms of the number of rolling stock units. Since a fleet user's need for a vehicle or piece of equipment can continue to change over time, only justifying the initial acquisition and assignment of a vehicle does not ensure that a fleet of vehicles will remain properly sized nor the right mix of apparatus. It is important that Ogden City periodically analyze available information on the utilization of fleet assets and determine if there are opportunities to make adjustments to fleet size and/or share assets. This type of analysis should be conducted at least annually and include measurement criteria that is derived from actual experience. Such objective exercises can result in some of the most significant cost savings to a municipal organization that can range in the millions of dollars annually in real savings (e.g. operations and maintenance) and avoided costs.

The project team reviewed the listing of fleet profile assets and identified potential units for further exploration of alternative usage. These include rolling stock driven less than 5,000 miles annually or using less than 300 gallons of fuel per year. Such units deserve comprehensive unit by unit evaluation based on present utilization.

It should be noted that some low usage vehicles in the list will be readily explained; however, many vehicles are likely unnecessary based on their limited use as reflected by minimal mileage figures or, alternately, can be pooled based on these usage figures. It should be further noted that these do not represent all equipment types that could undergo an evaluation; rather this is one of several approaches to such an exercise. The following vehicle list is identified as units deserving usage review.

Potentially Under-utilized Ogden City Vehicles[17]

Unit #	Vehicle Description	Annual Miles	Annual Fuel Used
0000S106	DODGE RAM 1500	0	349
11002	DODGE RAM	0	28.6
2745	2002 HARLEY DAVIDSON FLHPI	0	3.8
1709	2000 Chevy Impala	0	12.3
9034	2010 FORD CROWN VIC	0	17
0000S100	Freightliner Boom Truck	0	31.1
2743	2002 HARLEY DAVIDSON FLHPI	60	14.1
1740	HARLEY-DAVIDSON	77	17.6
946	89 FORD (S-71) F250 (S71)	99	36.5
2746	2011 HARLEY ROAD KING	123	9
909	1999 DODGE (C-76) / OCS C76	186	38.7
9070	2010 DODGE AVENGER	220	25.5
9102	FORD RANGER	239	33
2330	FORD F-350	243	34.8
11042	DODGE RAM	349	71.4
973	PLYMOUTH (C-65) MINIVAN	368	53.4
00000S57	1991 Ford Ranger	489	76.7
11029	DODGE RAM	581	91.3
0000S111	CHEVROLET K 250 SILVERADO SCHOOLS	619	71.9
9597	2009 DODGE RAM	631	129.3
4751	2004 FORD CROWN VICTORIA POLICE INTERCEP	655	102.7
6744	HARLEY DAVIDSON ROAD KING	739	25.6
9032	2010 FORD CROWN VICTORIA	754	58.67
00000S97	2002 Ford Explorer	764	74.9
953	1997 FORD TAURUS OCS C78	772	34
981	MERCURY SABLE OCS C79	790	41.4
00000C83	Chevy Lumina, white C-83	1014	126

[17] This list was generated directly from information provided from Fleet Maintenance and may have recordation errors such as Unit # or inconsistencies in vehicle description.

Unit #	Vehicle Description	Annual Miles	Annual Fuel Used
339	1985 FORD F600 PARKS	1044	102.7
14268	CAN-AM POLICE	1062	86.4
1008	BATALLION CHIEF VEHICLE	1075	171
11025	DODGE RAM 2500	1091	149.3
11022	DODGE RAM 2500	1113	139.6
4338	VERMEER/PARKS/FORSTRY	1129	28.1
9029	2010 FORD CROWN VICTORIA	1141	128.4
14105	2014 FORD F 150	1162	128.6
939	1999 DODGE RAM (C-77) OCS / C77	1228	97.4
11017	DODGE RAM 2500	1235	152.2
950	CHEV MALIBU- C87	1244	70.2
00000C85	DODGE VAN	1262	19.1
6098	FORD WINDSTAR	1334	109.4
0000C100	TOYOTA COROLLA	1336	99.1
0000C101	TOYOTA COROLLA	1361	120.7
4503	Chevy Trailblazer	1482	111.8
7708	2007 FORD F-150	1542	156.3
7090	FORD ESCORT	1577	84.3
1114	FORD WINDSTAR	1682	151.5
972	CHEV (S-67) BLAZER	1686	137
14100	2014 FORD ESCAPE	1712	120
7113	FORD WINDSTAR	1809	116.3
11041	DODGE RAM	1820	194.6
00000C72	GMC VAN	1835	138.9
7114	FORD F361	1898	212.2
1115	FORD WINDSTAR	1954	141.5
14155	2015 FORD F250	2032	289.7
00000S91	1998 CHEVY C6500- WHITE	2044	181.7
1116	15 passenger chev van	2126	135.4
15015	2015 FORD TAURUS	2161	199.6
9049	NISSAN ARMADA	2178	118.5
4744	2004 CROWN VICTORIA POLICE INTERCEPTOR	2321	227
11056	DODGE RAM	2392	289.1
00000C92	CHRYSLER SEBRING	2419	153.5
4746	CROWN VIC POLICE INTERCEPTOR	2542	261.7
00000C98	Toyota Camry	2551	104.8
8028	FORD TRUCK	2579	246.8
0000S104	Ford F350 Super Duty	2740	822.8
00000C86	FORD VAN	2847	62.2
11046	DODGE RAM	3025	232
6310	2006 FORD F-250	3230	183.1
4045	FORD FREESTAR MINIVAN	3548	254.8

Unit #	Vehicle Description	Annual Miles	Annual Fuel Used
14101	2014 FORD ESCAPE	3590	214.8
00000C97	2011 TOYOTA CAMRY	3623	176.3
14008	FORD ESCAPE CED	3806	206.5
13011	Ford Fusion	4256	228.3
9505	2008 DODGE AVENGER	4385	236
9047	2009 DODGE AVENGER	4421	189.4
9083	2011 FORD ESCAPE	4690	247.4
13015	Chevrolet Impala	4714	245.6

The information contained above reflecting over 75 vehicles indicates the City should consider opportunities for fleet reduction and consolidation based on usage patterns. The noted vehicles above are traveling less than 400 miles per month—some significantly less. This is not excessive usage and demonstrates there are possibilities for elimination of units, further pooling of city vehicles, etc. Based on the data, the City should take a number of steps to potentially reduce the fleet. These steps include the following:

- **Vehicle utilization standards should be adopted**. The Fleet Supervisor and senior division management should develop vehicle utilization standards for the consideration by the City Manager. These standards would serve as an initial screening device along with a regular vehicle justification process. Caution should be exercised to define the proper benchmarks for monthly or annual vehicle usage standards. There is a tendency to define vehicles as needed or unneeded based exclusively on such standards; this tendency should be avoided. Mileage and daily or hourly usage amounts can be used to help identify potentially underutilized units; however, usage statistics alone can also be very poor indicators of the true need for a vehicle or piece of equipment, particularly if the asset has been fully depreciated and takes minimal maintenance effort. For example, a plumber's van loaded with supplies and equipment might fit this description. Its odometer will indicate that it is not driven frequently, but this clearly does not mean that the vehicle is under-utilized or not needed. For these reasons, vehicle assignment justification and utilization monitoring procedures should define the need for, and use of, vehicles and equipment from as many perspectives as possible. Mileage or hourly readings are only one metric. In addition, other utilization standards should be used to scrutinize vehicle assignments or vehicle purchase requests and should be tailored to the different types of vehicles and the different environments in which departments and divisions operate.

- **Economic incentives should be provided for reduction of vehicles assigned to departments.** In addition, economic incentives should be used to maximize the utilization of fleet assets (e.g. reduced rental rates). For example, as users eliminate fleet apparatus from their department inventory and the attendant costs, they should be allowed to retain a portion of the savings to be used elsewhere in the department (such as an enhanced training budget). In this manner effective fleet management benefits the end-using department, not just the City overall. Users that are aware of the actual costs associated with owning and operating a unit and are charged accordingly should ultimately recognize the value of eliminating unnecessary apparatus.

- **Develop a proposal for the reduction of the City's fleet.** The Fleet Supervisor should be assigned responsibility for the development of a proposal for consideration by the City Manager for downsizing the fleet. Basic steps involved in the analysis are as follows:

Steps in the Reduction of City Fleet

Interview managers in departments to whom the vehicles are assigned to gain an understanding regarding how each vehicle is utilized and assigned.
Establish criteria to test the cost-effectiveness of all components of the fleet. These criteria should include such items as:
• Utilization (mileage/hour) ranges by equipment class and assignment.
• Utilization patterns including seasonal peaks and valleys.
Identify specific units within the fleet which appear to be underutilized.
Once specific units have been isolated, explore opportunities to increase utilization and/or reduce costs through a variety of approaches such as:
• Expanded pooling.
• Replacing vehicle assignment with mileage reimbursement and/or car allowances for selected users.
Based on the above, develop an approved list of specific units that are candidates for either elimination or alternative usages.

The potential fiscal impacts of a well-designed and comprehensive fleet usage study cannot be underestimated. Elimination of vehicular assets from a fleet inventory can save a tremendous amount of money related to vehicle operations, maintenance, depreciation, and the attendant fleet staffing needed to maintain apparatus. In sum, the fleet usage study should incorporate multi-year use patterns; surveying of user departments and individual drivers; random site visits to observe the proportion of time vehicles are idle/parked; review of assignment strategies (i.e. individual versus pool); potential downgrading from larger vehicle models to smaller (e.g. standard or compact);

potential exchange to a "green vehicle;" cost comparisons to monthly stipends or mileage for use of personal vehicles on City business; sharing of heavy apparatus with adjoining jurisdictions; use of vehicle rentals instead of ownership; etc.

The reduction of the City's fleet provides an opportunity for Ogden City to reduce its annual costs for operations, maintenance and vehicle depreciation. Fleet down-sizing can also allow for future reduced staffing levels in fleet maintenance. Although savings would be dependent upon actual reductions, based on the objective noted, it is reasonable to assume 5% to 10% of the fleet's value could be saved or result in avoided costs.

Recommendation 35: Consistent with approaches discussed in this chapter, the Fleet Supervisor should conduct a comprehensive fleet usage study and develop strategies to reduce the size of the fleet both in terms of the number of vehicles and potentially the size of vehicles.

4. DATA SUGGEST THAT ACTUAL MECHANIC STAFFING OF ONE LEAD AND FOUR MECHANICS IS SATISFACTORY UNTIL OTHER OPERATIONAL CHANGES NOTED IN THIS REPORT ARE EXECUTED.

Based upon all previously analyses involving numerous variables, the Matrix Consulting Group recommends that the current actual contingent of four (4) mechanics and one (1) lead mechanic is satisfactory until various operational changes are undertaken that may warrant filling the current one (1) vacant mechanic position. As noted, data are contradictory, but the observations and analysis can be summarized as follows:

- While Vehicle-equivalent Units (VEU) and mechanic-to-fleet ratios seem to indicate staffing shortages, additional information suggests otherwise. Data and other in-depth analysis suggest that many units have limited mechanic service due to their mileage, usage history, or type of apparatus (e.g. 0.5 VEU). Given that VEU calculations are based on a fleet with average usage (approximately 10,000 or more miles per year) and that undergoes approximately 15-hours of maintenance per 1.0 VEU, it is reasonable to expect the Ogden Fleet

Maintenance mechanics can handle significantly more VEUs than the standard benchmark ranges noted previously.

- 75% of customers surveyed are happy with the quality of maintenance and repair performed on vehicles and equipment and two-thirds of respondents are satisfied with the overall services provided by Fleet Maintenance.

- While there are a small proportion of outliers with respect to the length of time vehicles are out-of-service, generally turnaround time is very good for Fleet Maintenance.

- Wrench-turning time is within benchmark standards demonstrating mechanics are actively engaged in work orders, but not excessively. There is some minor capacity for increased work based on wrench time calculations. With respect to the employee survey of the Division, only 1-in-9 staff believed "they were always busy and could never catch up." The same number indicated they could handle more work while the vast majority indicated work was busy or "balanced."

- The fleet's age and utilization rates indicate a fleet profile that does not require excessive maintenance work. Indeed, there appear opportunities to downsize the fleet to some degree.

- Despite these varied characteristics, Fleet Maintenance can significantly improve their preventive maintenance program. This will require additional work efforts on the part of all staff, but those efforts will likely not be excessive.

In summary, given current fleet practices, Fleet Maintenance mechanic staffing is presently adequate. However, staffing should be revisited upon implementation of a robust preventive maintenance program combined with the internal exercise of right-sizing the fleet. Upon completion of these two key initiatives, and the attendant operational changes, filling the authorized fifth mechanic position should be re-visited as it may indeed be warranted.

The Fleet Supervisor position directly oversees six (6) authorized line staff and now five (5) actual staff in Fleet Maintenance. Supervisory to staffing ratios are typically in the 1:6 to 1:10 range, dependent upon the complexity of the jobs supervised and the work balance between personnel supervision, administrative duties, and other special

projects. Based solely on the number of staff supervised, the Supervisor oversees the lower end of the personnel range, typically allowing adequate time to perform varied tasks beyond the common supervisory/managerial responsibilities associated with a supervisor position. As such, there should be adequate time for the supervisor, with support of the lead mechanic, to execute special projects and other customer service initiatives shown in this report.

Recommendation 36: Maintain the existing four (4) mechanics and one (1) lead mechanic staffing until preventive maintenance programming and fleet right-sizing initiatives are fully executed. Upon this implementation, re-visit the need for filling the currently vacant fifth mechanic position.

Recommendation 37: Maintain existing supervisory staffing of one (1) Fleet Maintenance Supervisor position.

5. FLEET MAINTENANCE SHOULD EMPHASIZE RESOLUTION AND IMPLEMENTATION OF PARTICULAR BEST PRACTICE APPROACHES.

As shown in the best practices matrix within this report, there are a variety of best practices that Fleet Maintenance has implemented, but there are others that could be implemented in the future. The following are the Matrix Consulting Group's suggestions with respect to what particular areas should be emphasized.

(1) The Division Should Emphasize Mechanic Training.

The Fleet Maintenance staff have not regularly undergone a variety of training that includes certifications in Automotive Service Excellence (ASE) areas—such as certification in hybrid vehicle systems, aerial devices, forklift operations, BIT inspections, and the like. Indeed, no formal skills assessment and training plan has been developed. Fleet maintenance staff received only 50 hours total training in 2015, much related to safety training with limited skill-set development. Training should be made available and encouraged on a regular basis. Currently the City does not reward maintenance

staff for the possession of various skill set certifications. The City should consider such rewards to encourage staff to maintain up-to-date certifications in applicable skill areas.

Recommendation 38: Enhance mechanic training and consider monetary rewards for maintaining relevant ASE and other certifications in various maintenance skill sets.

Recommendation 39: Ensure sufficient fire apparatus repair/maintenance training is provided given the complexities of these assets.

(2) Develop Fleet Policies and Procedures.

Fleet Maintenance presently does not have comprehensive written policies and procedures, otherwise known as a Standard Operating Procedures (SOP) manual. Development of this SOP product should occur, as eventual turnover in staffing will require the transition of operational knowledge to new personnel. An SOP is important to ensuring consistent operations now, and particularly in the future.

Recommendation 40: Develop a written Standard Operating Practices Manual for Fleet Maintenance.

(3) Implement Fleet Financial Best Practices.

Ogden City should consider the following financial best practices with respect to fleet operations. There are a variety of adjustments that can be made that are consistent with best-in-class fleet operations.

(3.1) The City Should Revisit the Structures and Use of its Internal Service Fund and Fleet Replacement Reserve.

Internal service funds (ISF) are used to account for the financing of goods or services provided by one department to other departments in the City and to other government units on a cost reimbursement basis. Costs in the internal service funds are allocated to the benefiting funds in the form of fees and charges. Fleet Maintenance is established as an ISF; however, it is not fully functioning as one per se. Fleet rates,

which drive ISF charges, were established in 2002 at $71.00 per hour regardless of staff position (line or supervisor) and have not changed in 14 years.

The Division segregates the fleet into “A bill” and “B bill” customers, and both are charged differently. “A bill” customers have procured their vehicles and equipment independently from the Fleet and Facilities Division, and are charged the hourly rate for service. This method of charge-back promotes some sense of cost recognition, as users are charged for services rendered in real time, yet this approach relies on the accurate capturing of mechanic time, parts cost, etc. Further, it places maintenance decisions with the customer who may forego such things as preventive maintenance activities in order to save money.

“B bill” customers are charged a monthly fee that includes pre-paid numbers of preventive maintenance services, tires, and other elements of service. Since these are charged irrespective of the numbers of services actually rendered, there is less cost recognition in the manner of billing “B bill” customers than is the case for “A bill” customers.

These two disparate systems create significant confusion beyond managing two completely independent charge-back approaches. In the customer survey 56% of respondents who offered a definitive opinion did not understand the rates charged to the department for fleet services. The experiences of the Matrix Consulting Group are uniform in suggesting that use of a properly designed Internal Service Fund is beneficial. Advantages include better signals to users to maximize vehicle utilization and minimize vehicle damage and better incentives for Fleet Maintenance to improve customer service and reduce costs. Most of these advantages flow from transparent,

auditable rates that allow comparisons with commercial vendors and pass full costs on to users. Use of an Internal Service Fund also enhances the accountability for the delivery of cost effective fleet services by Fleet Maintenance. Accountability will be enhanced because the ISF will provide departments with a clearer picture of what they are buying, enabling them in turn to make certain that Fleet Maintenance is providing all the services for which they are paying. There will be increased visibility of costs because all of the costs of the Division will be captured in published rates and budgeted in the ISF at their full cost.

Currently with a bifurcated ISF system that is outdated based on hourly rates, effective management of the fund (and an understanding of its charging mechanisms) is challenging.

Recommendation 41: The City should implement a single internal service fund approach with one charge-back mechanisms for the delivery of services provided by Fleet Maintenance. This should be based on a loaded monthly rental rate.

(3.2) The City Should Revisit the Structures and Use of its Fleet Replacement Reserve and Link to the ISF so that a Fully-Loaded Monthly Rental Fee Can Be Charged to End-Users.

The planned procurement and funding for replacement or new vehicles is a critical component in effective fleet management. Although the monthly fees charged to "B bill" users for their vehicles includes a replacement element, the amount of this replacement charge is not truly placed into a replacement fund. Rather, vehicle replacements are funded on a pay-as-you-go basis. Once a vehicle is procured, there is no recurring capital replacement cost to the using organization.

The key concerns associated with current financial management related to fleet operations is that with this approach the using departments do not see the recurring and

true cost of vehicle ownership. What should occur is that using departments should pay a monthly lease fee to the fleet for the use of each vehicle. The lease fee should represent an amount of money that when accumulated over the expected life of the vehicle will permit the vehicle to be replaced. The departments help determine the need for vehicles and prepare their annual budget requests with both the capital cost of the vehicles and the operating and maintenance costs taken into consideration. Certainly, Fleet Maintenance should play an important consulting role, but it is the departments that ultimately ask for and defend their requests for the funding.

If the departments get funded, they can continue to buy from the fleet the vehicles and services. If the departments have their budgets cut, they should have some latitude to determine whether they want to forgo ownership of particular units or forgo expansion of their fleet. If the department decides it can no longer afford all of its vehicles, it can turn them in to the fleet for disposal or re-assignment.

Recommendation 42: Reinstitute the Fleet Replacement Reserve. Fleet capital costs (i.e., replacement costs) should be included in an ISF, and fully-loaded charge-back rates should be calculated to include operations, maintenance, and vehicle depreciation (replacement cost).

(3.3) Recalculate Mechanic Hourly Rates.

Mechanic hourly rates have not been changed since 2002 and are thus very aged in the Cartegraph CMMS. Properly calculated mechanic hourly rates are a cornerstone in understanding the fiscal details of operating a fleet maintenance organization. Best-in-class mechanic hourly rates are “loaded” to include all overhead associated with operating a fleet maintenance organization. As such, these mechanic hourly rates should be updated annually and reflected in appropriate City information systems.

Recommendation 43: Recalculate mechanic hourly rates based on "loaded fleet maintenance operational costs" and update them on an annual basis.

(4) Implement Other Best Management Practices, as Practical.

In order to conduct business effectively, all organizations should implement Best Management Practices as practical. These go beyond what is considered common practice. It should be noted, however, that agencies may not be able (or are unwilling) to completely implement a best practice for a variety of reasons that include:

- Insufficient resources, whether personnel or fiscal, to adopt a best practice.
- Inadequate available time to emphasize and proactively implement new practices as a consequence of focus on managing critical day-to-day issues (core business).
- Insufficient support from political, executive, or managerial personnel to adopt a best practice.
- Inadequate buy-in from line staff to implement a best practice.
- Disagreement that the best practice, although successfully implemented in other agencies, would not be successful in the agency under BMP review (for various cultural, organizational, or local/regional issues), and therefore is not a "best practice" from said agency's perspective.

Although there are relevant reasons, as noted above, to not implement an identified best practice, the ultimate intent should be to strive for implementing as many practices as feasible within the capabilities of the organization.

As noted within this report, there are a variety of best management practices surrounding a numerous functional areas performed by the division; these practices go beyond preventive maintenance, training, and other areas previously detailed. Each of these practices that are presently not performed should be explored for possible implementation. For those areas not implemented, an explanation should be provided to City management as to the reasons implementation is not practical. In summary, the

implementation of Best Management Practices can help distinguish the average agency from those widely recognized as a best-in-class operation.

Recommendation 44: Implement fleet maintenance best management practices provided in this report to the extent feasible. Report to City management the outcome of implementing best-management practices efforts.

5. ANALYSIS OF STORES OPERATIONS

This chapter of the report analyzes the operations of the stores warehouse. The warehouse is charged with purchasing, stocking, disbursing, and accounting for all parts and supplies for the Fleet and Facilities Division as well as for all other departments of the City. The warehouse operates on the same schedule as the Fleet Maintenance section of the Division, which is 7:00 am till 6:00 pm. The warehouse is staffed with three Stores Clerks. It is administratively supported by an Office Supervisor.

1. THE STORES WAREHOUSE SHOULD INITIATE A COMPREHENSIVE ANALYSIS OF ITS INVENTORY.

During the course of on-site observations, the project team conducted a random sample of 20 parts line items in the warehouse to determine the degree to which the inventory levels in the Cartegraph automated system matched the actual counts on the shelves. Overall, the results were good, with 18 of the 20 items matching exactly. The following table provides the part numbers sampled, the description of the part, the number of parts on hand, the number showing in the Cartegraph inventory, and any discrepancy as of the date of the random sample, which was March 10, 2016.

Part No.	Description	No. On-Hand	Cartegraph Count	Discrepancy
9926	Filter	5	5	
6490	Filter	5	5	
ATFQC	Anti-freeze	36	36	
6300	WD 40	13	13	
8316	Alternator	2	2	
UP7574M	Brake pad	2	2	
6050A	Lighting	3	3	
68040496AA	Pigtail for light assembly	3	3	
NTN7154B	Circuit board for radio	2	2	
EGHST1J	Police ghost light	8	8	
ELUC2S010W	LED inserts for lights	60	58	(2)
C44-44G/Q	Compression fittings	20	20	
6CX7.5	Water main repair band	44	45	1
TAP56X3/4S	Tapping saddle	4	4	

Part No.	Description	No. On-Hand	Cartegraph Count	Discrepancy
KV23-332W	Angle valve flange	61	61	
BJC480	Bell joint clamps	7	7	
6SX12.5	Repair band	13	13	
63200	Galvanized slip joint union	8	8	
363539	Bushings	16	16	
30-015	Air filter for mower	4	4	

As the table shows, there were two discrepancies in the 20 line items sampled, and these were the two parts with the greatest item counts in the sample. Overall, the match between the automated system and the physical inventory count should be considered acceptable.

There is, however, another dimension to the performance of the parts warehouse, and that is in the stocking of the optimal parts mix. The staff in the warehouse are generally tracking and accounting for the movements of parts into and out of the warehouse in an acceptable manner. However, it is likely that there are many parts in the warehouse that are not meeting acceptable levels of turnover, which indicates that there are potentially either many obsolete parts in the inventory, or there are parts that are not needed for current operations.

The warehouse had an inventory of somewhat less than $1 million on hand during the course of the study. It orders somewhat more than $1 million annually in parts and supplies for placement on the shelves or directly to an internal customer. This equates to a parts turnover rate of less than 1 time annually, which is well below the typical range of 3.5 to 4.5 times annually. This indicates that there are many parts that are not moving from the shelves to an end user for very long periods of time. This not only consumes valuable space in the warehouse that might otherwise be occupied by a faster-moving part, but it is also costly to the City in that it has invested what is likely to be many thousands of dollars in non-productive assets.

The Stores Clerks should begin an analysis of the degree to which parts on the shelves are being disbursed to users. The decision to remove a part from stock should be a product of at least two dimensions:

- The activity of the part in the past 12 to 18 months.
- The risk to operations in eliminating the part.

There are undoubtedly some parts in the warehouse that are not used frequently but would cripple operations if the part were not immediately available. These parts should remain in stock, however the Stores Clerks should make critical assessments of the risk in conjunction with operational managers and staff who would be most affected by the absence of the part. Slow-moving and obsolete parts should be removed from the inventory, and sold back to the manufacturers. Many of these parts will likely fetch only a small percentage of their initial purchase prices, and this is to be expected. However, continuing to hold these items in the warehouse consumes valuable space, and receiving a return of any kind is more advantageous to the City than continuing to hold them in stock with little or no likelihood of being used.

Recommendation 45: The Stores Clerks should initiate an analysis of the degree to which each part in the warehouse is being utilized. Slow-moving and obsolete parts should be removed from stock.

2. THE DIVISION SHOULD ELIMINATE THE REQUIREMENT FOR STORES CLERKS TO BE ON CALL.

The three Stores Clerks rotate being on call for 16 hours per week. These Clerks are called in on occasions for which operational personnel require parts for after-hours calls.

During the 16 hours that Clerks are on call, they are compensated at a rate that is 1.5 times their regular hourly rate. At the midpoint of the salary range for this

position, the regular compensation equates to $14.11 per hour, and is $21.17 at the overtime rate.

Although the project team was unable to obtain documentation for the actual numbers of times the Clerks were called in after hours, interviews indicate that it is exceptionally rare for this to occur, and is possibly only two to three times in a typical year. Given that the Division pays for 832 hours annually (16 hours per week * 52 weeks per year), at an average rate of $21.17 per hour, this equates to approximately $17,613 per year for the Stores Clerks to be on call, and to return to the warehouse two to three times per year.

The project team recommends that the Fleet and Facilities Division discontinue the practice of placing Stores Clerks on call, at an annual savings of about $17,613 per year. During those times for which the Stores Clerks would have been called, the Division may elect either to call the Clerks as needed, or to create a standard procedure for selected operational personnel to retrieve parts and to document their removal from inventory.

Recommendation 46: The Fleet and Facilities Division should discontinue the practice of placing Stores Clerks on call for after-hours emergency call outs.

3. THE WAREHOUSE SHOULD CHARGE A MARKUP FOR THE PARTS IT SELLS TO CUSTOMERS.

Currently, as the Stores Clerks issue parts and supplies from the warehouse, these parts are charged out at cost. Given that the Fleet and Facilities Division serves the entire City with this service, and is charged with recovering its full cost of operations, it is recommended that the Warehouse calculate an administrative mark-up for all parts, and assess this on each parts sale.

The following table provides the calculation of an estimated markup for parts issued from the warehouse.

Budget Item	Total FY16 Budget	Allowable for Mark-Up
Full Time Employees	$94,425	$94,425
Overtime	$15,000	$15,000
Workers Comp	$2,825	$2,825
FICA	$7,950	$7,950
Retirement	$19,725	$19,725
Insurance	$27,050	$27,050
Disability	$600	$600
Total Personal Services	**$167,575**	**$167,575**
Office Supplies/Outside	$200	$200
Postage/Outside	$10,000	$10,000
Gas, Oil, Garage	$1,750	$1,750
Other Operating Supplies	$2,000	$2,000
Total Supplies	**$13,950**	**$13,950**
Wellness Program	$450	$450
Travel	$200	$200
Education	$500	$500
Outside Services/Temp	$2,400	$2,400
Total Charges for Service	**$3,550**	**$3,550**
Fleet Vehicle Lease	$12,850	$12,850
Parts Purchased-Resale	$950,000	
Total Other Operating Expenses	**$962,850**	**$12,850**
Data Processing Service	$9,250	$9,250
Total Data Processing Service	**$9,250**	**$9,250**
Total Stores Budget	$1,157,175	$207,175

As the table shows, the total Stores budget for FY16 is $1,157,175. In calculating the estimated markup for parts issued from the warehouse, it is necessary to calculate the total allowable charges, and divide these by the parts issued from the warehouse. As the right-hand column shows, the parts purchased for resale ($950,000) is eliminated from the total budget, leaving allowable expenses of $207,175. This yields a calculation of 21.8% ($207,175 / $950,000). Thus, for example, a part issued by the Warehouse with a direct cost of $100 would be charged to the customer at $121.80 to cover the costs associated with operating the Warehouse.

Having made this preliminary calculation of the mark-up on parts issued from the warehouse, the project team notes that one of the Stores Clerks expends a large

amount of available time performing functions that are unrelated to the core mission of the Stores section of the Division. These duties relate to serving as a courier for the City for two hours per day, as well as processing nuisance abatements that are transmitted to the Fleet and Facilities Division from the Code Enforcement Department. Although this latter duty consumes an amount of time that varies greatly depending upon the season, during the course of a 12-month period, it consumes as much as 5% to 10% of the position's available time. Combined with the time spent by the position in delivering mail to 12 different locations in the City, these activities may account for 30% to 35% of the position's available time.

The project team recommends that, should this position remain in the Stores section, the Division should make a precise calculation of the time spent in unrelated activities, and remove the cost of these services from the calculation of the parts markup percentage.

Recommendation 47: The Division should calculate a precise percentage markup on all parts and supplies issued from the Warehouse. This markup should be sufficient to recover all costs associated with the operation of the Warehouse.

4. THE CITY SHOULD ISSUE AN ADMINISTRATIVE ORDER REQUIRING ALL DEPARTMENTS TO UTILIZE THE FLEET AND FACILITIES DIVISION'S WAREHOUSE FOR PARTS AND SUPPLIES.

During the course of the study, there were multiple reports of some City departments going directly to parts suppliers for parts that could reasonably have been issued from the Fleet and Facilities Division Warehouse. The City has established its central warehouse operation within the Fleet and Facilities Division, and if it is to continue to operate cost-effectively as a central warehouse facility, City departments

should be required to utilize the warehouse for its parts and supplies needs under all but the most unusual circumstances.

The benefit of a central warehouse is that it minimizes overhead costs associated with administering the City's inventory. Moreover, the centralization of the inventory allows for a more efficient use of space, as only one facility is used for this purpose, as opposed to multiple smaller facilities, or portions of facilities. Larger municipalities and counties spread over large geographical areas may reasonably establish multiple facilities at which inventory is stored for the convenience of users. However, Ogden City covers a land mass of only approximately 26 square miles, and employees requiring parts have no more than a 10 minute drive from anywhere in the City to arrive at the Warehouse on West 29th Street.

In the experience of the project team, departments generally begin to order parts directly from parts providers when they perceive that the central parts warehouse is failing to assist them in obtaining needed parts in a timely manner. However, this does not appear to be a major issue for departments if the results of the customer survey are a true indication of the opinions of the Warehouse's customers. Although the full customer survey is provided in Appendix XXX of the report, the following table provides the responses to three questions related to the issuance of parts that the project team asked of customers. (Note that "SA" means "Strongly Agree" with the statement, "A" means "Agree", "N" means the respondent was "Neutral on the statement, "D" means the respondent "Disagrees", and "SA" means the respondent "Strongly Disagrees.")

Statement	SA	A	N	D	SD
1. I can generally get the materials, parts and supplies I request from the Central Warehouse.	1	3	3	0	1
2. The Central Warehouse provides the materials, parts and supplies that I request in a timely manner.	1	3	3	0	1
3. The staff members at the Central Warehouse are helpful in assisting me to get the materials, parts and supplies I need.	1	1	4	0	2

As the table shows, although the responses from customers does not reflect a strong endorsement of the performance of the Warehouse, neither does it indicate wide dissatisfaction, with the preponderance of responses clustering around the Neutral-to-Slightly-Positive area.

The project team has, in a previous section of this report, recommended that the entire Fleet and Facilities Division institute a system of performance measures that both guide management in decision-making, as well as inform customers of the Division's performance. For the Warehouse, the proposed measures should include, at a minimum, the following:

- **Parts turnover ratio.** This is the "velocity" with which parts move into and out of inventory, and can be calculated by dividing the total value of parts issued from inventory in a year by the total value of parts on hand.
- **Parts fill rate.** This is the percentage of customer requests for parts that can be immediately filled from existing inventory.
- **Fleet downtime awaiting parts.** The fleet maintenance operations is the single largest customer of the Warehouse, and a key measure of success of any parts inventory operation is the reduction of downtime of the fleet. Vehicles and equipment can naturally be out of service for a variety of reasons, however the Cartegraph system should facilitate an analysis of the degree to which this downtime is a result of lack of sufficient parts in the Warehouse inventory.

The City should issue an administrative order requiring all City departments to utilize the central Warehouse operated by the Fleet and Facilities Division. The

centralization of parts and supplies at a single location minimizes overhead associated with administering the inventory, and also minimizes the space consumed by the inventory. Further, the centralization of the parts inventory minimizes the number of errors that can occur in accounting for parts.

Recommendation 48: The City should issue an administrative order requiring that all City departments utilize the central Warehouse operated by the Fleet and Facilities Division.

APPENDIX A – DESCRIPTIVE PROFILE OF OGDEN CITY'S FLEET AND FACILITIES DIVISION

The City of Ogden City engaged the Matrix Consulting Group to conduct a study of the staffing, organization and operational practices of the Fleet and Facilities Division of the Department of Management Services. During the initial phase, our project team has conducted research and spent time on site to gather research and data related to operations, and conducted interviews of management, staff and departmental customers of fleet and facilities services. This draft document presents the project team's understanding of the current organization, staffing, operations and costs of the services provided by the Fleet and Facilities Division.

1. INTRODUCTION

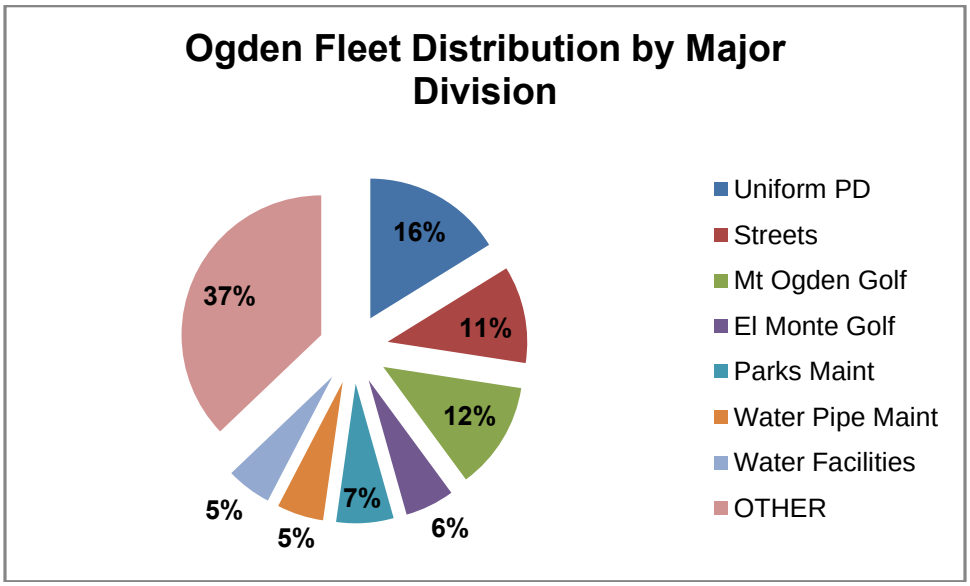
The Fleet and Facilities Division is responsible for maintaining the City's fleet of vehicles and equipment, as well as its facilities. In addition, the Division operates the central stores warehouse from which it issues automotive parts, as well as parts and supplies related to street maintenance and repair, water and sewer line maintenance and repair, supplies, and other items.

The following table provides a summary of the department's facilities that are located throughout the City.

Facility	Area (sq ft)
Airport	12,400
Fire Station 2	5,600
Fire Station 3	6,500
Fire Station 4	5,600
Fire Station 5	5,600
Fire Station 6	1,400
North Parking Structure	211,958
South Parking Structure	401,600

Facility	Area (sq ft)
Marshall White Center	45,000
Public Works 2/Sewer Ops	6,000
Public Works 5/Refuse Ops	8,000
Public Works 6/Sign Shop/Facils. And Comm.	11,000
Public Works Building 8	23,000
Public Works 9/Wash Bay	3,000
Public Works 11/Stores Warehouse	7,200
Community Services Building	8,784
Francom Public Safety Center	66,000
Golden Hours Senior Center	22,500
Municipal Building	166,000
Public Works 1/133 W 29th	36,000
Ogden City Justice Court	18,662
TOTAL	**1,053,804**

The fleet is composed of 625 vehicles and pieces of equipment assigned to the numerous divisions within the City. The following pie chart shows the distribution of the fleet apparatus for the top seven (7) divisions.



As to be expected, police and streets maintenance reflect key fleet customers; however, the number of golf apparatus that is maintained in proportion to other fleet units is somewhat unusual for a community of this size. The composition of the fleet is reflected in the table below.

Unit Category	Number
Sedan, Van	43
Heavy Van, Pickup	128
Patrol Vehicle	98
Heavy Equipment (incl. forklift)	50
Trailer, non-motorized attachments	57
Pump, Generator	42
Mower, Small Engine, golf cart	182
Fire Apparatus	8
Ambulance	7
Boat, Motorcycle	10
Total	**625**

2. BUDGET

The following table shows the Fleet and Facilities Division's actual expenditures for 2014, and the current and previous year's budgets.

Description	Actual 2014	Adopted 2015	Budget 2016
Personal Services	$1,349,011	$1,456,675	$1,529,650
Supplies	$134,546	$181,975	$181,975
Charges for Service	$2,266,285	$1,870,500	$1,870,500
Other Operating Expense	$6,044,477	$5,308,075	$5,308,075
Data Processing	$114,850	$114,850	$114,850
Debt Service	$50,592	$1,309,400	$1,225,475
Equipment	$6,213,364	$1,068,550	$1,018,550
Infrastructure Transfers	$(6,173,102)	$0	$0
Total	**$10,000,023**	**$11,310,025**	**$11,249,075**

As can be seen in the table, the total budget for 2016 is $11,249,075, which represents a, increase of $1,249,052 from 2014, or about 12.5%.

3. BENEFITS

The following table provides the benefits provided to employees of the Fleet and Facilities Division. The figures are based on family coverage.

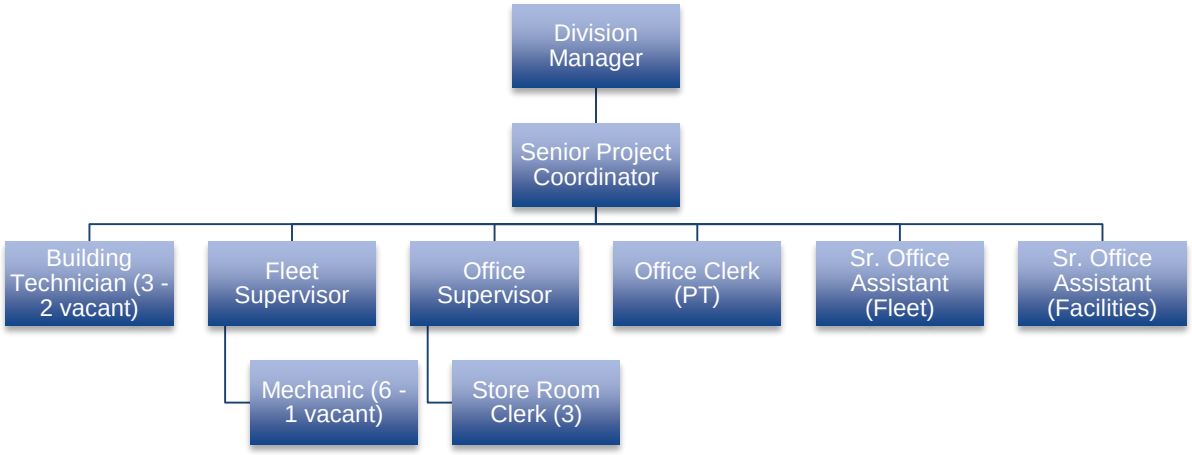
Description	Monthly Amount	Percent of Salary
Health Insurance	$1,211.60	
Health Savings Account	$137.89	
Dental Insurance	$76.36	
Life Insurance	$6.35	
Long Term Disability		0.52%
Retirement		18.47%
Social Security		6.20%
Medicare		1.45%

4. STAFFING AND ORGANIZATION

The Division has 18.5 authorized staff, of which three (3) are vacant. The current staff allocations are listed in the table below.

Position Title	Positions	
	Authorized	Actual
Division Manager	1.0	1.0
Senior Project Coordinator	1.0	1.0
Office Supervisor	1.0	1.0
Store Room Clerk	3.0	3.0
Senior Office Assistant	2.0	2.0
Office Clerk (PT)	0.5	0.5
Building Technician	3.0	1.0
Fleet Supervisor	1.0	1.0
Mechanic	6.0	5.0
TOTAL	**18.5**	**15.5**

The following organizational chart shows a general view of the Division's current organizational structure.



The following section presents the primary roles and responsibilities of the positions within the Fleet and Facilities Division.

5. SUMMARY OF ROLES AND RESPONSIBILITIES

The following table shows the positions allocated to the Division's fleet and facilities functions and lists the key roles and responsibilities of each position.

Position Title	# of Staff	Key Roles and Responsibilities
Division Manager	1.0	• Provides overall executive management and administrative leadership for the Division • Responsible for developing the overall priorities of the Division, including performance goals and objectives, and budget development and monitoring. • Oversees the development of policies and procedures. • Addresses and resolves personnel issues in the Division. • Directs the preparation of the Division's operating budget and confers with the Management Services Department Director to formulate the Division's capital improvement requests. • Meets with Division staff on a regular basis to discuss operations, issues, performance, etc. • Reports to the Management Services Department Director.
Senior Project Coordinator	1.0	• Supervises the operations of the Division, filling the role of Division Manager in that position's absence. • Completes special projects and analyses at the request of the Division Manager • Gathers data for analysis of fleet and facilities operations • Oversees projects that are constructed or rehabilitated by contractors • Involved in the acquisition of properties
Office Supervisor	1.0	• Writes RFPs for certain services • Facilitates demolitions of properties in cooperation with Code Compliance • Researches invoices (e.g., unpaid, outstanding types, ensures that services received match what is billed, etc.) • Trains new employees • Inputs demolitions of structures and special abatements into I Works automated system. • Oversees the operations of the inventory room, making adjustments to inventory, creates purchase requests for small equipment, etc. • Enters employee time into Eden system for payroll • Answers phones, sorts mail, files correspondence • Monitors levels of office supplies and re-orders as necessary • Processes fuel import errors

Position Title	# of Staff	Key Roles and Responsibilities
Store Room Clerk	3.0	• Issues parts upon request • Monitors the levels of parts and supplies on hand, and re-orders as necessary • Conducts periodic counts of inventory on hand • Retrieves parts from parts suppliers as required • Enters the receipt and issuance of parts and supplies into the Cartegraph automated information system • One Stores Clerk retrieves inter-office and outgoing mail, delivering inter-office mail to 12 City locations, and delivering outgoing mail to mail vendor. This Clerk also e-mails contractors in instances for which nuisance abatement services are needed. • One Clerk works from 9:30 am till 6:00 pm. Two Clerks work from 7:00 am till 4:00 pm.
Senior Office Assistant	2.0	• One employee is assigned to the Fleet section, and one to Facilities. • The Fleet Sr. Office Assistant is responsible for: - Scheduling preventive maintenance - Registering vehicles and equipment - Scheduling safety and emissions tests - Entering new equipment data into Cartegraph - Developing base charges for equipment - Maintaining an inventory of radios - Entering work order data - Logging all “How’s My Driving” calls - Tracking all business and personal mileage - Tracking vehicle accidents - Making vehicle keys for Fuel Master - Billing customer monthly for fuel. • The Facilities Sr. Office Assistant is responsible for: - Recording facilities service requests from customers - Creates and distributes work orders, based on requests, to facility staff. Notifies customers of work progress. Records work order time in system and closes. - Billing facility maintenance activities to departments - Billing fleet maintenance activities to departments - Running Cartegraph reports for manager - Ordering of fuel for two sites and updating Fuel Master software records. - Maintaining fuel keys - Performing special projects, as assigned.

Position Title	# of Staff	Key Roles and Responsibilities
Office Clerk	1.0 PT	• Compares parts and service invoices to packing slips and contracted services (e.g. elevator, pest control, etc.); reconciles any differences • Receives invoices for gas, water, electric, for municipal buildings; bills charges. • Files invoices • Works 29 hours per week – 6 hours on Monday through Thursday, 5 hours on Friday.
Building Technician	3.0 (2 vacant)	• Repairs and maintains City facilities. • Performs some light plumbing repairs • Performs some light electrical repair such as changing ballast, changing breakers • Identifies repair issues in building automation systems; makes some repairs and calls contractor for major maintenance and repair • Hangs pictures, moves furniture • Performs carpentry repairs such as trim, doors, walls, sheetrock • Performs some locksmith functions, pulling cores and determining problems; utilizes contractor for more complex repairs. • Purchases parts and supplies for maintenance and repair tasks; has limit of $50 on purchase order, and up to $500 on credit card purchases.

Position Title	# of Staff	Key Roles and Responsibilities
Fleet Supervisor	1.0	• The Fleet Supervisor supervises the fleet maintenance program for the Division and performs several primary and ancillary duties and responsibilities. • Oversees staff and operations of fleet maintenance, operating a split-shift Monday – Friday 7:00 a.m. to 6:00 p.m., providing preventive maintenance, corrective maintenance, regulatory emission checks and inspections, fueling, vehicle up-fitting (e.g. police cars) and vehicle purchasing/disposal on City rolling stock and small equipment apparatus to include fixed equipment (e.g. green-waste site). • Interfaces regularly with City fleet customers. • Makes regular decisions regarding use of contracted fleet maintenance services as ensures warranty work is performed consistent with terms and conditions. • Coordinates the preparation of equipment specifications, fuel ordering and purchases, and development of fleet replacement plans. • Periodically acts in a service-writer capacity for fleet. • Serves as first line supervisor for 6 direct reports, including training (e.g. FEMA), mentoring and performance evaluation and coordinates planning and scheduling with the Senior Mechanic responsible for such activities. • Oversees PD impound and nuisance abatement towing programs. • Performs special projects as assigned by public works management.
Lead Mechanic	1.0	• One (1) Lead Mechanic is assigned to fleet maintenance with varying responsibilities. • Acts in a service writer capacity, performing customer interface such PM due telephone calls; opening preventive maintenance and corrective maintenance work orders and verifying vehicle mileage; assigning work to staff; reconciling vendor service invoices with work orders; verifying WO time allocation; QA/QC on mechanic entered information. • Completes paperwork surrounding PM hard cards, daily time cards, warranty work, contracted service work, etc. • Performs mechanical work on fleet in a supporting capacity. • Performs as Fleet Supervisor, as assigned, in his absence.

Position Title	# of Staff	Key Roles and Responsibilities
Mechanic	5.0 (1 vacant)	• Five (5) Mechanic positions perform preventive maintenance and repair services on all City vehicles and other assigned apparatus. • While mechanics are generalists and work on the entire fleet, they typically have focus in certain service areas dependent upon their individual skill sets (e.g. heavy diesel). • Staff perform a variety of preventive services and corrective repairs in maintenance of the City's fleet based on initiative and work direction provided by the Lead Mechanic and Supervisor. • Enter work order information on work orders including hours of service by task, text comments, and maintenance stocked parts information. Additionally completes daily time cards.

6. TECHNOLOGY UTILIZED

The Division utilizes a number of software applications to facilitate administrative tasks and track operational data generated by the fleet and facilities functions. These include the following:

- Eden is the City's financial system, which the Division utilizes to create purchase requests and enter all financial information.
- Cartegraph is the Divisions fleet and parts management system, as well as the system utilized to record facilities maintenance and repair events. It is used to maintain inventory of vehicles, vehicle parts, and equipment, and to record maintenance and repairs performed on vehicles and facilities.
- Fuel Master is the Division's fuel management system. It records the mileage and fueling events of each of the City's vehicles and pieces of equipment. Employees enter their PIN and odometer reading to fuel a vehicle. Data are imported into Cartegraph from the Fuel Master system.

7. BASIC WORKLOAD DATA.

The following table provides certain workload and performance data for the Fleet and Facilities Division.

Description	Amount
Fleet stock (as of 2/23/16)	5001 line items valued at $1,084,302
Parts accuracy rate	18 of 20 physical line item counts sampled by the project team matched the amounts in Cartegraph on March 10, 2016
Fuel	Division dispensed 331,290.2 gallons in 2014 Division dispensed 308,557.3 gallons in 2015
Training	Division provided 20 in-service training courses from Feb., 2015 through Jan., 2016
Vehicles and Equipment	625
Vehicle Equivalent Units (VEU)	925
Mechanics	6
VEU per Mechanic	154.2 to 1
Maintainable Facility Space (sq. ft.)	1,053,804

APPENDIX B – BEST PRACTICES ASSESSMENT OF THE FLEET AND FACILITIES DIVISION

While the Operations Study of the Ogden City Fleet and Facilities Division is designed to provide an analysis of organizational structure, staffing and management of the Division, this interim report represents an important step for the project team to report its preliminary findings and issues. In order to make the assessments of organizational, management and operational strengths and improvement opportunities, the project team developed a set of performance measures which we call “best management practices” against which to evaluate the various functions performed by the Fleet and Facilities Division. These performance measures comprise the main thrust of this best practices assessment.

The measures utilized have been derived from the project team's collective experience and represent the following ways to identify divisional strengths as well as improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other agencies or “industry standards” from other research organizations.

- Identification of whether and how departments meet the performance targets.

The purpose of the diagnostic assessment was to develop an overall assessment of the Division. Detailed analysis of the issues identified here will be conducted in the next several weeks, leading to the development of the draft final report.

In completing this best practices assessment for the Division, certain themes emerged, and these are summarized in the following table.

ADMINISTRATIVE / FINANCIAL
The Division has not developed any formal policies and procedures relating to operations, customer service, rate structure development, and many other topics.
Although the Division is nominally established as an internal service fund (ISF), it is not functioning as a true ISF. Some customers are charged directly for services provided, while others are assessed an annual amount. However, neither of these methods is ensuring that the separate Fleet and Facilities sections of the Division is recovering its own costs of operations.
The Division does not monitor and report performance against standard measures.
The Division does not monitor customer satisfaction with its services.
ORGANIZATIONAL
The Facilities section of the Division has been established as the single provider of facilities services in the City. However, there are reports of some City departments performing their own facilities services due to the perceived high cost of services provided by the Facilities section.
STAFFING
There is no formal and routine skills assessment of Facilities Technicians or Fleet Mechanics.
There are insufficient resources allocated to the maintenance and repair of the City's facilities. Including both internal staff (3 FTE) and contractors (approximately 1.2 FTE), there are 4.3 FTEs responsible for the City's 829,311 square feet of maintainable space. This equates to over 192,000 square feet of space per FTE.
The Fleet section of the Division is under-staffed to provide adequate levels of maintenance and repair. The section's six (6) mechanics are responsible for the City's 625 vehicles and pieces of equipment. These units equate to 925 vehicle equivalent units, resulting in an average of about 154 VEU per Mechanic.
OPERATIONAL
The only preventive maintenance performed in City buildings is performed on contract, and only for HVAC equipment. This is likely a result of insufficient internal staffing. Preventive maintenance is critical for all major serviceable equipment in City facilities and if not performed on a routine basis, this could result in very costly repairs, or even critical system failures.

Although the incidence of work is recorded on work orders, there is no routine analysis of the data contained in these work orders to identify mechanic and/or technician productivity, time of repair, downtime, needed training, and other critical indicators.
The Division has not developed a formal asset management plan for facilities and fleet.
There is no central City organization responsible for monitoring energy consumption and savings related to energy management systems
TECHNOLOGY
Although the Division's computerized maintenance management system, Cartegraph, is capable of performance management reporting, maintenance management, cost reporting, and other facets, many of these have not been implemented in previous years.
There are limited numbers of Division personnel capable of generating reports from the Cartegraph system.

1. FACILITIES MAINTENANCE

Best Management Practice	Strength	Opportunities for Improvement
ADMINISTRATIVE/FINANCIAL		
Policies and procedures are well documented.		The Division has not documented its policies and procedures. These should, at a minimum, include such topics as work prioritization, performance standards and goals, work order system, required skills and training standards, long-range facilities planning, preventive maintenance program and objectives, contracted services, and others.
A replacement reserve or sinking fund is used to insure the timely replacement of structural assets.		This is not the case, as there is no capital replacement element embedded in the rates charged. This forces a pay-as-you-go approach to funding significant repairs and capital replacement.
Charge-back rates promote cost recognition and control.	The "Unfunded" facilities tenants pay on an individual service basis for services rendered, and this enforces a certain degree of cost recognition and serves as a constraint on requested services. It is also true, though, that the hourly rates charged for these services are insufficient to recover the full cost of services.	

Best Management Practice	Strength	Opportunities for Improvement
Charge-back rates are empirically calculated and updated on at least an annual basis.		The funding received for each of the "funded" buildings has remained constant for many years, although this will reportedly be increased by approximately $200,000 this fiscal year. However, there is no indication that these funding amounts are based on any empirically-calculated basis. Further, the hourly rate charged for services rendered in the "unfunded" buildings ($41.50) has been in effect for many years. No current employee of the Division is aware of the basis on which this rate was developed.
All technician time is recorded and monitored on a daily basis.	Maintenance Technicians record their time, by building and by task. This is input into the Cartegraph CMMS.	
Existence of performance measures to evaluate effectiveness of work performed.		There are no established performance measures. These would include such measures of efficiency as: • Percentage of work orders completed within 3 days of receipt • Average time of work order completion, by type of repair • Cost per square foot of maintainable space • User satisfaction rate

Best Management Practice	Strength	Opportunities for Improvement
Operating and capital costs are segregated within the fleet ISF.		There is no indication that there is a capital element included in the rates. Rather, as significant capital funding is required, it must be found in other areas of the City's overall budget. One recent example included the repairs to the Municipal building elevators, which the City's Risk Management department funded.
Annual surveys are conducted to assess customer satisfaction.		The Division has not conducted any surveys of customer satisfaction with facilities maintenance services.
Formal service level agreements have been negotiated with primary customer groups.		
Customers receive regular and useable facilities costs reports.	Customers in "unfunded" buildings receive reports on all services rendered in their buildings.	Customers in "funded" buildings do not receive reports of services provided.
Customers receive a monthly schedule of PM services forecast to be due.		Customers do not receive notification when PM services are to occur in their facilities.
ORGANIZATIONAL		
Facilities organization is administratively centralized to capture economies of scale.	The City has nominally centralized all facilities maintenance and repair services under the Fleet and Facilities Division.	There are reports of "rogue" facilities services being performed by certain City departments due to the perception of the high costs charged by the Fleet and Facilities Division.

Best Management Practice	Strength	Opportunities for Improvement
An Internal Service Fund (ISF) is in place for the facilities maintenance program.	The Facilities function is nominally established as an ISF.	An ISF should be designed to "break even" at the end of each accounting period. However, this is not the case with the Facilities section of the Division, as it provides services to two categories of facilities that include "Funded facilities" and "Unfunded facilities", both of which are charged for services on different bases – neither of which is likely to be recovering full costs of services. The "Funded" facilities receive an annual allocation of funds that is intended to be sufficient to cover the costs of maintenance during the year. As maintenance costs are accumulated, they are not directly charged back to these buildings, but rather the funding allocation is drawn down as charges are accumulated. "Unfunded" building tenants are charged $41.50 per hour for maintenance services as they are rendered, and as such, the Division is functioning more as an ISF. However, it is also true that the hourly rate of $41.50 has not been updated in many years, and is unlikely to be recovering the full cost of services.
STAFFING		
Technicians are encouraged to keep skill levels current through financial incentives.		The Division has not established minimum skill levels for Maintenance Technicians, and there are no incentives for attaining greater levels of training.

Best Management Practice	Strength	Opportunities for Improvement
Technician staffing levels are in the range of one trades staff member per 45,000 to 50,000 square feet of space maintained (excluding large open space such as garages, etc.)		The Division is responsible for the maintenance and repair of 27 facilities encompassing 1,207,269 square feet, 377, 958 of which are unheated space in two parking garages. This equates to 829,311 square feet of maintainable space. This is maintained by 3 Maintenance Mechanics, equating to an average of 276,437 square feet of space per Technician. In addition to the maintenance services provided by internal staff, however, the Division contracts for services equating to an average of $400,615 since 2010. Assuming that 50% of these costs are for labor, this equates to $200,308 (the other 50% is for parts and supplies). Further assuming a contracted labor rate of $100 per hour, this equates to 2,003 hours of maintenance and repair services, or about 1.2 FTE (assuming a full FTE is available for 1,650 hours per year.) Adding 1.2 contracted FTE to the 3 internal FTE equates to 4.2 effective FTE maintaining 829,311 square feet, or 192,863 square feet per effective FTE, which is well above the 45,000 to 50,000 that are suggested by best practices.
A formal skills assessment and training plan has been developed to keep employees current with changes in the facilities maintenance and management industry.		There is no formal skills assessment or training plan in place. This plan should be designed to ensure that staff acquire and retain required certifications, but should also ensure that the staff are exposed to advancements in the facilities maintenance industry on an ongoing basis.

Best Management Practice	Strength	Opportunities for Improvement
OPERATIONAL		
Building replacement cycles are reasonable and in accord with standard industry practice.	The City recently engaged a private firm to identify all major maintenance equipment in each municipal building, as well as the condition of the asset, the severity of replacement need, and the costs associated with replacement.	The Division should adopt a policy of routinely evaluating assets, and establish replacement cycles, as well as funding and funding sources, for the timely replacement of each structural asset under its management.
The focus of the organization is clearly on PM services.	Preventive maintenance services are outsourced for HVAC assets.	No electrical, plumbing or structural assets receive PM on any regular basis.
The ratio of scheduled to unscheduled services is at least 1:1.		There are no data available to calculate this metric, however it is unlikely that the Division meets the benchmark of a 1:1 ratio, as only HVAC assets receive PM on a regular basis.
A formal quality assurance process is in place that includes periodic review of technician work and monitoring of repeat-call rates for rework.		There has historically been no direct QA process that ensures that repairs are completed accurately and in accordance with instruction. The Division has, however, instituted a system by which it analyzes work orders that are opened for repairs of the same asset within a short period of time.
Routine reports of corrective, preventive and deferred maintenance are issued and analyzed by management and supervisors		The Division does not generate reports related to various categories of maintenance such as corrective, preventive and deferred maintenance. The Division Manager has requested periodic reports of re-work on the same piece of equipment in response to a suspected issue, however, there are no routine reports otherwise. All HVAC PM is performed by a contractor, and deferred maintenance is not tracked.

Best Management Practice	Strength	Opportunities for Improvement
The organization has established a numerically-based priority system for call-in response.		The Division does not prioritize incoming work requests according to severity, and has not established any targeted response times for any particular category of work.
Effective safety procedures are in place.	The Fleet Shop Supervisor provides monthly safety meetings, and covers OSHA topics, CPR, bloodborne pathogens, etc. The Division has reported over 2,900 consecutive days without the loss of days due to injury, which is a key indicator of the impact of the program.	
Custodial services in range of $2.00 - $2.25 per square foot	(Data to be provided by Division)	
Existence of a preventive maintenance program for building maintenance	The Division outsources all PM on HVAC units.	The Division's staff do not perform any PM. All work is in response to work requests.
Existence of an energy management plan	The City has installed certain building automation systems in the Municipal buildings, Public Safety, DPW, Golden Hours and Marshall White buildings. The City has also engaged an ESCO to look at certain other initiatives such as replacing street lights with LEDs.	There is no central City organization responsible for monitoring energy consumption and savings related to energy management systems.

Best Management Practice	Strength	Opportunities for Improvement
Periodic evaluation of feasibility of contracting and/or "in sourcing"		The Division routinely outsources services that are either outside the capabilities of internal staff, or exceed the capacity of staff to complete. These have historically included services such as HVAC, overhead doors, electrical systems, alarms, elevators, and fire suppression systems. The Division has not articulated a clear outsourcing philosophy, but rather is typically forced to outsource services based on availability of staff, as well as staff capabilities.
Facilities asset management receives appropriate organizational priority		The Division has not developed a comprehensive asset management plan that outlines: • What facilities assets the City possesses • Where the assets are located • What are the targeted life cycles for the assets • What service levels need to be applied to achieve target economic life cycles • What are the risks of not applying the required resources for maintaining the assets
TECHNOLOGY		
The CMMS provides up to date functionality asset management, maintenance management, performance measurement, business planning, customer relationship management, and cost reporting.		The Division utilizes the Cartegraph CMMS, and will be replacing this system in the near future. Although Cartegraph is capable of performance management reporting, maintenance management, cost reporting, and other facets, many of these have not been implemented in previous years.

Best Management Practice	Strength	Opportunities for Improvement
Access to the Facilities Maintenance System is readily available to all staff.	The Facilities Technicians and administrative staff have access to the Cartegraph system	
Additional facilities maintenance business tools, such as electronic repair manuals, document imaging, and e-commerce, are part of the facilities management organization's technology strategy.		There are no electronic repair manuals or document imaging available.

2. FLEET MAINTENANCE

Best Management Practice	Strengths	Improvement Opportunities
ADMINISTRATIVE/FINANCIAL		
Policies and procedures are well documented.		The Division has not documented any policies and procedures related to fleet maintenance and management. These policies and procedures should cover such topics as assignment criteria, disposal, minimum utilization, driver eligibility, vehicle use, vehicle accidents, fueling, invoicing for services, and others. An illustrative example can be found: http://www.dbm.maryland.gov/Documents/FleetManagementServices/fleet_mgmt_manual.pdf
Operating and capital costs are segregated within the fleet ISF.	Operating and capital costs are nominally segregated in the monthly fees charged to customers.	Although the replacement cost of each unit is embedded in the monthly fees, these fees are charged each month that the unit is in service, over-charging users for replacement. Further, it is not clear that operating costs are calculated with any precision.

Best Management Practice	Strengths	Improvement Opportunities
A replacement reserve or sinking fund is used to insure the timely replacement of fleet assets.		Although the monthly fees charged to users for their vehicles includes a replacement element, the amount of this replacement charge is not placed into a replacement fund. Rather, vehicle replacements are funded on a pay-as-you-go basis.
A charge-back system is in place.	The Fleet and Facilities Division charges users for services rendered based on multiple model types.	Streamlining of the charge-back system can be advantageous to simplify administration and understanding on the part of fleet internal customers.
Charge-back rates promote cost recognition and control.		The Division segregates the fleet into "A bill" and "B bill" customers, and both are charged differently. "A bill" customers have procured their vehicles and equipment independently from the Fleet and Facilities Division, and are charged an hourly rate ($71) for service. This method of charge-back promotes some sense of cost recognition, as users are charged for services rendered in real time. "B bill" customers are charged a monthly fee that includes pre-paid numbers of preventive maintenance services, tires, and other elements of service. Since these are charged irrespective of the numbers of services actually rendered, there is less cost recognition in the manner of billing "B bill" customers than is the case for "A bill" customers.
Charge-back rates are empirically calculated and updated on at least an annual basis.	The operational elements of the charge-back rates are calculated annually and include cost estimates for the probable numbers of services each will incur in the upcoming year.	"A bill" clients are charged an hourly rate for service, however the rate has reportedly not been updated in many years.

Best Management Practice	Strengths	Improvement Opportunities
Multiple year bids are routinely used in order to reduce purchasing administrative costs and to standardize the fleet.	Certain vendors are covered under state contracts so the Division can order under blanket purchase orders. Must obtain three bids for any parts/supplies not covered under state contracts.	
A professional auctioneer is used to organize, market, and conduct sales.	The Division uses Gov Deals as its on-line auctioneer, charging 10% of the value of sales.	
Sales are conducted frequently, at least on a semiannual basis.	The Division reports that it will begin quarterly auctions on Gov Deals.	
A formal policy exists governing home assignment of vehicles and compliance with IRS tax reporting requirements.		There is no policy governing the assignment of take-home vehicles. City executives have personal use assignments, as do some division managers as well as all Police Officers.
A formal process exists for ensuring compliance with State and Federal commercial driver license requirements.	Human Resources and Risk Management oversee this.	
A formal program exists for driver and operator training in general and for problem drivers.		There is no formal identification of problem drivers and no remedial training. Further, there is no formal training of operators of specialized equipment.
Are fleet procedures disseminated to the appropriate departments?		The Division has not developed policies and procedures, or any service level agreements with departments.
Annual surveys are conducted to assess customer satisfaction.		There have been no surveys of customer satisfaction in recent years.

Best Management Practice	Strengths	Improvement Opportunities
Outside customers are solicited in order to spread shop overhead and provide additional billable work during slack periods.		The Division has not actively pursued outside customers such as neighboring municipalities, non-profits, etc.
Customers participate in managing the fleet business through a Fleet Advisory Board.	The City appoints a committee, chaired by the Police Chief, which approves equipment replacement.	There is no user group that provides formal input on operations. The fleet supervisor does not sit on the committee. Many fleet maintenance operations benefit from the establishment of a fleet advisory group that provides input on topics such as service turnaround time, PM notification procedures, customer services, and others. In turn, Fleet Maintenance has the opportunity to discuss issues such as user habits, rate structures, upcoming replacements, notification processes for service requests, and others.
Formal service level agreements have been negotiated with primary customer groups.		The Division has not established formal service levels agreements with its users.
Customers receive regular and useable fleet cost reports.	All "A bill" customers are provided with reports of services performed on their vehicles and equipment. These reports provide a description of services, parts used, and the total cost of repairs.	"B bill" customers are not provided with any regular reports on services and costs.
ORGANIZATIONAL		
Fleet organization is administratively centralized to capture economies of scale.	All of the City's vehicles and equipment are overseen, maintained and/or repaired by the Fleet and Facilities Division of the Management Services Department.	

Best Management Practice	Strengths	Improvement Opportunities
An Internal Service Fund (ISF) is in place for the fleet program.	Fleet lease rates were established in 2002.	The fleet repair section is established as an ISF, however it is not functioning as one per se. Although the Fleet and Facilities Division charges its customers a monthly fee, the components of the fee do not ensure the recovery of all costs associated with service provision and, in fact, are subsidizing the facilities repair function.
STAFFING		
A formal skills assessment and training plan has been developed to keep employees current with changes in the fleet management industry.	Approximately 50 hours of training was provided to staff in 2015; however, the vast majority of this training was safety or other training unrelated to skill enhancement.	There is no formal skills assessment administered on an ongoing basis, and there are no longer financial incentives for mechanics to engage in any advanced training such as ASE certifications. Many staff have allowed ASE certifications to lapse given no incentive/reimbursement.
Technicians are encouraged to keep skill levels current through financial incentives to obtain ASE certification.		There are presently no certification requirements as part of Ogden fleet job descriptions. Such certifications are not compensated for or reimbursed. Current skills training is overall lacking based on training records.
Technician staffing levels are consistent with the size, age and type of vehicles in the fleet.	A large portion of the fleet is relatively new in age. This helps to facilitate minimal corrective repairs.	The 625 units in the City's fleet equate to 925 Vehicle Equivalent Units (VEU), which is a measure of the intensity of effort required to repair and maintain each piece of equipment. With six (6) Mechanics on staff, this equates to 154.2 VEU per Mechanic, which is well above the typical range of 90 to 110 per Mechanic.
Ratio of supervisory and support positions to technicians is reasonable.	The ratio of one Fleet Supervisor to six staff is reasonable and appropriate.	

Best Management Practice	Strengths	Improvement Opportunities
Ratio of parts personnel to technicians is reasonable.		There are three (3) Parts personnel in the Division, however they support more than the six (6) mechanics in the Fleet and Facilities Division. Parts and supplies in Stores is valued at just under $1M. The total compensation of the three Stores Clerks is $125,785, which is approximately 13% of the total value of the inventory.
OPERATIONAL		
Vehicle replacement cycles are reasonable and in accord with standard industry practice.	The Division has developed a proposed multi-year replacement spreadsheet that estimates costs associated with the replacement of each unit.	The City has not funded replacement vehicles in a timely manner, and through a replacement fund, for many years.
Cooperative purchasing agreements are used in order to take advantage of volume pricing.	The Division utilizes state contract pricing when available, and also has access to WSCA and HCAC buy cooperatives.	
A policy exists requiring that vehicles that are replaced are removed from service and not kept by users.		Although there is no stated policy, it is understood that all replaced units are to be removed from the fleet. Data suggest that this directive may not being consistently followed as a few dozen vehicles exceed 130,000 miles and were manufactured in the late 90's and early 2000's
Efforts are taken to maximize the residual value of used vehicles.		The most effective way to maximize equipment residual value is to adhere to a routine and predictable replacement schedule. This has not been the case in many years in the City of Ogden, however.

Best Management Practice	Strengths	Improvement Opportunities
The focus of the organization is clearly on PM services.	Philosophically the emphasis is placed on the importance of preventive maintenance activities. These are typically prioritized in service above corrective maintenance.	There is no fleet managed PM schedule for City vehicles. Users typically call the garage when PM is due, rather than the garage contacting the user to schedule a time to PM the vehicle. PM records are still tracked on hard cardstock as a result of apparent FMIS deficiencies.
PM services are completed after normal working hours in order to increase convenience to customers.		While the shop operates on a split shift concept until 6pm, this cannot be considered "after-hours" with respect to best practices.
The PM program incorporates multiple echelons of progressive services.	Some mechanics have a "check everything" mentality as part of PM servicing.	Apparently the present system does not facilitate well multiple PMA, PMB , PMC and PMD categorization, nor flagging of units due for PM.
PM intervals are based on both time and use and mirror manufacturer recommendations.	PM is based on mileage or hourly vehicle use.	PM completion relies exclusively on the ability of the customer to identify PM need and bring the vehicle in for service.
Customers receive a monthly schedule of PM services forecast to be due.		Customers are not notified for PMs. Customers typically notify the Fleet and Facilities Division of the need for PM.
A list of missed/overdue PM services is regularly sent to user groups.		Users do not receive notification of missed PM. Users typically notify the Fleet and Facilities Division of PMs when they are due.
The organization focuses on scheduling services in order to avoid disrupting customer operations. The ratio of scheduled to unscheduled services is at least 1:1.		Anecdotally, the Division does not meet this metric, however there are no data to verify this.

Best Management Practice	Strengths	Improvement Opportunities
Quick fix services are available to customers for simple repairs and PM services.		The Division does not offer a quick fix service. These services, when available, allow users to call ahead for repairs that are expected to consume fewer than 30 minutes of mechanics' time, and take priority when they arrive.
Work orders are used to record all maintenance activities.	All mechanic work is recorded on work orders and stored in the Cartegraph FMIS.	Warranty history and PM history are still maintained on cardstock due to apparent limitations of Cartegraph FMIS.
A procedure is in place at the time of work order creation to identify vehicles scheduled for replacement, to check for overdue PM's, and to check for warranties.	Vehicles are checked for PM due when they enter the shop for repairs.	Given customer expectations, a vehicle in for repair service that has an overdue PM may not get a PM service due to alleged vehicle need. Overdue PMs should always be accomplished.
The expected time for completing repairs are routinely given to customers.	Once a work order is assigned, the customer is notified to inform them as to the probable about of time it will take to repair.	
Customers are always called when repairs are complete.	The Division periodically calls customers when repairs are complete.	Customers are not always notified when work is completed. Periodically customers have to call to check on vehicle availability.
The status and downtime of vehicles is monitored on a consistent basis.		The Division does not issue any formal reports regarding downtime. The Division Manager makes spot checks on the status of certain vehicles to determine any reasons for excessive repair time.

Best Management Practice	Strengths	Improvement Opportunities
A formal performance measurement system is in place to monitor the efficiency and effectiveness of the maintenance program.		The Division has not developed a set of performance measures that it reports. These measures should include: • Downtime • Mechanic productivity • PM compliance rate • Parts fill rate • Parts turnover rate • PM as percentage of total repairs
Field service is available for construction equipment.	Although the policy is unwritten, Fleet Maintenance responds within 30 minutes to field service calls, which typically involve heavy equipment in either the Water Department or in Public Works. The Division provides 24/7 on-call service as necessary without compensation.	The response time for field service should be codified in a formal Service Level Agreement with users of fleet services.
Warranty recoveries are actively pursued for both repairs and parts.	The Division has ready access to a Ford and other dealerships at which warranty repairs are performed.	
Minor warranty repairs are completed in-house in order to expedite the repair process.		The Division cannot complete warranty repairs in-house, but rather sends these out to private dealerships. As a substantial portion of the fleet is Ford products, this is not viewed as a limiting factor, since the dealership is very close to the shop.
The organization has a clear outsourcing strategy that focuses on core competencies and service improvements.	The Division has established that some services will be routinely outsourced. These include all auto body repairs, many fire apparatus repairs, alignments, glass and upholstery work.	

Best Management Practice	Strengths	Improvement Opportunities
A formal quality assurance process is in place that includes periodic review of technician work and monitoring of comeback rates.		There is no formal QA program in place that is documented. Comeback repairs are not documented largely due to apparent limitations in the FMIS.
A formal performance measurement system is in place to track the effectiveness of service outcomes, and performance levels compare reasonably well to industry benchmarks.		The Division has no performance measures or goals. These should include such measures as total fleet downtime, PM compliance, returned work as a percentage of total work orders, turnaround time, mechanic hours charged to work orders, and others.
Size and layout of facilities promotes efficient maintenance operations.	The fleet facility was constructed in 1974 and upgraded in 2000.	Despite rehabilitation during the facility's useful life, it suffers several shortcomings that should eventually be addressed in a modernization effort.
Effective safety procedures are in place.	Until recently, the Division has held weekly safety meetings for all employees, led by the Fleet Supervisor. These are now held monthly.	There are no formal safety policies and procedures in place in the Division.
Shop tools and equipment are up to date.	Most shop tools are purchased by the mechanics. The Division provides an annual tool allowance. Shop lifts, hoists and diagnostic equipment are all relatively new.	Shop tool stipends may be insufficient for many mechanics. Additional tools could create operational efficiencies.
A formal policy exists governing utilization monitoring including establishment of minimum use levels and approval of spare ratios.		The Division has not established minimum utilization criteria, and does not monitor the utilization of vehicles and equipment.

Best Management Practice	Strengths	Improvement Opportunities
A review of utilization is completed at least on an annual basis.		The Division does not formally monitor the utilization of vehicles and equipment. Typically, utilization is monitored through user input of odometer or hour meter readings at the time of fueling. The data are analyzed through the FMIS to determine miles (or hours) per period, as well as fuel efficiency.
User organizations must present a business case for keeping low use vehicles in service.		Since utilization is not monitored at any level in the system, the identification of low-use vehicles is anecdotal.
TECHNOLOGY		
Fleet system utilizes modern technology including an open database compliant design, a graphical user interface, and a modern custom report-writing tool.		The present Cartegraph FMIS has limitations according to most end-users.
System provides up to date functionality asset management, maintenance management, performance measurement, business planning, customer relationship management, and cost reporting.		The Cartegraph FMIS does not support this advanced functionality.
Access to the Fleet System is readily available to all staff, including parts clerks and technicians.	Access is available to all staff.	Mechanics must share one laptop computer impacting efficiency of administratively maintaining the FMIS.
Additional fleet business tools, such as electronic repair manuals, document imaging, and e-commerce, are part of the fleet organization's technology strategy.		The Division has not taken advantage of computerization with respect to advanced business tools.

Best Management Practice	Strengths	Improvement Opportunities
All members of staff have been appropriately trained in the use of the system.	Staff received initial training on the FMIS product.	Remedial and refresher training has not been made available. There is only one "Power User" of the FMIS capable of generating various information reports.
The fleet organization has reengineered its business processes to take advantage of improvement opportunities afforded by the fleet management system.		The FMIS is apparently not robust enough to facilitate improved fleet management practices; rather, it is seen as an impediment to effective fleet management.
Information produced by the system is routinely used to make management decisions.		Information, of which much is limited, is not routinely used to make management decisions. The inability to effectively use an FMIS in Ogden is one of the vital issues requiring resolution.

APPENDIX C – FLEET AND FACILITIES DIVISION EMPLOYEE SURVEY ANALYSIS

As part of the Matrix Consulting Group's study of the Ogden City Fleet and Facilities Division, the project team distributed a survey to the employees of the Division to gauge their opinions on a number of topics related to fleet and facilities maintenance operations in the City. This report summarizes the results of the survey.

1. INTRODUCTION

The survey was divided into two sections. The first section asked respondents to indicate their level of agreement with several statements about the Division and their work for Ogden City. This section also included a question asking employees to indicate how they perceive their workload levels. The second section asked employees to express in their own words their opinions about the Division's strengths and opportunities for improvement. The survey was emailed to 15 employees in the Division during the month of March, and a total of 9 responses were received, for a response rate of 60%.

While responses to the survey were confidential, the project team asked respondents to indicate their work group within the Division in order to provide the project team and the City with a sense of the respondents' backgrounds. The tables below outline the responses of survey participants to these questions.

WORK GROUP	
Group	**# Responses**
Administration	2
Fleet	4
Facilities	1
Central Stores	2
Total	**9**

While the survey did receive at least one response from every group, it should be noted that 9 total responses is a small overall volume. Because of this, the survey's contents cannot necessarily be deemed representative of all the Division's employees.

2. MULTIPLE CHOICE STATEMENT RESPONSES

The first section of the survey asked respondents to indicate their level of agreement or disagreement with twenty-five (25) statements on a number of topics regarding the Fleet and Facilities Division, including:

- Level of Service to the City
- Division Operations and Communication
- Employee Experience
- Management and Supervision
- Staffing and Workload
- Resources and Technology

Each of the following sections focuses on the statements about one of these topics. The response options were "strongly agree", "somewhat agree", "neither agree nor disagree", "somewhat disagree", and "strongly disagree". In the tables below, these choices are depicted as SA, A, N, D, and SD, respectively.

(1) Staff Have Mixed Opinions on the Division's Level of Service to the City.

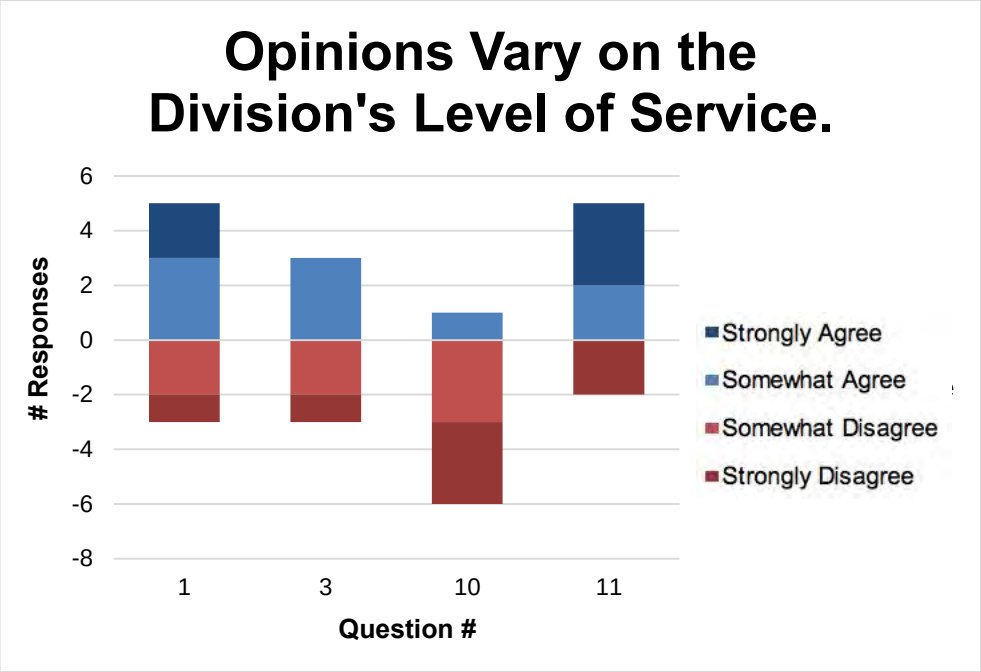
The statements in the table and chart below addressed the level of service provided to the customer departments and divisions of Ogden City.

LEVEL OF SERVICE TO CITY					
Statement	**SA**	**A**	**N**	**D**	**SD**
1. My Division is innovative in the way it provides services and products to its customers.	2	3	1	2	1
3. I feel encouraged to come up with new and better ways of doing things in my Division.	0	3	3	2	1
10. My Division promotes a culture that continuously improves the quality of services and products delivered.	0	1	2	3	3
11. My Division provides high levels of service to the residents of Ogden City.	3	2	2	0	2

Statements #1 and #11 focused on innovation within the Division and the level of service that it generally provides to the City. Both of these statements received strong positive feedback with a few disagreeing and strongly disagreeing responses, indicating that most staff are pleased with the Division's commitment to innovation and quality service.

Statement #3 asked whether employees felt encouraged to come up with new and better ways of doing their jobs, and it was met with mixed responses. Statement #10, regarding the Division's culture of improvement, received strongly negative feedback. These responses suggest that while employees believe the Division does a good job of providing high-quality and innovative service, the employee culture does not emphatically promote daily improvement.

The results are portrayed in the chart below.

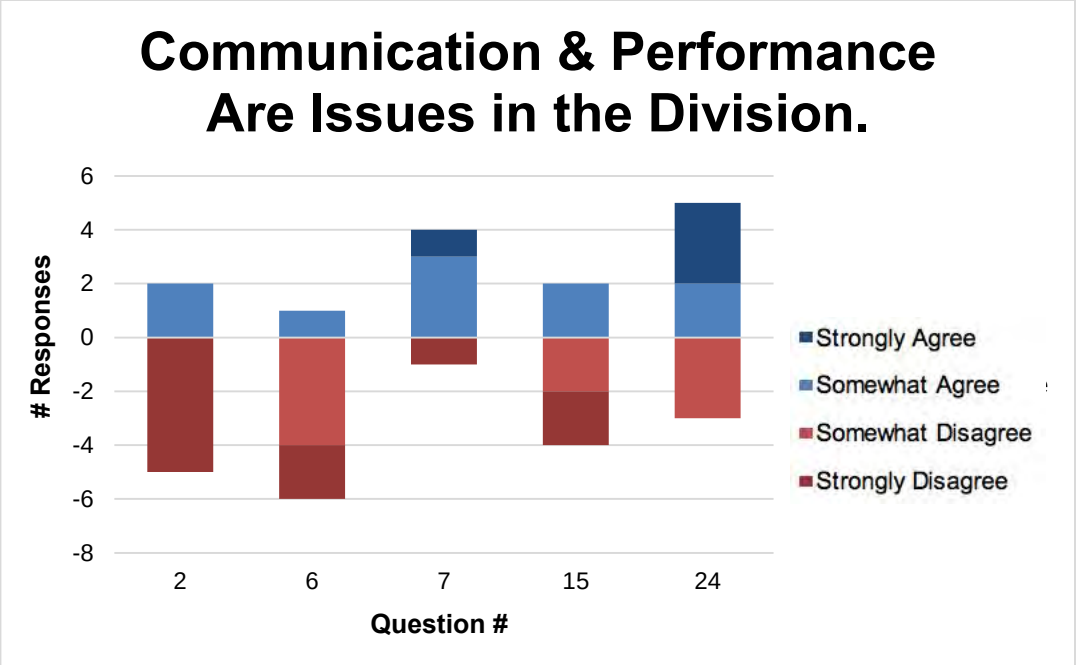


The next section provides the results and analysis of staff perceptions of communications and cooperation in the Division.

(2) Staff Feel That Cooperation and Informal Expectations Are Strong, While Formal Communication and Performance Management Are Issues in the Division.

The statements in the table and chart below focused on the effectiveness of operations and communication within the Fleet and Facilities Division.

OPERATIONS AND COMMUNICATION					
Statement	**SA**	**A**	**N**	**D**	**SD**
2. My Division has clear, well-documented policies and procedures to guide my day-to-day work.	0	2	2	0	5
6. Important information is communicated to me in a timely manner.	0	1	2	4	2
7. I understand clearly what is expected of me at work.	1	3	4	0	1
15. My Division takes steps to deal with poor performers.	0	2	3	2	2
24. The employees I work with cooperate to get the job done.	3	2	1	3	0



(3) Most Employees Are Comfortable in Their Current Work Assignment, But They Do Not Feel That They Have Opportunities to Improve Their Skills, Advance in the Organization, or Participate in Meaningful Decision-Making.

The statements in the table and chart below deal with the experience of employees in the Division and the degree to which they feel personally and professionally valued.

EMPLOYEE EXPERIENCE					
Statement	**SA**	**A**	**N**	**D**	**SD**
17. I am given real opportunities in my Division to improve my skills.	0	1	3	1	4
18. Opportunities exist in the Division for career advancement.	0	1	0	2	6
20. I am given a real chance to provide input into decisions that affect my work.	0	1	2	1	5
21. Overall, I understand how the work I do relates to the overall goals and priorities of my Division.	1	3	3	2	0
22. I feel that I am valued as a member of my Division.	0	1	2	4	2
23. My current work assignments enable me to apply and practice my knowledge and skills.	2	2	3	2	0
25. My Division is open to new ideas suggested by others or myself.	0	0	3	2	4

Statement #2 asked whether there are documented policies and procedures for the Fleet & Facilities operation, and Statement #7 asked whether staff understand what is expected of them at work. While both of these statements addressed similar topics, they received very different responses. A majority of staff strongly disagreed with Statement #2, while only one disagreeing response was received to Statement #7 related to expectations. This suggests that employees have a clear understanding of their responsibilities and expectations, but that these are communicated informally rather than by an established manual or policy handbook. Statement #6 asked whether communication on important matters is timely within the Division, and most respondents stated that it is not.

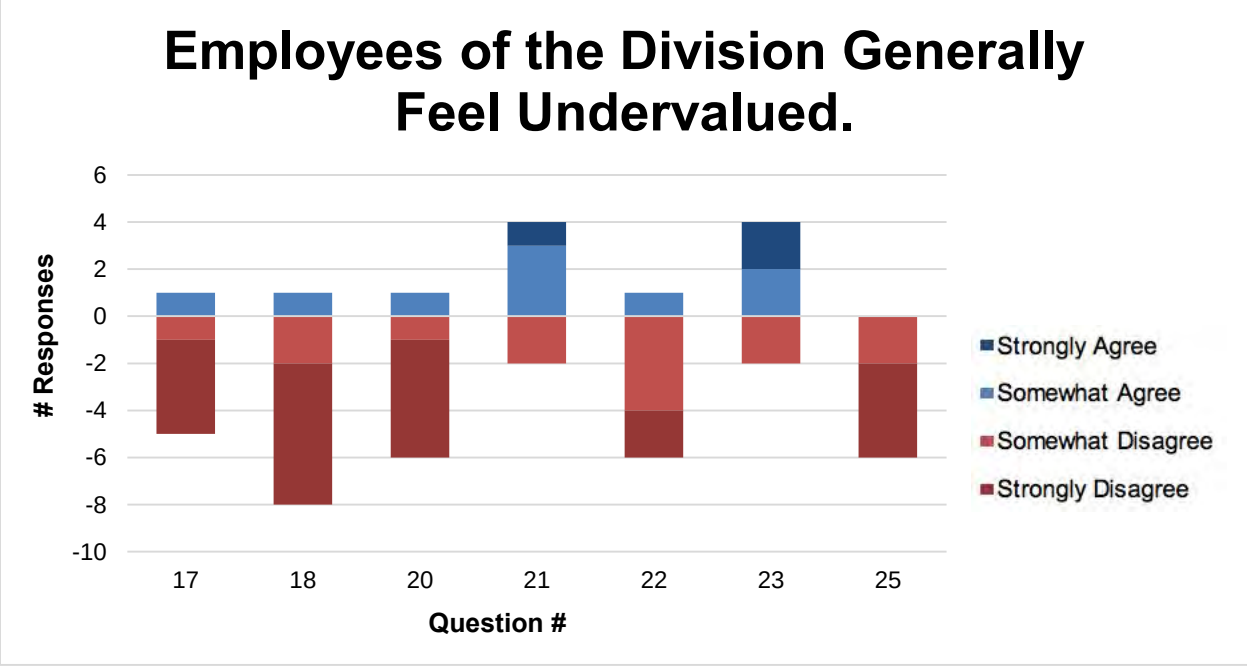
Statements #15 asked employees about performance management. Nearly half of respondents disagreed with this statement, saying that the Division does not take steps to deal with poor performers. Statement #24 focused on employee cooperation, and it received mostly agreeing and strongly agreeing responses, with a handful of employees expressing disagreement. These responses indicate that staff feel formalized communication and processes for performance management are weaknesses in the Division, while cooperation is good and they have a strong informal understanding of expectations.

Most statements in this section were met with heavy disagreement. Employees stated that they do not have opportunities to improve their skills or advance in the organization (Statements #17 and #18, respectively). They also said that they do not have meaningful input into decisions that affect them, and that the Division is not open to new ideas (Statements #20 and #25, respectively). Additionally, six respondents said

that they do not feel valued as a member of the Division (Statement #22), while only one said that they did. These responses suggest serious issues with employee morale and a perceived lack of agency.

Statement #21 asked whether employees understand how their work relates to the goals and priorities of the Division, and Statement #23 asked whether their current work assignment allows them to practice their skills. Both of these statements received twice as much agreement as disagreement, indicating that staff feel a sense of direction and utilization in their current work assignment, even if they do not feel heard or professionally valued.

The results of the above analysis provided in the chart below.



The next section provides the results and analysis of questions related to working supervisory relationships and professional performance.

(4) Most Staff Have Good Working Relationships with Their Supervisors, But They Have Many Issues with Their Professional Performance.

The statements in the table and chart below addressed employees' satisfaction levels with the management and supervision of the Division.

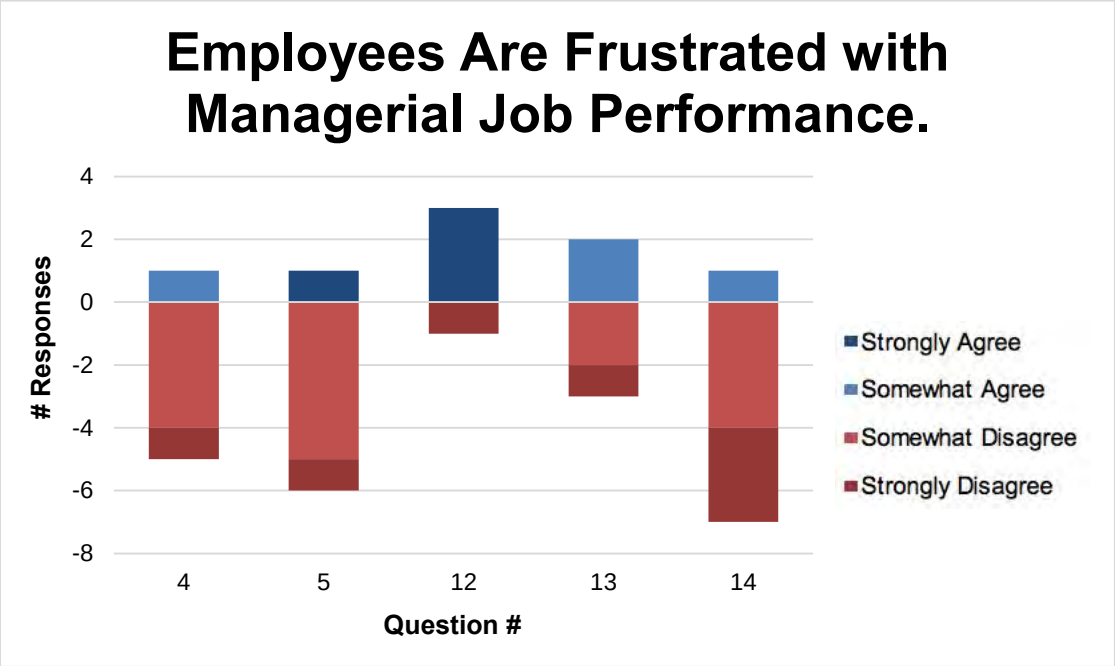
MANAGEMENT AND SUPERVISION					
Statement	**SA**	**A**	**N**	**D**	**SD**
4. My immediate supervisor clearly communicates performance expectations to me.	0	1	3	4	1
5. My immediate supervisor gives me timely feedback about my job performance.	1	0	2	5	1
12. I have a good working relationship with my immediate supervisor.	3	0	5	0	1
13. My immediate supervisor holds employees accountable for their job performance.	0	2	4	2	1
14. Managers and supervisors in my Division are held accountable for their job performance.	0	1	1	4	3

Most of the statements in this section received a majority of disagreeing and strongly disagreeing responses. Staff gave negative responses on Statements #4 and #5, saying that supervisors do not clearly communicate expectations or provide timely feedback to them. These opinions are consistent with those shared in response to Statement #6, above, that employees do not receive timely communication about important information.

On the topic of accountability, the responses to Statements #13 and #14 suggest that staff feel their supervisors do not consistently hold employees accountable for their job performance, and are, in turn, not held accountable for theirs. This sentiment aligns with responses to Statement #15 from the previous section, regarding the Division's steps to deal with poor performers.

In spite of the negative feedback on the professional performance of management, only one employee said that they did not have a good working relationship with their supervisor (Statement #12). So, the frustrations that staff have with the Division's management and supervisory ability have not translated into personal animosity.

The chart below provides a graphical portrayal of the results.



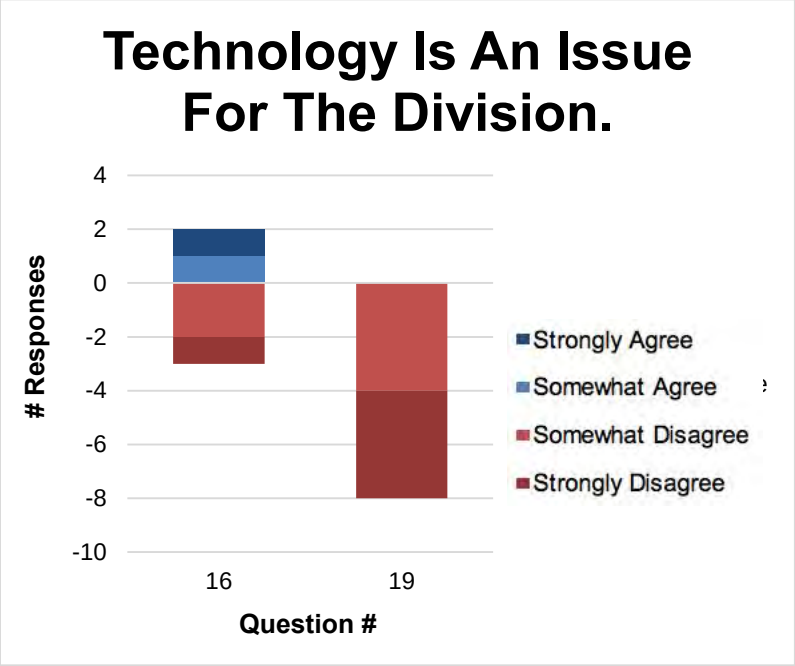
(5) Employees See a Strong Need for Improved Tools, Equipment and Technology in the Division.

The statements in the table and chart below dealt with the resources and technology made available to employees of the Division.

RESOURCES AND TECHNOLOGY					
Statement	**SA**	**A**	**N**	**D**	**SD**
16. I have the tools and equipment I need to efficiently provide service.	1	1	4	2	1
19. My Division strives to provide its employees with the latest technology required to do our jobs.	0	0	1	4	4

In summary, tools, equipment and technology appear to be issues for staff. Statement #16 received more disagreement than agreement, suggesting that employees see a need for better tools and equipment to provide high quality service. Statement #19 received no agreement at all, indicating that staff see technology as a major weakness of the Division. Both of these issues, the need for capital investment and improved technological capability, were brought up by employees later in the survey, in their responses to open-ended questions.

The chart below provides a graphical portrayal of the results of this set of questions.



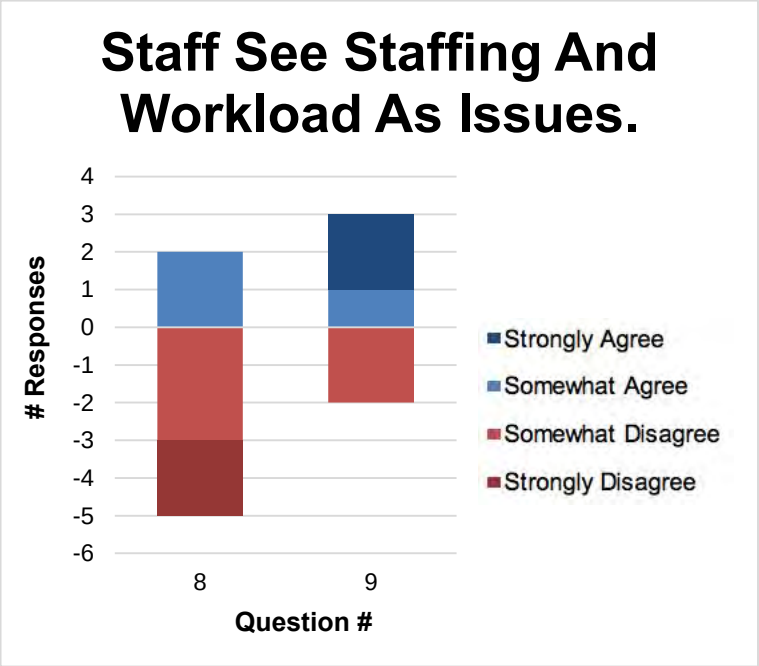
(6) Employees Generally Feel That the Division Lacks Adequate Support Staff and Frequently Operates in Crisis Mode.

The statements in the table and chart below focused on the adequacy of staffing and the workload handled by the Division's employees.

STAFFING & WORKLOAD						
	Statement	**SA**	**A**	**N**	**D**	**SD**
8.	My Division has the secretarial and clerical support it needs to accomplish its goals and objectives efficiently and effectively.	0	2	2	3	2
9.	My Division is frequently in a crisis mode due to workload that exceeds staff resources.	2	1	4	2	0

Statement #8 asked employees whether the Division has adequate secretarial and clerical support, and most staff said that they do not. Likewise, there was agreement than disagreement for Statement #9, regarding whether the Division frequently finds itself in crisis mode. The responses to both of these statements suggest that employees feel the Division's workload exceeds the capacity of the staff resources available.

The results of the responses to the questions in this section are graphically provided below.



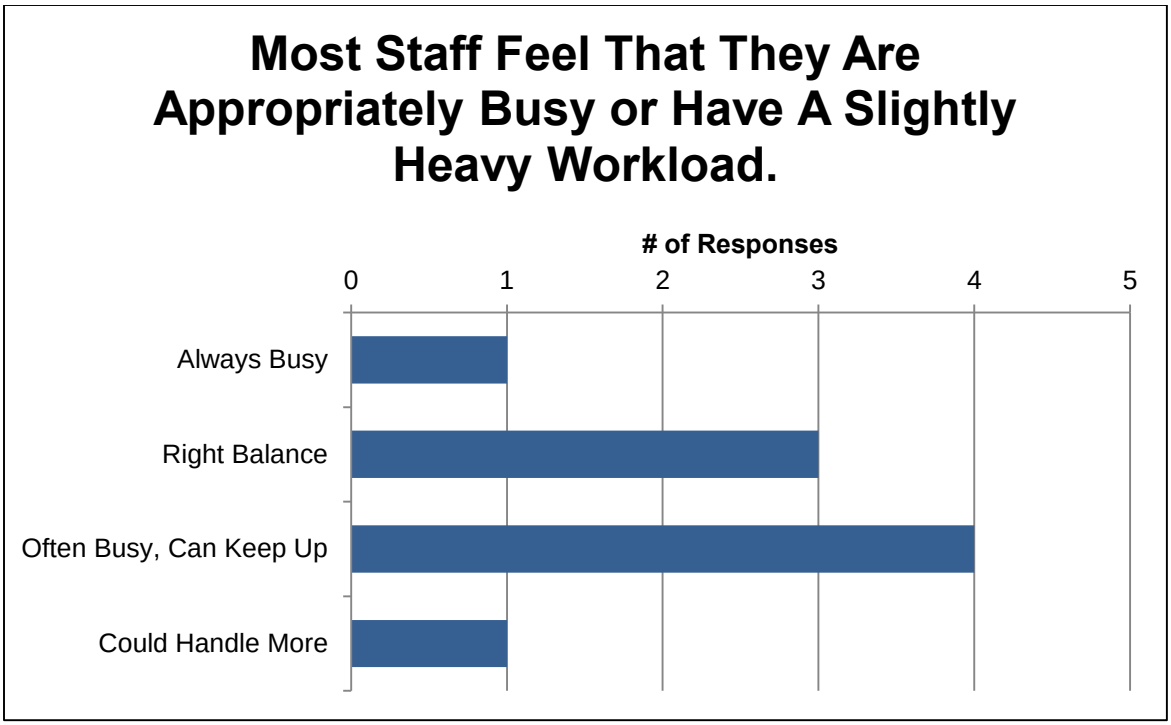
(7) Most Staff Feel That They Are Appropriately Busy or Have a Slightly Heavy Workload.

The final multiple choice question asked employees to choose from four statements describing their current workload. The statements and their responses are depicted in the table and chart below.

WORKLOAD PERCEPTION	
Statement	**# Responses**
I am always busy and can never catch up.	1
I have the right balance of work and time available.	3
I am often busy but can generally keep up.	4
I could handle more work given the available time.	1

While responses to Statements #8 and #9 suggest that staff feel overworked, their responses to this multiple-choice question paint a somewhat different picture in that employees of the Division feel their workload is either slightly heavy or appropriate for the amount of time they have. So, employees perceive that there is an inadequate level of staff support, with frequent crises in the Division, but that does not translate into the perception of an excessive workload for most individual staff members.

The results of employee responses in this section are graphically portrayed in the following chart.



The next section provides a summary of employee responses to open-ended questions.

3. OPEN-ENDED QUESTION RESPONSES

The final section of the survey asked respondents to explain in their own words what they felt were the greatest strengths and most urgent opportunities for improvement in the Fleet and Facilities Division. They also had space to provide any additional thoughts that they wished to convey to the project team.

(1) Staff Believe the Division's Employees, Teamwork, and High Level of Service are Its Greatest Strengths.

When asked what employees felt were the greatest strengths of the Division, the following responses were received:

- Talented/skilled employees (6 responses)
- Teamwork and cooperation (5 responses)
- Quality service (3 responses)
- Independent operation
- Employee loyalty

- Camaraderie in the Division

Staff generally believe that the Division's primary strengths lie in the competency of its employees and their ability to work together in providing reliable, timely service to the City. All of the responses indicated some variation of these themes.

(2) Employees Suggested a Wide Range of Potential Opportunities for Improvement.

When employees were asked what they perceived to be the greatest opportunities for improvement in the Division, the following responses were received:

- Improve training (3 responses)
- Change management (2 responses)
- Improve compensation (2)
- Invest in facilities and tools/equipment (2)
- Improve employee morale
- Improve employee understanding of Cartegraph
- Implement user-friendly software
- Utilize employee strengths
- Focus more on tasks
- Implement written policies and procedures
- Commit to excellent service
- Increase management support of staff
- Cease unprofessional employee behavior

Employees suggested a wide variety of potential improvements to the Division. They ranged from improved job and technology training to changes in management, increased compensation, and changing the way employees are utilized. These responses indicate that there are a number of improvement opportunities for the Division, but none of them stand out as consensus or highly urgent issues.

APPENDIX D – FLEET AND FACILITIES CUSTOMER SURVEY ANALYSIS

As part of the Matrix Consulting Group's study of the Ogden City Fleet and Facilities Division, the project team distributed a survey to the internal customers of the Division to gather their opinions and satisfaction levels with fleet and facilities maintenance operations in the City, as well as with central warehouse operations. This report summarizes the results of the survey.

1. INTRODUCTION

The survey was divided into three sections.

- The first section asked respondents to share about their interactions with the fleet maintenance section by indicating the frequency with which they take vehicles to the shop and stating their level of agreement with several statements about fleet maintenance in the City.
- The second section asked respondents about their interactions with the facilities maintenance section by having them select the frequency with which they request facilities maintenance service and indicate their level of agreement with several statements about facilities maintenance in the City.
- The third section asked respondents about their interactions with the central warehouse by asking them the frequency with which they request parts and materials from the warehouse and their level of agreement with a few statements about the warehouse.

The confidential survey was distributed via web link to department heads and key staff whose input they wanted to include. A total of 12 responses were received.

2. FLEET MAINTENANCE

The first section of the survey asked respondents about their interactions with the fleet maintenance section of the Division. The first two questions focused on the size of the responding Department's fleet, and the frequency with which they take vehicles to the garage for maintenance or repair. The following tables show the responses received.

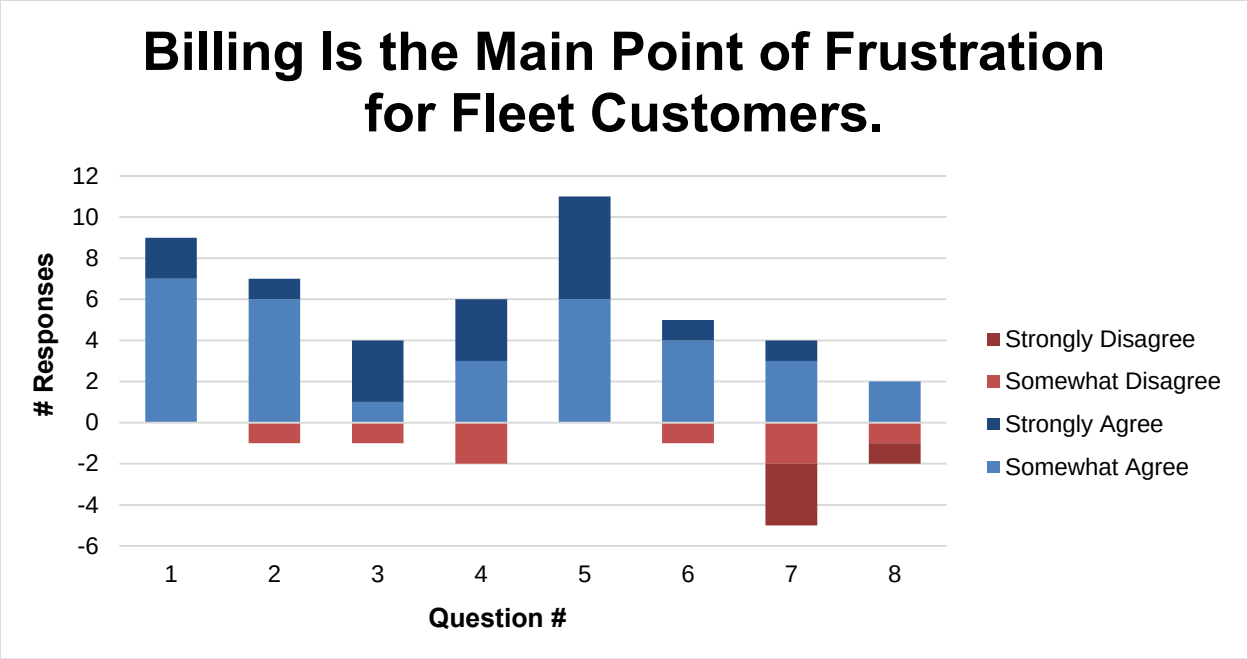
SIZE OF DEPARTMENT FLEET	
Response	**# Responses**
1-5 units	2
6-10 units	1
11-50 units	3
More than 50 units	6
Total	**12**
FREQUENCY OF UNITS TO SHOP	
Response	**# Responses**
Daily	4
A handful of times per week	3
A handful of times per month	1
Every one or two months	0
Every 3 months or less	4
Total	**12**

The responses to these questions show that most (75%) of the respondents represent departments with more than 10 vehicles, and most (66%) also have multiple interactions with the Fleet and Facilities Division per month.

The remaining questions in this section gave respondents the opportunity to indicate their level of agreement or disagreement with a number of statements about the fleet maintenance operation. They could choose "strongly agree", "somewhat agree", "neither agree nor disagree", "somewhat disagree", or "strongly disagree". These responses are depicted in the table and chart below.

FLEET MAINTENANCE STATEMENTS					
Statement	**SA**	**A**	**N**	**D**	**SD**
1. I am happy with the quality of repair and maintenance performed on our vehicles and equipment.	2	7	3	0	0
2. I am pleased with the amount of time it takes for the vehicle maintenance shop to complete repairs of our vehicles and equipment.	1	6	4	1	0
3. In general, I am satisfied with the services provided by the fleet maintenance shop.	3	5	3	1	0
4. The fleet maintenance staff do a good job of explaining the repairs performed on my vehicles and equipment.	3	3	4	2	0
5. The fleet maintenance staff I interact with are professional and courteous.	5	6	1	0	0
6. When repairs are made to one of my vehicles or pieces of equipment, I can be confident that I will not have to bring it back soon for the same problem.	1	4	6	1	0
7. I understand the rates charged to my department for fleet services.	1	3	2	2	3
8. The charges for fleet repair and maintenance are reasonable.	0	2	7	1	1

Statements #1 through #6 all received high levels of agreement and only scattered disagreeing responses, demonstrating that customers generally feel fleet maintenance service is timely, high quality, and provided by friendly, professional staff. However, Statement #7 and #8, both of which dealt with the billing of fleet services, received negative responses that matched or outweighed the agreement and strong agreement. These responses show that customers of the Division aren't sure how their fleet maintenance bills are calculated, and they don't necessarily believe them to be reasonable. The responses are presented in graphical form below.



The next section provides a summary of responses relating to facilities maintenance services.

3. FACILITIES MAINTENANCE

The second section of the survey asked respondents about their interactions with the Facilities Maintenance section of the Division. The first question addressed the frequency with which respondents request facilities maintenance services. The following table shows the responses received.

FREQUENCY OF FACILITIES SERVICE	
Response	**# Responses**
Multiple times per week	3
A handful of times per month	5
Every one or two months	3
Every 3 months or less	0
Total	**11**

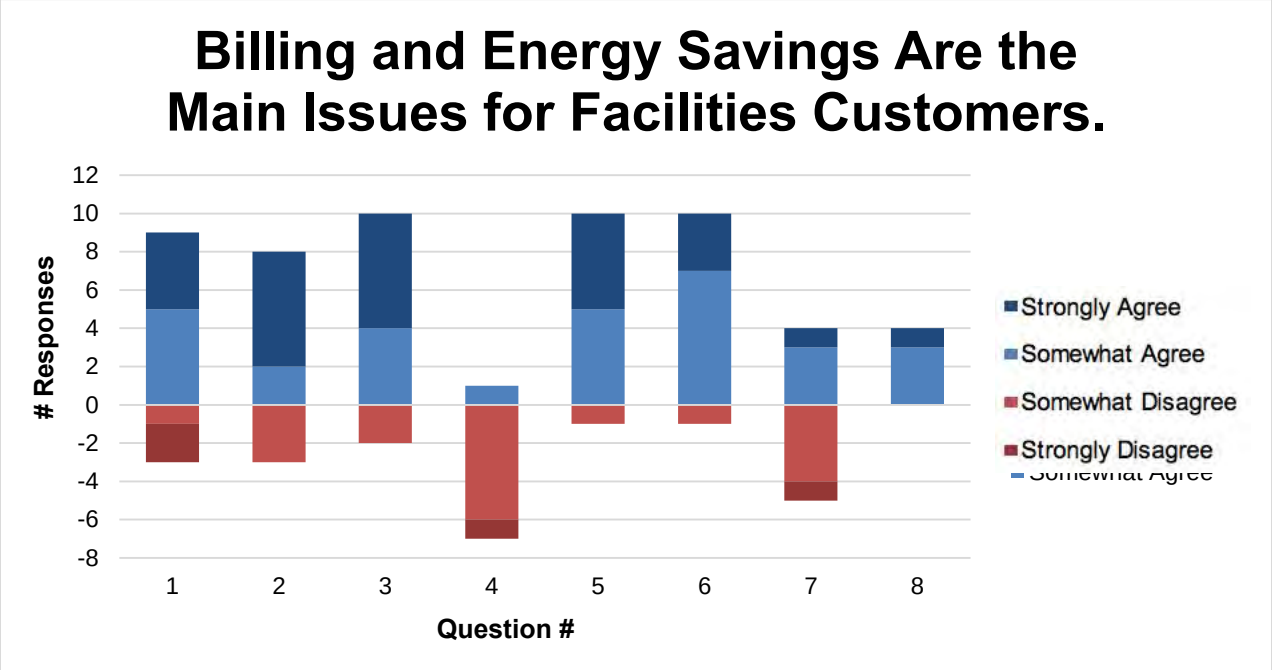
The responses to these questions show that most (73%) of the respondents request facilities service frequently, more than once per month.

The remaining questions in this section gave respondents the opportunity to indicate their level of agreement or disagreement with a number of statements regarding facilities maintenance services. They were given the same options for responses as in the fleet maintenance section, above. These responses are depicted in the table and chart below.

FACILITIES MAINTENANCE STATEMENTS					
Statement	**SA**	**A**	**N**	**D**	**SD**
1. I am pleased with the quality of facilities repair and maintenance we receive in our building.	4	5	0	1	2
2. I am pleased with the time it takes for facilities maintenance technicians to respond to our requests for service.	6	2	1	3	0
3. In general, I am satisfied with the services provided by facilities maintenance technicians in the Fleet and Facilities Division.	6	4	0	2	0
4. I receive information on energy saving measures in my building/office from the Fleet and Facilities Division.	0	1	3	6	1
5. The staff members I interact with are professional and courteous.	5	5	1	1	0
6. When repairs are made to my facility, I generally don't have to call back soon for the same problem.	3	7	1	1	0
7. I understand the rates charged to my department for facilities maintenance services.	1	3	2	4	1
8. The charges for facilities maintenance are reasonable.	1	3	7	0	0

Most statements in this section received at least twice the number of agreeing and strongly agreeing responses as disagreeing and strongly disagreeing. Customers view the facilities service they receive as timely, polite, and of high quality. Statements #4 and #7 were the only ones to receive a notable number of negative responses compared to the amount of agreement. These responses suggest that customers do not regularly receive suggestions for energy savings, and that only some of them have a

clear understanding of the methodology for determining billing rates. The responses are presented in graphical form below.



The next section provides a summary of the responses related to the Warehouse and Central Stores function.

4. WAREHOUSE AND CENTRAL STORES

The final section of the survey asked respondents about their interactions with the warehouse / central storehouse. The first question dealt with the frequency with which they get parts and materials from the warehouse. The following table contains their responses.

FREQUENCY OF WAREHOUSE UTILIZATION	
Response	**# Responses**
Daily or multiple times per day	1
A handful of times per week	2
A handful of times per month	2
Every one or two months	2
Every 3 months or less	4
Total	**11**

The responses to these questions show a distribution of respondents, with nearly half of them using the warehouse more than once a month, and slightly greater than half of respondents using it less frequently.

The remaining questions in this section gave respondents the opportunity to indicate their level of agreement or disagreement with a number of statements about the warehouse. They were given the same options for responses as in the sections above. These responses are depicted in the table and chart below.

Statement	SA	A	N	D	SD
1. I can generally get the materials, parts and supplies I request from the Central Warehouse.	1	3	3	0	1
2. The Central Warehouse provides the materials, parts and supplies that I request in a timely manner.	1	3	3	0	1
3. The staff members at the Central Warehouse are helpful in assisting me to get the materials, parts and supplies I need.	1	1	4	0	2

Eight respondents provided answers to this section of statements, with many providing neutral responses. Where respondents did indicate an opinion, they suggested that the Central Warehouse provides the materials and supplies they need, and does so in a timely manner, but that the staff at the warehouse may be able to take step to become more helpful to customer departments.

APPENDIX E – FLEET AND FACILITIES COMPARATIVE SURVEY ANALYSIS

As part of the Matrix Consulting Group's study of the Fleet and Facilities Division in Ogden City, the project team conducted a survey of comparable agencies in other cities in order to determine how the Division in Ogden City compares to its peers in terms of reporting structure, staffing, budget, and operational practices. The survey was conducted in March of 2016 by reaching out to key staff members of 10 Utah cities: Bountiful, Layton, Logan, Murray, Orem, Provo, Sandy, South Salt Lake City, West Jordan, and West Valley. Of these, eight cities (Layton, Orem, West Jordan, West Valley, Logan, Murray, Provo, and Sandy) responded to the project team's request for information in whole or in part. The results are summarized below.

1. FACILITIES MANAGEMENT COMPARISON

The following tables focus on the facilities management operations of the responding cities. They show the building inventory, financial structure and budget, technology usage, and staffing of each responding city.

(1) Facility Inventory and Technology Comparison

The following table compares the square footage maintained at each level (facilities maintenance, custodial service, and both) by the facilities maintenance operation in each responding municipality. It also shows the computerized facilities management system, if any, in use by each responding municipality.

City	Facilities and Custodial	Facilities Only	Custodial Only	Facilities System
Layton	150,000	24,000	0	Maintenance Manager

City	Facilities and Custodial	Facilities Only	Custodial Only	Facilities System
Logan	302,000	0	0	None
Provo	0	857,000	0	Managers Plus
Sandy	200,000	0	0	Excel
West Jordan	131,000	118,000	0	Trakit
Ogden City	**892,000**	**180,000**	**0**	**CarteGraph**

The facilities maintenance staff in Ogden City are responsible for the maintenance of more total square footage than any of the responding municipalities, with a total of 1,072,000 square feet. While just over 600,000 square feet of that space is comprised of parking structures, the Division still maintains 458,000 square feet in other buildings, which is more than in any of the responding comparable municipalities other than Provo. Custodial services in Ogden City are provided on a contractual basis.

The responding entities utilize a variety of software applications for tracking and managing their facilities maintenance operations. No two comparable cities reported using the same system, and Ogden City was the only municipality to list CarteGraph as its application for facilities maintenance.

(2) Financial Comparison

The following table presents a comparison of the operating and capital facilities budgets in each responding city, as well as the utilities budget and any contractor expenditures. Additionally, it notes whether each facilities maintenance operation is operated as an internal service fund and the charge-back methodology of each.

City	Operating Budget 2016	Capital Budget 2016	Contractor Expenses	Utilities Budget	ISF?	Charge Back Methodology
Layton	$235,000	$28,000	$18,000	$170,000	Yes	Fixed annual rate based on time/material spent on the department over a 5 year period.
Logan	$1,137,000	$65,000		$237,000	Yes	Inter-department budget transfer, for custodial service only.
Provo	$1,076,000	$710,000	$83,000		Yes	Hourly rate + material costs invoiced to departments.
Sandy	$837,000	$250,000	$78,000	$333,000	No	N/A
West Jordan	$683,000	$308,000	$192,000	$342,000	No	N/A
Ogden City	**$1,457,000**[18]	**$232,500**[19]	**$414,000**[20]	**$900,000**[21]	**Yes**	**Partially burdened rate for "unfunded" departments, fully burdened hourly rate for departments receiving facilities maintenance allocation**

As the table above shows, the Facilities Maintenance budget is generally greater in Ogden City than in peer municipalities.

- Ogden City's facilities maintenance operating budget was 28% greater than that of any responding comparable city, a difference which corresponds approximately to Ogden City's 25% more square footage of maintenance responsibilities than its peers.

[18] Total operating expenses (pg. 3 of Fleet & Facilities Budget) less gas, water, and electric (pg. 2)
[19] Facilities Cap Budget
[20] 5-year average
[21] Gas, water, and electric (pg. 2 of Fleet & Facilities Budget)

- Ogden City's capital budget for facilities is smaller than three of the five responding municipalities; it is just below the capital budgets of West Jordan and Sandy, and far below that of Provo. Layton and Logan, meanwhile, have much smaller capital budgets than Ogden City.

- Ogden City reports contracted expenses of just over $400,000, far greater (by 109%) than those of any survey participant. This may be a result of position vacancies in the recent past in the Division.

- The utilities costs in Ogden City are far greater than any responding city. The $900,000 in Ogden City's utilities budget exceeds that of its closest peer by 163%, which is a significant gap considering the fact that Ogden City maintains only 25% more square footage than its peers.

The financial structures of responding cities varied, with three of the five reporting that they function as an internal service fund (ISF) of some kind, while the other two operate as part of their cities' general funds. In Ogden City, a unique ISF model is in place that divides customers into "funded" and "unfunded" departments. The "funded" departments pay fully-burdened facilities maintenance rates out of an annual facilities allocation, while the "unfunded" departments receive no allocation but pay only a subsidized hourly rate for maintenance service.

(3) Staffing Comparison

The following table compares the number of staff at each level in the facilities operation of each responding city.

City	Manager	Admin Assistant	Facilities Lead/ Supervisor	Facilities Technician	Custodial Lead/ Supervisor	Custodian
Layton	1			1	1	2 FT 4 PT
Logan	1			1.5		0.5 FT 9 PT
Provo	1	1		5 FT 1 PT		
Sandy	1	1	1	2	1	2 FT 17 PT
West Jordan		1	1	3 FT		
Ogden City	**0.5**	**1**	**0.5**	**3**		

As is shown in the table above, Ogden City's staffing arrangement in the facilities maintenance operation is comparable to its peer cities. The three authorized building technicians in Ogden City are surpassed only by the 5.5 technicians in Provo, which is a city with more than 850,000 square feet of building space. Excluding parking structures, Ogden City's staff maintains just 458,000 square feet, placing its three technicians well within the typical staffing range of the comparable agencies.

While the combined structure of the Ogden City Fleet and Facilities Division requires the Division Manager and Senior Project Coordinator to split their time and duties between building maintenance and fleet management operations (hence the half FTE's in those roles), the total amount of supervisory and support for facilities maintenance in Ogden City (2 FTE's) is comparable to other responding municipalities.

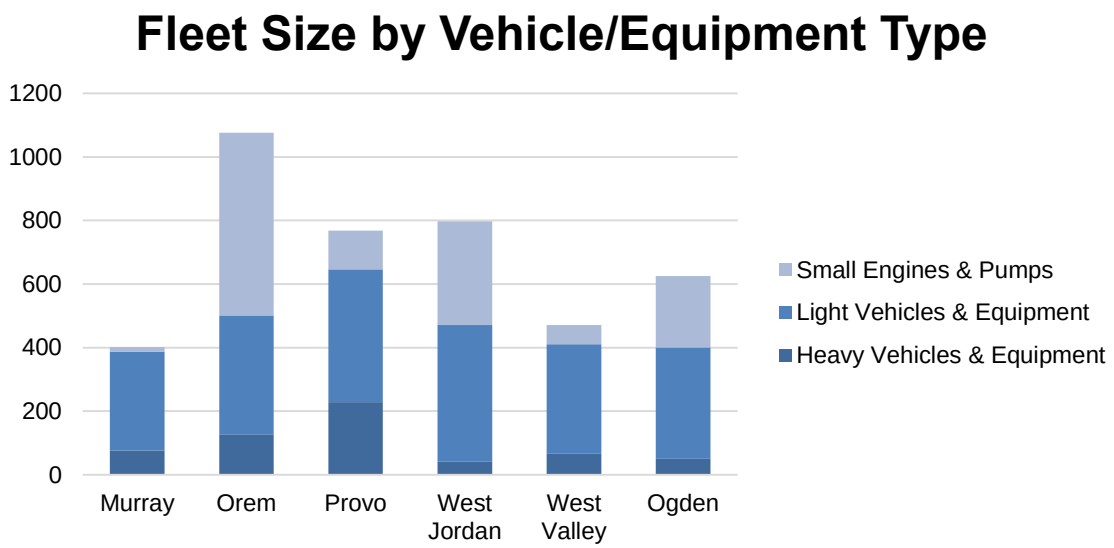
2. FLEET MANAGEMENT COMPARISON

The following tables focus on the fleet operation of the responding cities. They present comparisons of their fleet sizes and composition, financial structure and budget, technology use, and staffing.

(1) Vehicle and Equipment Comparisons

The following table and chart compare the size and composition of the fleet maintained by the fleet divisions in each of the responding comparable cities.

City	Heavy Vehicles & Equipment	Light Vehicles & Equipment	Small Engines & Pumps	Total
Murray	76	311	Few	387+
Orem	126	375	575	1,076
Provo	228	418	122	768
West Jordan	42	429	326	797
West Valley	67	344	60	471
Ogden City	**50**	**351**	**224**	**625**



As the table and chart show, the overall size of Ogden City's fleet is near the midpoint of responding municipalities, while its composition is most similar (though not identical) to that of the fleet in West Jordan.

- The reported number of heavy vehicles and equipment varied widely from 42 pieces in West Jordan to 228 pieces in Provo. The average was 108. At 50 pieces, Ogden City was well below this average, but was similar to Murray, West Jordan, and West Valley. The average of those three municipalities was 62 pieces. The overall average was skewed to the high end of the range because of the large number of heavy vehicles and equipment in Orem and Provo.

- Most responding cities have a similar number of light vehicles and equipment, with a range of 311 pieces in Murray to 429 pieces in West Jordan. The average was 375. At 351 pieces, Ogden City is very close to this average and approximately in the middle of all respondents.

- The number of small equipment pieces like sign boards, pumps, generators, and chainsaws varied widely from just a few pieces in Murray to over 500 pieces in Orem. Two respondents had many more pieces than Ogden City's 224, while the three others had many fewer. The overall average was 219, a figure extremely close to Ogden City's total.

Ogden City is similar to three other cities in the number of heavy fleet pieces. It is comparable to all of the responding municipalities in its light vehicles and equipment. And while the number of small engines in Ogden City is far from the number reported by any respondent, it does sit close to the overall average. The disparity is also somewhat mitigated by the fact that this equipment type takes the least amount of mechanic time and expense to maintain.

(2) Financial and Technology Comparison

The following table presents a comparison of the operating and capital fleet budgets in each responding city, as well as any contractor expenditures. Additionally, it notes whether each fleet operation is operated as an internal service fund, the charge-back methodology of each, and the computerized fleet management system in use for each municipality.

City	Operating Budget 2016	Capital Budget 2016	Contractor Expenses	ISF?	Charge Back Methodology	Fleet System
Murray	$303,000	$680,000		Yes	Departments invoiced to cover costs of staffing and parts.	NaviLine

City	Operating Budget 2016	Capital Budget 2016	Contractor Expenses	ISF?	Charge Back Methodology	Fleet System
Orem	$640,000	$1,609,000		Yes	Departments invoiced, dept fleet budget determined by history of past usage.	Built in-house
Provo	$2,800,000	$1,800,000	$225,000	Yes	Departments invoiced for time, parts, & fuel at rates marked up to cover costs.	CFA, switching to Caventa
West Jordan	$2,705,000	$2,600,000		Yes	Departments invoiced, dept fleet budget determined by history of past usage.	FASTER
West Valley	$821,000	$1,000,000	Up to $60,000 $150,000 in work for other cities	No	Parts charged back at cost	CFA
Ogden City	**$3,186,000** [22]	**$1,019,000** [23]	**$425,000** [24]	**Yes**	**Some depts. charged fully burdened rate, others charged annually for repair/ maintenance and capital replacement.**	**Carte-Graph**

As was the case with facilities maintenance, Ogden City's expenses for fleet maintenance (with the exception of capital improvements) generally exceed those of its peers.

- The fleet maintenance operating budget in Ogden City of nearly $3.2 million is 14% greater than its closest peer (Provo), despite the fact that Provo's fleet is

[22] Fleet & Facilities Budget, total operating expenses (pg. 6) less depreciation (pg. 6)
[23] Fleet & Facilities Budget, bottom line of pg. 6
[24] Fleet & Facilities Budget, 2nd line of pg. 6

23% larger than Ogden City's, and contains many more heavy vehicles and equipment pieces.

- The capital budget in Ogden City is smaller than that of three of five respondents, all of which surpass Ogden City by 58% or more. West Valley's $1 million capital budget for fleet is in the same range as Ogden City's $1.019 million, while the capital fleet budget in Murray is significantly smaller.

- Ogden City contracts out $425,000 of fleet work annually, 89% more than any of its peers.

Like four of the five responding cities, Ogden City's fleet maintenance function operates as an ISF, although the structure in Ogden City differs slightly from the more traditional ISF approach in most of those peer cities. Ogden City charges some departments an annual fee, while others are charged a fully burdened labor rate as work is done on their vehicles and equipment.

Ogden City was the only city to report using CarteGraph as its fleet management software application. Ogden City was also the only city to report using the same software application for both facilities maintenance and fleet management. While this is to be expected in a City with Ogden City's organizational structure (a combined Fleet and Facilities Division), it does not necessarily mean that the software is the most effective for meeting the City's needs in both areas.

(3) Staffing Comparison

The following table compares the number of staff at each level in the fleet operation of each responding city.

City	Manager	Admin Assistant	Shop/Parts Supervisor	Lead Mechanic	Mechanic
Murray			1		2
Orem	1			1	4
Provo	1		1	1	4
West Jordan	1	1	1		5
West Valley	1		1		7
Ogden City	**0.5**	**1**	**1.5**		**6**

The fleet staffing arrangement in Ogden City is favorable compared to its peers. The six FTE's in mechanic roles exceeds the number of mechanics in every responding municipality except for West Valley. The project team conducted a simple comparison to determine the number of mechanics per 1,000 vehicle equivalency units (VEU's) in each municipality, as depicted in the table below[25]. As the table shows, Ogden City is generally favorably staffed in terms of the number of mechanics per 1,000 VEU's:

City	Heavy Fleet VEU's	Light Fleet VEU's	Small Engine VEU's	Total VEU's	Total (lead + line) Mechanics	Mechanics per 1,000 VEU's
Murray	380	622	5	1,007	2	1.99
Orem	630	750	190	1,570	5	3.19
Provo	1,140	836	40	2,016	5	2.48
West Jordan	210	858	108	1,176	5	4.25
West Valley	335	688	20	1,043	7	6.71
Ogden City	**250**	**702**	**74**	**1,026**	**6**	**5.85**

While the combined structure of the Fleet and Facilities Division requires the Division Manager and Senior Project Coordinator to split their time and duties between building maintenance and fleet management operations (hence the half FTE's in the manager and supervisor roles), the total amount of supervisory and support for fleet operations Ogden City (3 FTE's) is favorable in comparison to other responding

[25] In this simplified calculation, heavy vehicles/equipment were assigned 5 VEU's each, light vehicles/equipment were assigned 2 VEU's each, and small engines were assigned 0.33 VEU's each.

municipalities. Only one respondent (West Jordan) listed three FTE's in support or supervisory capacities over the fleet operation, and each of the others had fewer than 3 FTE's.

(4) Parts Room, Warehouse and Central Stores Comparison

The following table compares the warehouse inventory, turnover, and staffing of the parts room/warehouse/central stores operation in each responding city.

City	Inventory Value	Annual Value Purchased	Staffing	Fleet Only?
Murray	$60,000		1	Fleet
Orem			2	All Depts
Provo	$78,000	$450,000	1	Fleet
West Jordan	$175,000	$495,000	1	Fleet
West Valley	$89,000	$1,000,000	2	Fleet
Ogden City	**$1,084,000**		**3**	**All Depts**

The scale of the central storehouse in Ogden City is unlike any of its peers. Ogden City's storehouse inventory of over one million dollars is more than six times the size of the next closest responding municipality, although it should be noted that Ogden City's storehouse serves all departments (not just the fleet shop) and that Orem, the only other respondent to indicate a similar arrangement, was not able to provide inventory value to the project team for comparison.

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

Table of Contents

I. REQUEST FOR PROPOSAL 2
II. OGDEN CITY 2
III. FLEET AND FACILITIES DIVISION 3
IV. WRITTEN AGREEMENT REQUIRED 5
V. SCOPE OF SERVICES 5
VI. DELIVERABLES 10
VII. PROPOSED WORK SCHEDULE 12
VIII. PROPOSAL 13
IX. EVALUATION CRITERIA 14
X. NOTICE OF SELECTION 16
XI. SUBMISSION OF PROPOSALS 17
XII. PROPOSAL COORDINATOR – CITY CONTACT 17
XIII. PROJECT MANAGER – CITY CONTACT 17
EXHIBIT A – COVER SHEET 18
EXHIBIT B – DIVISION ORGANIZATIONAL CHART 20
EXHIBIT C – SUMMARY – FACILITIES CONDITION REPORT 22

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 verses 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.

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 janenee@ogdencity.com.

EXHIBIT A

COVER SHEET FOR PROPOSAL

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: _____

EXHIBIT B

FLEET AND FACILITIES DIVISION ORGANIZATIONAL CHART

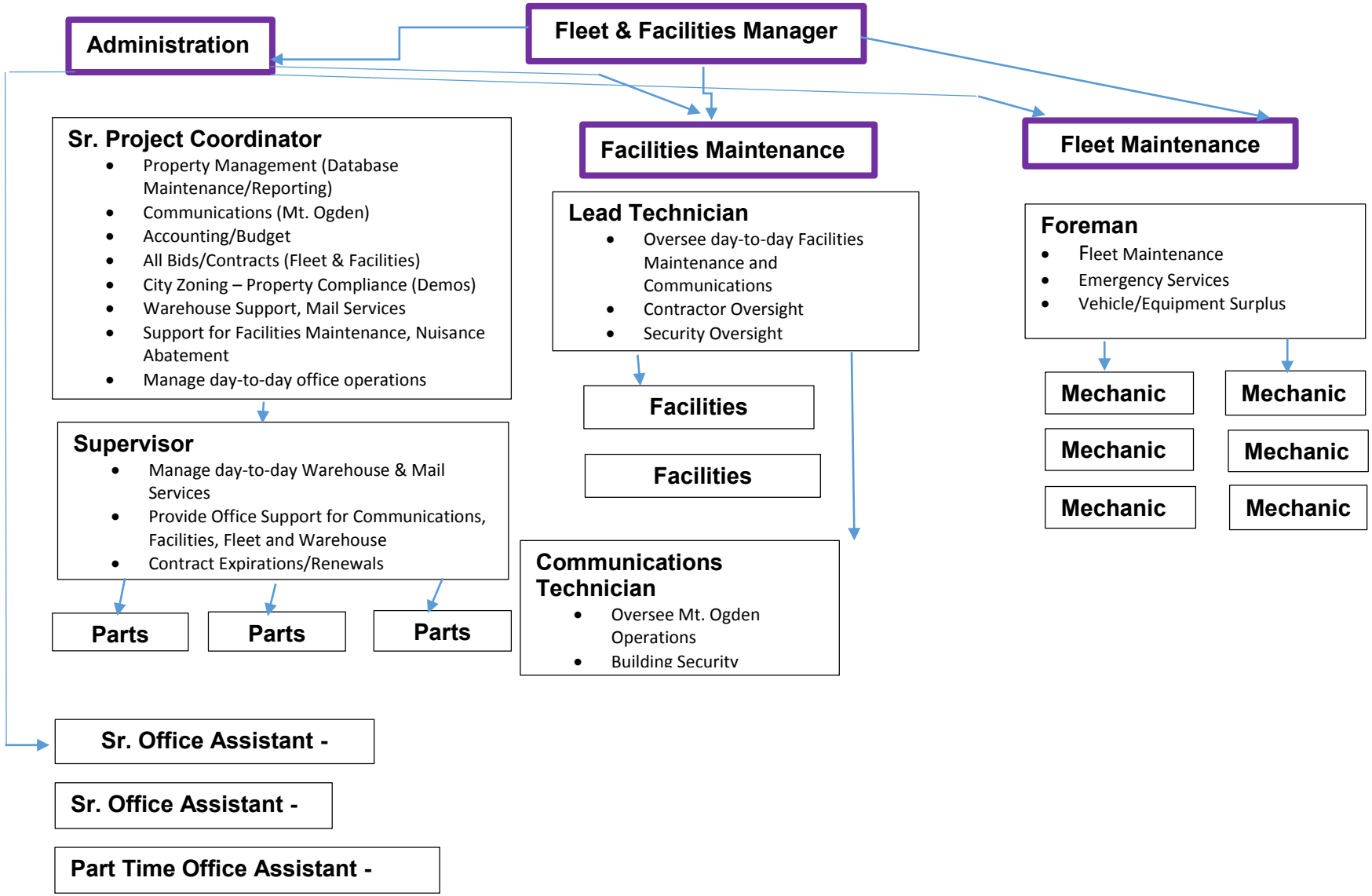

Fleet & Facilities Manager
Administration
Facilities Maintenance
Fleet Maintenance
Sr. Project Coordinator
Property Management (Database Maintenance/Reporting)
Communications (Mt. Ogden)
Accounting/Budget
All Bids/Contracts (Fleet & Facilities)
City Zoning – Property Compliance (Demos)
Warehouse Support, Mail Services
Support for Facilities Maintenance, Nuisance Abatement
Manage day-to-day office operations
Lead Technician
Oversee day-to-day Facilities Maintenance and Communications
Contractor Oversight
Security Oversight
Foreman
Fleet Maintenance
Emergency Services
Vehicle/Equipment Surplus
Facilities
Facilities
Mechanic
Mechanic
Mechanic
Mechanic
Mechanic
Mechanic
Supervisor
Manage day-to-day Warehouse & Mail Services
Provide Office Support for Communications, Facilities, Fleet and Warehouse
Contract Expirations/Renewals
Communications Technician
Oversee Mt. Ogden Operations
Building Security
Parts
Parts
Parts
Sr. Office Assistant -
Sr. Office Assistant -
Part Time Office Assistant -

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
040007	UNION PACIFIC TERMINAL STATION	0	124,045	2,635,764	3,417,970	266,422	80,564	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**
101621	MT. OGDEN GOLF COURSE CLUBHOUSE	0	6,461	210,885	373,696	0	0	0	201,791	4,647	0	0	0	128,287	2,064	**710,483**
101658	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	71,764	0	21,707	0	**138,368**
109501	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**
109506	JUNCTION SOUTH PARKING	0	647,878	1,546,979	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	13,848	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	89,703	304,691	77,059	110,365	4,340	**1,547,663**
572400	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	87,754	**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	29,923	0	0	0	0	52,764	0	24,155	117,749	0	192,400	0	**387,069**
	GRAND TOTALS:	**$0**	**$1,768,678**	**$6,909,246**	**$13,029,495**	**$555,099**	**$407,804**	**$2,478,110**	**$2,191,614**	**$996,770**	**$1,476,222**	**$2,917,424**	**$1,795,315**	**$2,577,501**	**$1,234,797**	**$29,600,151**

2.1.1

STRUCTURE	PROPERTY ID	FUND TYPE	SQUARE FOOTAGE	% SQ FOOTAGE OF TOTAL	TOTAL PROJECTED FY15	% OF $ SPENT	MAINTENANCE COST/SQ. FT	AVG SQ FT COST/MONTH	COST AT $2.75/SQ FT
AIRPORT	400400	"A" BILL	12,400	1.18%	$15,047.04	0.75%	$1.34	$40.14	$34,100.00
FIRE STATION 2	140090010	"A" BILL	5,600	0.53%	$337.68	0.02%	$0.41	$12.32	$15,400.00
FIRE STATION 3	120660018	"A" BILL	6,500	0.62%	$2,953.68	0.15%	$0.52	$15.51	$17,875.00
FIRE STATION 4	140190018	"A" BILL	5,600	0.53%	$0.00	0.00%	$1.22	$36.47	$15,400.00
FIRE STATION 5	050200014	"A" BILL	5,600	0.53%	$2,269.32	0.11%	$0.95	$28.48	$15,400.00
FIRE STATION 6	33134736	"A" BILL	1,400	0.13%	$0.00	0.00%	$0.45	$13.40	$3,850.00
THE JUNCTION	722402	DIRECT BILL			$24,518.94	1.23%			
NORTH PARKING STRUCTURE	010950001	DIRECT BILL	211,958	20.11%	$311,247.84	15.61%	$1.06	$31.67	$582,884.50
SOUTH PARKING STRUCTURE	010950006	DIRECT BILL	401,600	38.11%	$275,487.48	13.82%	$0.53	$15.92	$1,104,400.00
MARSHALL WHITE CENTER	101658	DIRECT BILL	45,000	4.27%	$112,995.00	5.67%	$3.08	$92.46	$123,750.00
PUBLIC WORKS 2/SEWER OPS	602400	ENTERPRISE/INTERSERVICE	6,000	0.57%	$1,430.04	0.07%	$1.41	$42.42	$16,500.00
PUBLIC WORKS 5/REFUSE OPS	605400	ENTERPRISE/INTERSERVICE	8,000	0.76%	$125.28	0.01%	$0.63	$18.89	$22,000.00
PUBLIC WORKS 6/SIGN SHOP/FAC & COMM	606400	ENTERPRISE/INTERSERVICE	11,000	1.04%	$7,818.24	0.39%	$2.62	$78.58	$30,250.00
PUBLIC WORKS BUILDING 8	608400	ENTERPRISE/INTERSERVICE	23,000	2.18%	$95,301.66	4.78%	$5.16	$154.86	$63,250.00
PUBLIC WORKS 9/WASH BAY	609400	ENTERPRISE/INTERSERVICE	3,000	0.28%	$15,729.84	0.79%	$7.92	$237.73	$8,250.00
PUBLIC WORKS 11/STORES WAREHOUSE	611400	ENTERPRISE/INTERSERVICE	7,200	0.68%	$6,095.70	0.31%	$1.12	$33.61	$19,800.00
PUBLIC WORKS GROUNDS	612400	ENTERPRISE/INTERSERVICE			$498.00	0.02%			
FLEET FUEL ISLAND	622400	ENTERPRISE/INTERSERVICE			$10,664.77	0.53%	$0.07	$1.98	
PARKS FUEL ISLAND	623400	ENTERPRISE/INTERSERVICE			$5,094.43	0.26%	$0.03	$0.94	
COMMUNITY SERVICE BUILDING	102110	GENERAL FUND	8,784	0.83%	$90,382.74	4.53%	$6.00	$179.94	$24,156.00
FRANCOM PUBLIC SAFETY CENTER	101400	GENERAL FUND	66,000	6.26%	$302,618.76	15.18%	$5.04	$151.08	$181,500.00
GOLDEN HOURS SENIOR CENTER	565400	GENERAL FUND	22,500	2.14%	$54,307.32	2.72%	$2.78	$83.48	$61,875.00
MUNICIPAL BUILDING	421734	GENERAL FUND	166,000	15.75%	$431,353.20	21.64%	$2.36	$70.70	$456,500.00
PUBLIC WORKS 1/133 W 29TH	601400	GENERAL FUND	36,000	3.42%	$179,434.56	9.00%	$5.62	$168.61	$99,000.00
OGDEN CITY JUSTICE COURT	250400	GENERAL FUND	18,662	1.77%	$63,424.68	3.18%	$3.93	$117.96	$51,320.50
									$2,947,461.00
YEARLY FUNDED:									
MUNICIPAL BLDG/FPSC/COMM SVC	$703,975.00		**TOTAL SPENT:**		**$1,993,751.48**				
PUBLIC WORKS	$188,575.00		**YEARLY FUNDED:**		**$907,550.00**				
GOLDEN HOURS	$15,000.00		**DEFICIT:**		**-$1,086,201.48**				
JUSTICE COURT	???								
TOTAL SQ FOOTAGE/ALL BUILDINGS:	1,053,804								

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

OGDEN CITY, UTAH

matrix consulting group

TABLE OF CONTENTS

		Page
COVER SHEET		i
LETTER OF TRANSMITTAL		ii
1.	**FIRM QUALIFICATIONS AND EXPERIENCE**	**1**
2.	**TENTATIVE PROJECT SCHEDULE**	**8**
3.	**PRICE**	**9**
4.	**WORK PLAN**	**10**
5.	**EXCEPTIONS**	**29**
APPENDIX – RESUMES OF THE PROJECT TEAM		**30**

COVER SHEET

CONTRACTOR'S PROPOSAL FOR
PROFESSIONAL MANAGEMENT AND OPERATIONS STUDY SERVICES

TO: The Purchasing Officer of Ogden City Corporation

Proposal of
Matrix Consulting Group, Ltd.
(an individual) (a partnership) (a corporation) duly organized under the laws of the State of California.

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.

Matrix Consulting Group, Ltd. 09/28/2015
CONSULTANT (Company Name) Date

BY: _____
Signature of Authorized Representative

PRINCIPAL OFFICE ADDRESS:

201 San Antonio Circle, Suite 148

Mountain View	Santa Clara	CA
(City)	(County)	(State)

TELEPHONE: 650-858-0507 FAX: 650-917-2310

E-MAIL: rbrady@matrixcg.net

LETTER OF TRANSMITTAL

matrix consulting group

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	**Salt Lake County, UT**
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	**Salt Lake City, UT**	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

201 San Antonio Circle, Suite 148 • Mountain View, CA 94040 • 650.858.0507 • 650.917.2310 fax
California, Illinois, Massachusetts, Texas, Washington

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.

Matrix Consulting Group

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	Imperial Irrigation Dist., CA	**Salt Lake County, UT**
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

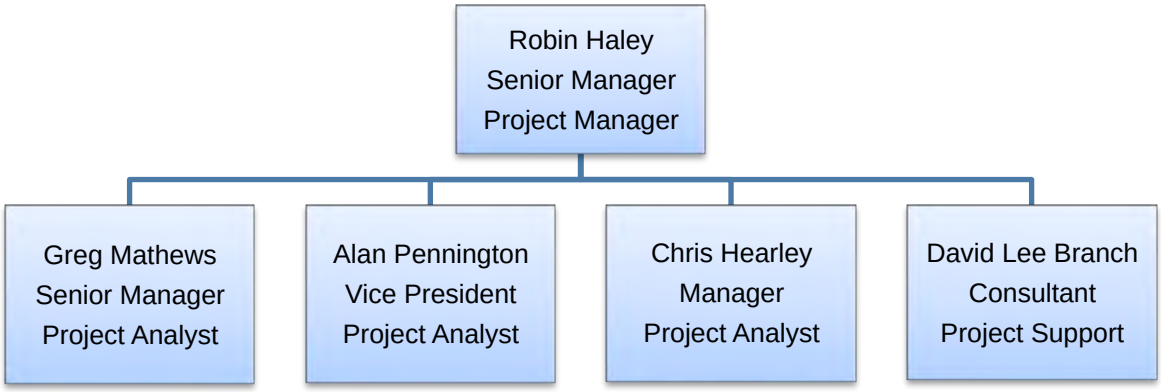
In addition we are conducting a facilities study for Brookline, Massachusetts and have just completed draft maintenance stud reports for Rock County (WI), Northampton (MA) and Amherst (NH).

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.

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.

Client	Team Members	Service
Butte County, CA	Greg Mathews	Emergency Communications
Hennepin County, MN	Greg Mathews	Sheriff Department Operations
Honolulu, HI	Greg Mathews	Public Utilities Study
Niles, IL	Alan Pennington	Community Development Study
Oconomowoc, WI	Robin Haley	DPW/Engineering/Facilities
Peoria County, IL	David Lee Branch Robin Haley Alan Pennington	Facilities Management, Fleet Management, General County Operations
Trumbull, CT	David Lee Branch Robin Haley	Parks and Recreation/Fleet Management
Seattle, WA	Alan Pennington 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
Palo Alto, California **Organizational Assessment of Facilities Management** **2014 – 2015**	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.	Walter Passmore Urban Forester 250 Hamilton Ave. Palo Alto, CA 94301 (650) 496-5986
Salt Lake County, Utah **Process Improvement and Business Process Reengineering Services** **2014 – 2015**	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,	Carleton Christianson, Director 2001 S. State Street Salt Lake City, UT 84114 (385) 468.7032

Client	Project Summary	Reference
Lowell, Massachusetts **Organizational and Space Needs Analysis of Fleet Maintenance Services** **2015**	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.	Robert Robicsek Principal Lavalee Brensinger Architects 155 Dow Street, Suite 400 Manchester, NH 03101 603.622.5450 x110
Niles, Illinois **Operational Review of the Public Services Department** **2013**	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.	Steven Vinezeano Village Manager 1000 Civic Center Drive Niles, IL 60714 (847) 588-8000
Greenwich, Connecticut **Facilities Management Consolidation Feasibility Study** **2012**	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.	Peter Mynarski Comptroller 101 Field Point Road Greenwich, CT 06830 (203) 622-7720

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

matrix consulting group

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**
TOTAL HOURS	**116**	**80**	**88**	**72**	**56**	**412**
RATE PER HOUR	**$200**	**$200**	**$200**	**$125**	**$100**	
TOTAL COST	**$23,200**	**$16,000**	**$17,600**	**$9,000**	**$5,600**	**$71,400**
EXPENSES						**$5,400**
TOTAL PROJECT COST						**$76,800**

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.

201 San Antonio Circle, Suite 148 ▪ Mountain View, CA 94040 ▪ 650.858.0507 ▪ 650.917.2310 fax
California, Illinois, Massachusetts, Texas, Washington

- 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.

Matrix Consulting Group

Richard P. Brady
President

PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT, entered into as of the ____day of January, 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."

W I T N E S S E T H:

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. <u>Performance of Services.</u> 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. <u>Time of Performance.</u> 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. <u>Compensation</u>. Contractor shall be paid as specified under Exhibit "B", Price Schedule, attached hereto and incorporated by this reference.

4. <u>Termination of Agreement for Cause.</u> 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. <u>Termination for Convenience.</u> 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. <u>Non-assignability.</u> Contractor shall not assign nor 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: _____ 2/9/16
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

Table of Contents

I. REQUEST FOR PROPOSAL 2
II. OGDEN CITY 2
III. FLEET AND FACILITIES DIVISION 3
IV. WRITTEN AGREEMENT REQUIRED 5
V. SCOPE OF SERVICES 5
VI. DELIVERABLES 10
VII. PROPOSED WORK SCHEDULE 12
VIII. PROPOSAL 13
IX. EVALUATION CRITERIA 14
X. NOTICE OF SELECTION 16
XI. SUBMISSION OF PROPOSALS 17
XII. PROPOSAL COORDINATOR – CITY CONTACT 17
XIII. PROJECT MANAGER – CITY CONTACT 17
EXHIBIT A – COVER SHEET 18
EXHIBIT B – DIVISION ORGANIZATIONAL CHART 20
EXHIBIT C – SUMMARY – FACILITIES CONDITION REPORT 22

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 verses 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.

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 janenee@ogdencity.com.

EXHIBIT A

COVER SHEET FOR PROPOSAL

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: _____

EXHIBIT B

FLEET AND FACILITIES DIVISION ORGANIZATIONAL CHART

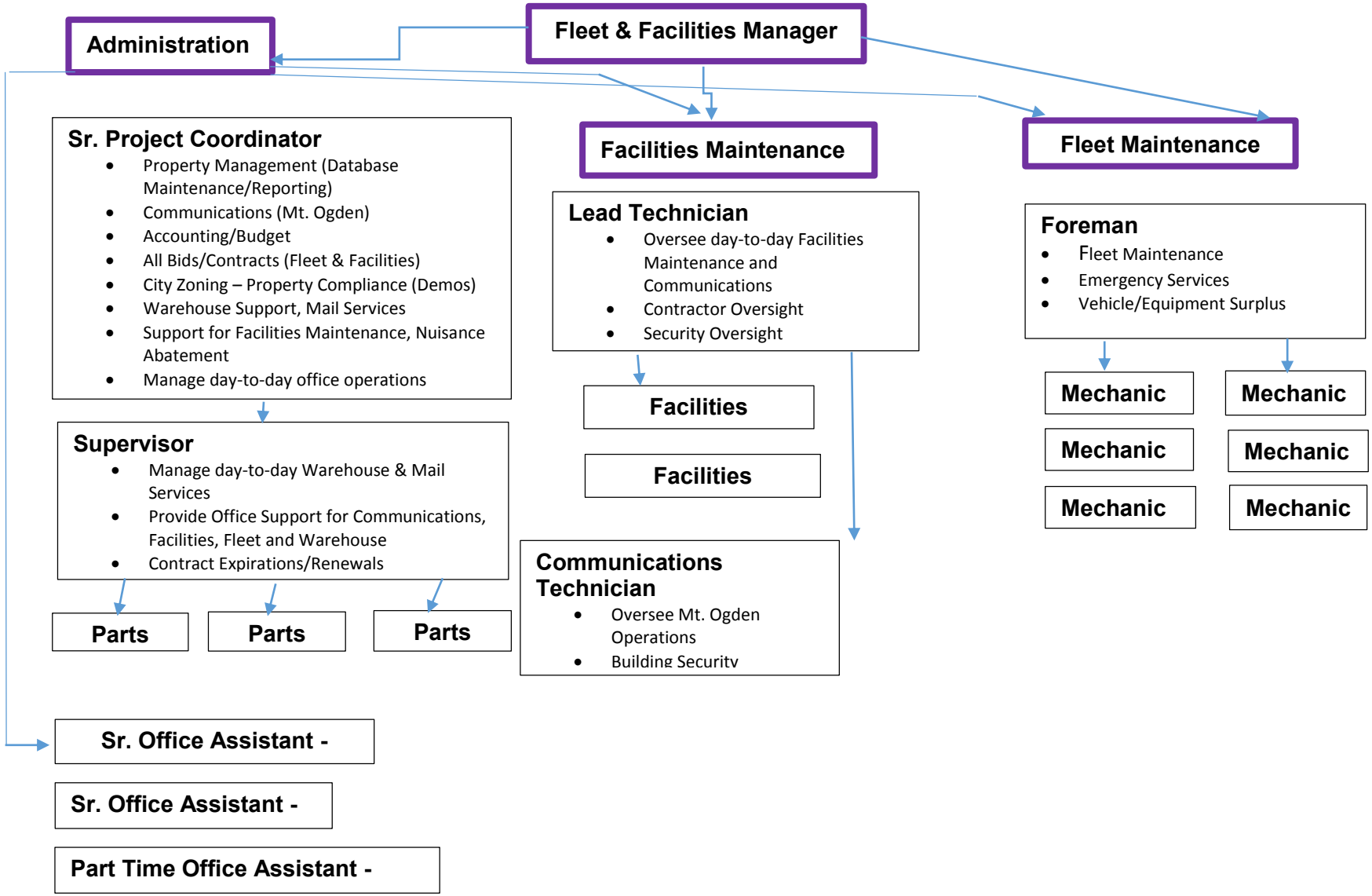

Fleet & Facilities Manager
Administration
Facilities Maintenance
Fleet Maintenance
Sr. Project Coordinator
Property Management (Database Maintenance/Reporting)
Communications (Mt. Ogden)
Accounting/Budget
All Bids/Contracts (Fleet & Facilities)
City Zoning – Property Compliance (Demos)
Warehouse Support, Mail Services
Support for Facilities Maintenance, Nuisance Abatement
Manage day-to-day office operations
Lead Technician
Oversee day-to-day Facilities Maintenance and Communications
Contractor Oversight
Security Oversight
Foreman
Fleet Maintenance
Emergency Services
Vehicle/Equipment Surplus
Facilities
Facilities
Mechanic
Mechanic
Mechanic
Mechanic
Mechanic
Mechanic
Supervisor
Manage day-to-day Warehouse & Mail Services
Provide Office Support for Communications, Facilities, Fleet and Warehouse
Contract Expirations/Renewals
Communications Technician
Oversee Mt. Ogden Operations
Building Security
Parts
Parts
Parts
Sr. Office Assistant -
Sr. Office Assistant -
Part Time Office Assistant -

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
040007	UNION PACIFIC TERMINAL STATION	0	124,045	2,635,764	3,417,970	266,422	80,564	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**
101621	MT. OGDEN GOLF COURSE CLUBHOUSE	0	6,461	210,885	373,696	0	0	0	201,791	4,647	0	0	0	128,287	2,064	**710,483**
101658	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	71,764	0	21,707	0	**138,368**
109501	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**
109506	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	13,848	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	89,703	304,691	77,059	110,365	4,340	**1,547,663**
572400	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	87,754	**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	29,923	0	0	0	0	52,764	0	24,155	117,749	0	192,400	0	**387,069**
	GRAND TOTALS:	**$0**	**$1,768,678**	**$6,909,246**	**$13,029,495**	**$555,099**	**$407,804**	**$2,478,110**	**$2,191,614**	**$996,770**	**$1,476,222**	**$2,917,424**	**$1,795,315**	**$2,577,501**	**$1,234,797**	**$29,600,151**

2.1.1

STRUCTURE	PROPERTY ID	FUND TYPE	SQUARE FOOTAGE	% SQ FOOTAGE OF TOTAL	TOTAL PROJECTED FY15	% OF $ SPENT	MAINTENANCE COST/SQ. FT	AVG SQ FT COST/MONTH	COST AT $2.75/SQ FT
AIRPORT	400400	"A" BILL	12,400	1.18%	$15,047.04	0.75%	$1.34	$40.14	$34,100.00
FIRE STATION 2	140090010	"A" BILL	5,600	0.53%	$337.68	0.02%	$0.41	$12.32	$15,400.00
FIRE STATION 3	120660018	"A" BILL	6,500	0.62%	$2,953.68	0.15%	$0.52	$15.51	$17,875.00
FIRE STATION 4	140190018	"A" BILL	5,600	0.53%	$0.00	0.00%	$1.22	$36.47	$15,400.00
FIRE STATION 5	050200014	"A" BILL	5,600	0.53%	$2,269.32	0.11%	$0.95	$28.48	$15,400.00
FIRE STATION 6	33134736	"A" BILL	1,400	0.13%	$0.00	0.00%	$0.45	$13.40	$3,850.00
THE JUNCTION	722402	DIRECT BILL			$24,518.94	1.23%			
NORTH PARKING STRUCTURE	010950001	DIRECT BILL	211,958	20.11%	$311,247.84	15.61%	$1.06	$31.67	$582,884.50
SOUTH PARKING STRUCTURE	010950006	DIRECT BILL	401,600	38.11%	$275,487.48	13.82%	$0.53	$15.92	$1,104,400.00
MARSHALL WHITE CENTER	101658	DIRECT BILL	45,000	4.27%	$112,995.00	5.67%	$3.08	$92.46	$123,750.00
PUBLIC WORKS 2/SEWER OPS	602400	ENTERPRISE/INTERSERVICE	6,000	0.57%	$1,430.04	0.07%	$1.41	$42.42	$16,500.00
PUBLIC WORKS 5/REFUSE OPS	605400	ENTERPRISE/INTERSERVICE	8,000	0.76%	$125.28	0.01%	$0.63	$18.89	$22,000.00
PUBLIC WORKS 6/SIGN SHOP/FAC & COMM	606400	ENTERPRISE/INTERSERVICE	11,000	1.04%	$7,818.24	0.39%	$2.62	$78.58	$30,250.00
PUBLIC WORKS BUILDING 8	608400	ENTERPRISE/INTERSERVICE	23,000	2.18%	$95,301.66	4.78%	$5.16	$154.86	$63,250.00
PUBLIC WORKS 9/WASH BAY	609400	ENTERPRISE/INTERSERVICE	3,000	0.28%	$15,729.84	0.79%	$7.92	$237.73	$8,250.00
PUBLIC WORKS 11/STORES WAREHOUSE	611400	ENTERPRISE/INTERSERVICE	7,200	0.68%	$6,095.70	0.31%	$1.12	$33.61	$19,800.00
PUBLIC WORKS GROUNDS	612400	ENTERPRISE/INTERSERVICE			$498.00	0.02%			
FLEET FUEL ISLAND	622400	ENTERPRISE/INTERSERVICE			$10,664.77	0.53%	$0.07	$1.98	
PARKS FUEL ISLAND	623400	ENTERPRISE/INTERSERVICE			$5,094.43	0.26%	$0.03	$0.94	
COMMUNITY SERVICE BUILDING	102110	GENERAL FUND	8,784	0.83%	$90,382.74	4.53%	$6.00	$179.94	$24,156.00
FRANCOM PUBLIC SAFETY CENTER	101400	GENERAL FUND	66,000	6.26%	$302,618.76	15.18%	$5.04	$151.08	$181,500.00
GOLDEN HOURS SENIOR CENTER	565400	GENERAL FUND	22,500	2.14%	$54,307.32	2.72%	$2.78	$83.48	$61,875.00
MUNICIPAL BUILDING	421734	GENERAL FUND	166,000	15.75%	$431,353.20	21.64%	$2.36	$70.70	$456,500.00
PUBLIC WORKS 1/133 W 29TH	601400	GENERAL FUND	36,000	3.42%	$179,434.56	9.00%	$5.62	$168.61	$99,000.00
OGDEN CITY JUSTICE COURT	250400	GENERAL FUND	18,662	1.77%	$63,424.68	3.18%	$3.93	$117.96	$51,320.50
									$2,947,461.00
YEARLY FUNDED:									
MUNICIPAL BLDG/FPSC/COMM SVC	$703,975.00		**TOTAL SPENT:**		**$1,993,751.48**				
PUBLIC WORKS	$188,575.00		**YEARLY FUNDED:**		**$907,550.00**				
GOLDEN HOURS	$15,000.00		**DEFICIT:**		**-$1,086,201.48**				
JUSTICE COURT	???								
TOTAL SQ FOOTAGE/ALL BUILDINGS:	1,053,804								

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

OGDEN CITY, UTAH

matrix consulting group

TABLE OF CONTENTS

		Page
COVER SHEET		i
LETTER OF TRANSMITTAL		ii
1.	**FIRM QUALIFICATIONS AND EXPERIENCE**	**1**
2.	**TENTATIVE PROJECT SCHEDULE**	**8**
3.	**PRICE**	**9**
4.	**WORK PLAN**	**10**
5.	**EXCEPTIONS**	**29**
APPENDIX – RESUMES OF THE PROJECT TEAM		**30**

COVER SHEET

CONTRACTOR'S PROPOSAL FOR
PROFESSIONAL MANAGEMENT AND OPERATIONS STUDY SERVICES

TO: The Purchasing Officer of Ogden City Corporation

Proposal of
Matrix Consulting Group, Ltd.
(an individual) (a partnership) (a corporation) duly organized under the laws of the State of California.

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.

Matrix Consulting Group, Ltd. 09/28/2015
CONSULTANT (Company Name) Date

BY: _____
Signature of Authorized Representative

PRINCIPAL OFFICE ADDRESS:

201 San Antonio Circle, Suite 148

Mountain View	Santa Clara	CA
(City)	(County)	(State)

TELEPHONE: 650-858-0507 FAX: 650-917-2310

E-MAIL: rbrady@matrixcg.net

LETTER OF TRANSMITTAL

matrix
consulting group

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	**Salt Lake County, UT**
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	**Salt Lake City, UT**	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

201 San Antonio Circle, Suite 148 • Mountain View, CA 94040 • 650.858.0507 • 650.917.2310 fax
California, Illinois, Massachusetts, Texas, Washington

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.

Matrix Consulting Group

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	Imperial Irrigation Dist., CA	**Salt Lake County, UT**
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

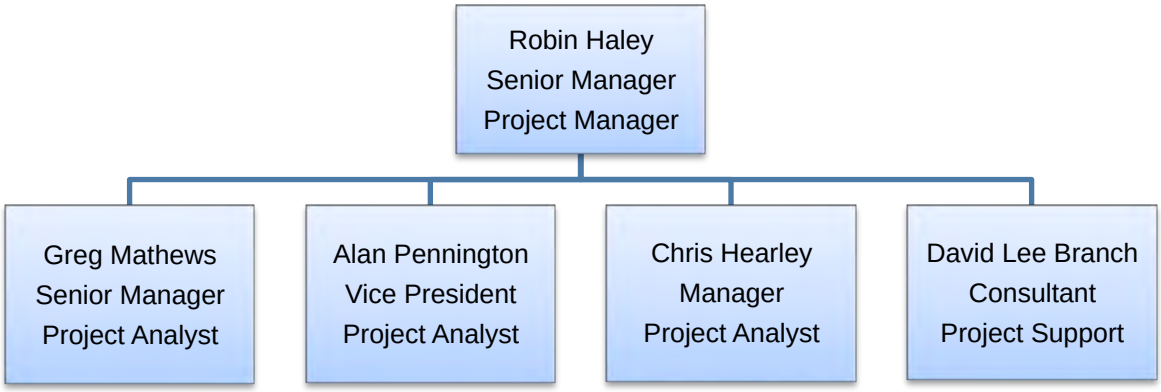
In addition we are conducting a facilities study for Brookline, Massachusetts and have just completed draft maintenance stud reports for Rock County (WI), Northampton (MA) and Amherst (NH).

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.

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.

Client	Team Members	Service
Butte County, CA	Greg Mathews	Emergency Communications
Hennepin County, MN	Greg Mathews	Sheriff Department Operations
Honolulu, HI	Greg Mathews	Public Utilities Study
Niles, IL	Alan Pennington	Community Development Study
Oconomowoc, WI	Robin Haley	DPW/Engineering/Facilities
Peoria County, IL	David Lee Branch Robin Haley Alan Pennington	Facilities Management, Fleet Management, General County Operations
Trumbull, CT	David Lee Branch Robin Haley	Parks and Recreation/Fleet Management
Seattle, WA	Alan Pennington 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
Palo Alto, California **Organizational Assessment of Facilities Management** **2014 – 2015**	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.	Walter Passmore Urban Forester 250 Hamilton Ave. Palo Alto, CA 94301 (650) 496-5986
Salt Lake County, Utah **Process Improvement and Business Process Reengineering Services** **2014 – 2015**	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,	Carleton Christianson, Director 2001 S. State Street Salt Lake City, UT 84114 (385) 468.7032

Client	Project Summary	Reference
Lowell, Massachusetts **Organizational and Space Needs Analysis of Fleet Maintenance Services** **2015**	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.	Robert Robicsek Principal Lavalee Brensinger Architects 155 Dow Street, Suite 400 Manchester, NH 03101 603.622.5450 x110
Niles, Illinois **Operational Review of the Public Services Department** **2013**	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.	Steven Vinezeano Village Manager 1000 Civic Center Drive Niles, IL 60714 (847) 588-8000
Greenwich, Connecticut **Facilities Management Consolidation Feasibility Study** **2012**	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.	Peter Mynarski Comptroller 101 Field Point Road Greenwich, CT 06830 (203) 622-7720

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**
TOTAL HOURS	**144**	**108**	**104**	**104**	**80**	**540**
RATE PER HOUR	**$200**	**$200**	**$200**	**$125**	**$100**	
TOTAL COST	**$28,800**	**$21,600**	**$20,800**	**$13,000**	**$8,000**	**$92,200**
EXPENSES						**$7,750**
TOTAL PROJECT COST						**$99,950**

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
TOTAL PROJECT COST	**$99,700**

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.

Illustrative Facilities Management Best Management Practices
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*.[1] 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 disbursals 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

[1] 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

ROBIN G. HALEY
SENIOR MANAGER, MATRIX CONSULTING GROUP

Background: 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.

Agency-Wide Studies: 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

Alexandria, Louisiana	Hall County, Georgia
Allegan County, Michigan	Hammond, Indiana
Augusta-Richmond, Georgia	Hobart, Indiana
Beaufort County, South Carolina	Hyattsville, Maryland
Brattleboro, Vermont	Knox County, Tennessee
Brunswick, Georgia	Lake County, Indiana
Charleston County, Georgia	Lawrence, Massachusetts
Chatham County, Georgia	Maryland Transportation Authority
East Chicago, Indiana	Polk County, Florida
Effingham County, Georgia	Prescott Valley, Arizona
Farmington Hills, Michigan	San Antonio, Texas
Gainesville, Georgia	Venice, Florida
Gary, Indiana	Waltham, Massachusetts
Glynn County, Georgia	Whiting, Indiana

Administrative Services: 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.

Ada County (ID) Highway District - Finance, Purchasing	Gainesville and Hall County (GA) - Tax Assessor, Finance, Human Resources
Augusta-Richmond (GA) - Tax Commissioner	Knox County (TN) - Finance, Human Resources, Risk Management, Trustee
Barnstable (MA) - Tax Assessor	Las Vegas (NV) Metropolitan Police Department - Human Resources
Beaufort County (SC) - Tax Increment Financing	Lawrence (MA) - Finance
Brattleboro (VT) - Town Clerk, Lister	Maryland Transportation Authority - Human Resources, Risk Management, Purchasing
Chatham County (GA) - Finance	Nashville and Davidson County (TN) - Internal Services Benchmarking
Effingham County (GA) - Finance, Tax Collector, Purchasing	Prescott Valley (AZ) - Finance
Farmington Hills (MI) - Finance, Purchasing	Waltham (MA) - Finance, Human Resources
Floyd County (GA) - Tax Assessor, Human Resources	

Fire and Emergency Medical Services: 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.

Americus, Georgia	Rock Island, Illinois
Moline, Illinois	Sun Prairie, Wisconsin
Putnam County, Georgia	Troup County and Lagrange, Georgia

ROBIN G. HALEY
SENIOR MANAGER, MATRIX CONSULTING GROUP

I

Indirect Cost Allocation Plans: 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.

Chattanooga, Tennessee Fulton County, Georgia Gainesville, Georgia Jackson, Mississippi	Jefferson County, Alabama Mobile County, Alabama Nashville-Davidson County, Tennessee

Public Works and Utilities: 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.

Arizona Maricopa County, Peoria, Pinal County, Prescott Valley	**Missouri** Lee's Summit
California Ventura County, West Covina	**Nebraska** Sarpy County
Colorado Aurora, Thornton	**New York** Onondaga County
Florida Escambia County Utilities Authority, Hernando County, Pasco County Sheriff, Polk County, Tampa, Venice	**North Carolina** Nags Head, Winston-Salem
Georgia Augusta-Richmond, Floyd County, Gainesville, Hall County, Macon	**North Dakota** Grand Forks
Idaho Ada County Highway District	**Oregon** Douglas County
Illinois Moline, Rock Island	**Puerto Rico** Ponce
Indiana East Chicago, Gary, Hammond, Lake County, Whiting	**South Carolina** Beaufort County, Charleston County, Hilton Head Public Service Dist. No. 1, Rock Hill
Louisiana Alexandria	**Tennessee** Nashville, Springfield
Massachusetts Chelsea, Haverhill, Lawrence, Springfield, Waltham	**Texas** San Antonio, Southlake
Michigan Farmington Hills	**Virginia** Lynchburg
Mississippi Jackson	**Wisconsin** Milwaukee, Waukesha

Education:
B.S. Georgia Institute of Technology, Atlanta, Georgia 1980
M.B.A. Georgia State University 1988

GREG MATHEWS
SENIOR MANAGER, MATRIX CONSULTING GROUP

BACKGROUND: 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.

Agency-Wide Studies: 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.

Albuquerque (NM)	Matanuska-Susitna Borough (AK)
Barstow (CA)	Monroe County (MI)
Carlsbad (CA)	Rancho Mirage (CA)
Douglas (AZ)	Roseville (CA)
Goodyear (AZ)	San Rafael (CA)
Hanford (CA)	Spokane (WA)

Public Works, Transportation, Parks & Recreation and Public Utilities: 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.

Association of CA Water Agencies	Monrovia (CA)
Bay Area Quality Mgmt District (CA)	Monterey County (CA)
Banning (CA)	Napa County (CA)
Boise (ID)	Redmond (WA)
Carlsbad MWD (CA)	Renton (WA)
Chino Valley Public Agencies (CA)	SAFCA (CA)
Denton (TX)	Santa Barbara (CA)
El Centro (CA)	San Diego County (CA)
Grand Rapids (MI)	San Mateo County (CA)
Imperial Irrigation District (CA)	Santa Clara Valley WD (CA)
Indian Wells (CA)	South Coast Water District (CA)
Jackson County (OR)	South San Francisco (CA)
Marion County (OR)	Sunnyvale (CA)
Modesto (CA)	Tualatin Valley Water District (OR)
Nevada Power (NV)	Upland (CA)
Moorpark (CA)	Washington Dept. of Transportation

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)	Milwaukee (WI)
Aurora (CO)	Mission Viejo (CA)
Beverly Hills (CA)	Monterey County (CA)
Burbank (CA)	Montville (NJ)
Corvallis (OR)	Omaha (NE)
Chula Vista (CA)	Orange County (CA)
Eastpointe (MI)	Orange County (FL)
Glendale (CA)	Placer County (CA)
Goleta (CA)	Reno, Sparks and Washoe Co. (NV)
Glenn County (CA)	Republic (MO)
Greene County (MO)	San Clemente (CA)
Inglewood (CA)	San Juan Capistrano (CA)
Jackson County (OR)	San Mateo County (CA)
Kenmore (WA)	San Rafael (CA)
Laguna Beach (CA)	Santa Monica (CA)
Laguna Nigel (CA)	Simi Valley (CA)
Lake Forest (CA)	South Pasadena (CA)
Long Beach (CA)	Stamford (CT)
Los Angeles (CA)	Tacoma (WA)
Medford (OR)	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.

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Background: 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.

Agency-Wide Studies: 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.

Albuquerque, New Mexico	Orleans, Massachusetts
Corporation for Public Broadcasting, Wash, D.C.	Peoria County, Illinois
Fort Morgan, Colorado	Rancho Mirage, California
Franklin Township, New Jersey	Rancho Palos Verdes, California
Half Moon Bay, California	Raymore, Missouri
Johnson County, Kansas	Roseville, California
Montpelier, Vermont	South Coast Water District, California
Mt. Lebanon, Pennsylvania	University at Albany - SUNY
Orland Park, Illinois	Washington State Ferries

Administrative Services: 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.

Avon (CT) - HR, Finance, Maintenance	Reno/Washoe County (NV) – Procurement
Charlotte (NC) - Procurement	Salt Lake City (UT) - Human Resources
CPS Consultants (CA) – Organizational, HR	Santa Clara Valley Water (CA) - Procurement
Highland Park (IL) – HR	Springfield (MA) - City Clerk
Ketchikan (AK) - HR	Springfield (MA) - Finance, Procurement
Marshall University (WV) - Procurement	Sunnyvale (CA) – Finance, Procurement
Matanuska (AK) - School Site Selection	Volusia County Transportation Planning Organization (FL) – Human Resources
Missouri Department of Conservation – HR	University of Maryland University College – Human Resources, Payroll
Missouri Department of Conservation – Asset Management	West Virginia University (WV) – Procurement
Peoria County (IL) - HR, Procurement, Finance	
Portsmouth (NH) - Labor Relations, Overtime	

Courts: 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.

Franklin County, Ohio (Municipal Court Clerk)	Nashville-Davidson, Tennessee (Juvenile Ct. Clerk)

Parks and Recreation: 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.

Grand Rapids, Michigan	Orleans, Massachusetts
Los Angeles, California	Southlake, Texas

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Community Development (Planning, Building, Code Enforcement): Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.

Cupertino, California	Lee's Summit, Missouri (Code Administration)
Dayton, Ohio	Lee's Summit, Missouri (Planning)
Des Moines, Washington	Little Rock, Arkansas
Greenville, South Carolina	Manatee County, Florida
Gwinnett County, Georgia	Marion County, Oregon
Hanover County, Virginia	San Jose, California
Hilton Head Island, South Carolina	Springfield, Massachusetts
Johnson City, Tennessee	Sunrise, Florida (two studies)
Lawrence, Kansas	West Palm Beach, Florida

Public Works and Utilities: 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.

Alexandria, Virginia	Milwaukee, Wisconsin
Charleston County, South Carolina	Nashville-Davidson County, Tennessee
Franklin, Tennessee (Water/Wastewater)	Orleans, Massachusetts
Franklin, Tennessee (Fleet Management)	Washington County, New York

Public Safety: 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.).

Des Peres, Missouri (Public Safety)	Orange County Sheriff, Florida (Admin. Services)
Jacksonville, Florida Sheriff (Admin. Services)	Raymore, Missouri (Police)
Omaha, Nebraska (Collective Bargaining)	West Des Moines, Iowa (Fire)

PROFESSIONAL ASSOCIATIONS:
American Association of Code Enforcement (AACE)
American Planning Association (APA)
International Code Council (ICC)

KEY SKILLS:
Six Sigma Deployment Champion Certified

EDUCATION:
BA, University of Maine – Public Management; 1990.
MPA, University of Maine – Public Administration, 1992.

EXHIBIT B

COMPENSATION

matrix consulting group

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**
TOTAL HOURS	**116**	**80**	**88**	**72**	**56**	**412**
RATE PER HOUR	**$200**	**$200**	**$200**	**$125**	**$100**	
TOTAL COST	**$23,200**	**$16,000**	**$17,600**	**$9,000**	**$5,600**	**$71,400**
EXPENSES						**$5,400**
TOTAL PROJECT COST						**$76,800**

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.

201 San Antonio Circle, Suite 148 ▪ Mountain View, CA 94040 ▪ 650.858.0507 ▪ 650.917.2310 fax
California, Illinois, Massachusetts, Texas, Washington

- 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.

Matrix Consulting Group

Richard P. Brady
President

REVIEW OF PROPOSED AMENDMENT TO THE 12TH STREET OVERLAY ZONE

PURPOSE OF WORK SESSION: **To review the proposed text amendment**

Planning Commission Recommendation **Approval of the amendment (8-0)**

Executive Summary

The petitioner, Eric Stevenson, has submitted a petition to amend the 12th Street Overlay Zone building height regulations. The petitioner originally requested a change from a maximum building height of 38 feet to a maximum of 60 feet. After review, the Planning Commission has forwarded a recommendation to amend the maximum building height to allow a height of 45 feet, or 50 feet if certain conditions are met, as well as the option of allowing flat roofs. The amendment would be specific to multi-family residential buildings on the north side of 12th Street between Monroe Boulevard and Harrison Boulevard. The Commission made its recommendation with a vote of 8-0.

Background

In June of 2005, the City adopted the 12th Street Corridor Plan to guide development of the entire length of 12th Street. A year later, and as a follow-up to the 12th Street Corridor Plan, the 12th Street Overlay Zone was adopted. The overlay zone was designed to "create mixed use residential and commercial development" on 12th Street between Adams Avenue and the City's eastern boundary at the mouth of the canyon. As an overlay zone, development standards and incentives are used when development that is consistent with the City's vision for the corridor is proposed. The development standards of the overlay zone apply only to new construction on properties that front directly onto 12th Street. The 12th Street Overlay Zone ordinance provides regulations on a number of site development and site design standards. These standards include a prescription on maximum building height.

As the petitioner, Mr. Eric Stevenson, reviewed the possible options for developing property on the north side of 12th Street just east of Monroe Boulevard, he determined that a change to the maximum building height limit was needed. Mr. Stevenson submitted a petition to increase the maximum building height for multi-family residential buildings. Mr.

Stevenson submitted a petition to amend the maximum height from thirty-eight (38) feet for multi-family residential buildings to sixty (60) feet. One of main reasons for the petition was the allowance of three story buildings and a requirement that roofs have a 6:12 pitch. Mr. Stevenson has indicated that a three-story residential building with a roof at a 6:12 pitch could not be built to a height as low as thirty-eight feet when measured from finish grade to the roof peak. Mr. Stevenson has indicated that if a three story building with a pitched roof were to be built, it would need to be taller than thirty-eight feet.

Through a series of Planning Commission work sessions and negotiations with the petitioner, Planning Staff offered amendment options for the Planning Commission to consider. One of those options was to allow buildings to be built to forty-five (45) feet if the building fronts onto 12th Street and to allow buildings up to fifty (50) feet elsewhere on the property if certain standards are met. The second option was to allow buildings fronting onto 12th Street to be built to a height of fifty (50) feet with all other buildings on the site being limited to forty-five (45) feet. The option of allowing flat roofs for residential buildings was also discussed. The Planning Commission favored the first option allowing buildings fronting onto 12th Street to be forty-five (45) feet with other buildings allowed to be fifty (50) feet if certain conditions were met.

One of main considerations for making a change in building height in the area between Monroe Boulevard and Harrison Boulevard is its unique topography. Unlike other stretches of 12th Street, this section of roadway is considerably lower than the neighborhood to the north of it. Elevation differences between the roadway and the neighborhood average around one hundred feet. Because of this, the impact of higher buildings on the adjacent neighborhood is lessened depending on how and where on the slope development takes place. Taller buildings placed farther to the north and thus higher on the slope have the potential to block the view of the existing residences in that neighborhood while taller buildings placed closer to 12th Street would have much less of an impact on the neighborhood.

Current Proposal

The current proposal is to amend the 12th Street Overlay Zone ordinance to allow multi-family dwellings or single-family row houses to be built to a height of forty-five (45) feet if adjacent to 12th Street and to allow buildings not adjacent to 12th Street to be built to a height of fifty (50) feet. The allowance of a fifty (50) foot building would need approval from the Planning Commission and would need to meet criteria set forth in the

proposed ordinance. In addition, the proposal would allow flat roofs for residential buildings. The amendments would apply only to property located on the north side of 12th Street between Monroe and Harrison Boulevards.

The specific language proposed for §15-24-4(L)(2) is:

Building Height

a. For multiple-family or single-family row house dwellings between Monroe Boulevard and Harrison Boulevard on the north side of 12th Street:

1) Height of buildings shall be measured on the side of the building that is most exposed and shall be measured from the finished grade to the parapet or roof peak;

2) The maximum height for all buildings adjacent to the 12th Street frontage shall be three (3) stories and forty-five (45) feet;

3) A maximum height of four (4) stories and forty-five (45) feet is possible for other buildings on the property not adjacent to 12th Street if parking is located under the entire footprint of the building; and

4) The Planning Commission may approve four (4) story building heights up to fifty (50) feet for buildings on property not adjacent to 12th Street if it finds the following:

a) There is adequate distance and existing vegetation between existing adjacent residential homes and the proposed building to screen the view of the proposed building;

b) The building elevation design and materials are visually compatible with the surrounding area;

c) A view shed analysis shows the proposed building heights will have a minimal impact

on views from adjacent residential homes when compared to permitted heights; and

d) A hillside profile shows that the existing topography is utilized to lower the building height.

Planning Commission

The Planning Commission reviewed the proposal at the meeting of July 8, 2016 and forwarded a recommendation of approval to the Council with a vote of 8-0. The recommendation was made with the finding that the proposal is consistent with the General Plan, the Hillcrest/Bonneville Community Plan, and the 12th Street Corridor Plan.

Public Input

Several individuals from the neighborhood to the north of the subject area provided comments. These comments are summarized in the Transmittal document.

Issues for the Council

In this case, the Council should consider the purpose and intent of the overlay zone and the impacts of amending building height standards and the impact of increased building heights on adjacent properties. The 12th Street Corridor Plan and the 12th Street Overlay Zone were put into place to guide development along the 12th Street corridor and to allow a mix of uses. The purpose statement says that the zone was "designed to create mixed use residential and commercial development. This is done by recognizing the existing uses and physical characteristics and through design based standards that create a unique environment on this major corridor street for new development so that existing and new uses can function and be visually compatible." Although the Council is not considering the specific development, the proposed development would seem to meet the intent of the corridor plan and the overlay zone. The Council will need to determine if the current ordinance has enough flexibility in it to allow for the desired development of the corridor or if changes need to be made, as claimed by the petitioner, in order to accomplish the goals of the overlay zone.

The Council will also need to consider the impacts to the adjacent neighborhood. An increase in building height would, as the analysis included in the Planning Commission reports show, have an impact on the neighborhood to the north. Taller buildings have the potential to block the views currently enjoyed by the existing residents. When new

development happens, adjacent property owners often voice concerns over the loss of a view shed. Neither the Corridor Plan nor the Overlay Zone ordinance specifically address view shed protection with regard to new development. Further, the loss of or protection of a view shed is not something that is typically be taken into consideration when approving or denying land use applications unless it is specifically called out in an ordinance. However, when the Council considers this petition, Council members should consider the expectations of the existing residents when the overlay zone was approved. The underlying zone is R-1-6, which if used for development would significantly limit the heights of buildings. In addition, the current overlay zone height restriction of thirty-eight feet for residential buildings would have a comparatively limited impact on views and would primarily be limited to properties on the western end of Henderson Drive. By contrast, an increase in building height to forty-five feet and potentially up to fifty feet would impact the existing views of those residents on Henderson Drive. The impact would be more significant on the western end of Henderson.

When considering an amendment to an ordinance like the 12th Street Overlay Zone, the Council needs to balance the needs of developers in their attempts to carry out the vision set forth by the City in the Corridor Plan and the Overlay Zone and the desires and expectations of the surrounding community. The ordinance was established with specific height limitations in mind and the Council needs to determine if the proposed changes are consistent with the original intent of the ordinance.

Questions for Administrative Staff

1. The petitioner has indicated that a three-story building with a 6:12 roof pitch cannot be built at a height of only thirty-eight feet. If this is the case, should changes be made to other sections of the overlay zone ordinance?

    a. How does this compare with other height requirements for multi-family residential buildings in other zones?

    b. If such a building can be built, why should the ordinance be amended?

2. Would the proposed amendment accommodate the petitioner's needs in developing residential multi-family units on the site?

3. Please review how a building's height is determined in this ordinance. Is it calculated the same way in other/all zones?

4. Please discuss the origin of the thirty-eight-foot height limit for the overlay zone. Why was this height chosen as the maximum?

5. Please discuss in further detail the findings that would allow the Planning Commission to approve a fifty-foot building.

6. Please discuss why the Planning Commission preferred the option of allowing taller buildings to the north (higher on the slope) rather than preferring taller buildings be placed closer to 12th Street where the difference between the finished grade elevation and the elevation of the neighborhood to the north is greater.

7. The overlay zone ordinance indicates that the proposed development would be reviewed by the Planning Commission as a special exception due to the number of multi-family residential units involved. If the Commission were to review a development similar to the one being proposed, would a forty-five or fifty-foot building placed on the northern portion of the site be in compliance with the requirement that development patterns not adversely impact the use and privacy of the adjacent uses when they are single-family uses?

Attachments

1. Transmittal
2. Ordinance
3. Planning Commission Report
4. Petition 2016-4

Memos Prepared By:	**Administrative Contact:**	**Greg Montgomery, 629-8931**
	Council Staff	**Glenn Symes, 629-8164**

OGDEN CITY COUNCIL TRANSMITTAL

RECEIVED
AUG 16 2016
OGDEN CITY
COUNCIL OFFICE

DATE: August 5, 2016

TO: Ogden City Council

THRU: Mark Johnson, CAO

FROM: Tom Christopulos, CED Director

RE: Petition #2016-4 to amend Title 15-25-4(L)(2) of the 12th Street Overlay zone pertaining to residential building heights.

STAFF CONTACT: Greg Montgomery, Planning Manager

REQUESTED TIMELINE: September 6, 2016

RECOMMENDATION: Approval of amending the 12th Street overlay zone to increase residential heights from thirty-eight (38) feet to forty-five (45) feet, and allowing flat roof structures in residential buildings for the area north of 12th Street between Monroe and Harrison Boulevards.

DOCUMENTS: Ordinance, Planning Staff report

DISCUSSION:

The petitioner, Mr. Eric Stevenson, has an option to purchase property located generally at 1080 12th Street currently owned by the Naisbitt family. Mr Stevenson would like to develop the property with a multi-family residential project with approximately 132-154 units on the site. He is proposing two (2) types of buildings: a three (3) story building with no free standing parking, and a four (4) story building with an under building parking garage on the first level that would be partially built into the hillside.

The proposed development site is uniquely situated on a hillside below the single family neighborhood on Henderson Drive. The residents above the proposed development site currently enjoy scenic vistas to the south. There is a large tree canopy that exists between residents on Henderson Drive and the developable property below on 12th Street. This canopy would likely screen a large portion of any buildings or developments below the residents on Henderson Drive.

A public hearing where the item was first heard by the Planning Commission was held on June 1, 2016, but the applicant was not in attendance because of the delayed delivery of the public notice for the meeting. At the request of the Commission, staff presented the staff report which included the recommendation to approve residential heights up to fifty-five (55) feet for four (4) story buildings with under building parking, and fifty (50) feet for three (3) story buildings without attached parking. The original proposal from the petitioner was to build residential structures with a maximum height of sixty (60) feet with each story being fourteen (14) feet high. Staff commented that current ordinances limit residential heights to thirty-eight (38) feet in the 12th Street overlay zone and require a six-twelve (6:12) roof pitch, which can

increase the height of buildings significantly. Diagrams and other illustrations were provided by staff showing the impact the proposed height would have on Henderson Drive residents. There were some comments from residents on Henderson Drive in opposition to the proposed height and indicating that their view would be compromised if buildings that tall were constructed. There was also one resident who spoke in favor of the proposal. Because the applicant was not in attendance the Commission moved to table the item until the July meeting in order to get information regarding the petition.

A work session was held with the Planning Commission to discuss this item on June 15, 2016. During the work session staff discussed with the Commission different alternatives for appropriate building heights for the proposed petition. Different heights were discussed including the existing provision that building heights for mixed use and office buildings in the 12th Street overlay zone can be up to forty-five (45) feet. The Commission felt in order to be fair, the provision for forty-five (45) feet tall buildings should be extended to residential buildings as well. Also, the option to allow flat roof buildings, based on discussion from when the 12th Street Overlay zone was being established, was also considered on the basis that it followed the urban type of development standards that were part of the 12th Street overlay development process west of Harrison.

Staff met with Mr. Stevenson after the work session to further discuss appropriate building heights for the 12th Street overlay zone. The applicant presented an updated proposal for each story to now include eleven (11) feet, with a total height of fifty-five (55) feet including the roof. Staff presented the idea of flat roof buildings, which would provide an option to reduce the overall height of the building, but the applicant was not interested in that option.

The item was heard again on July 6, 2016 by the Planning Commission in a public hearing. Staff presented an updated staff report based on conversations with the applicant and the work session with the Commission which included two options. The first option limited building heights along 12th Street frontage to forty-five feet, but allowed heights up to fifty (50) feet to located elsewhere on the property subject to Planning Commission determining the applicant has met certain criteria regarding the potential visual impacts to residents on Henderson Drive. The second option allowed buildings along 12th Street frontage to be fifty (50) feet tall, if all other buildings on the property not fronting 12th Street were forty-five (45) feet. The option for residential buildings to have flat roofs was also presented.

Staff recommended the proposed area where the zone amendment would be applicable to be on the north side of 12th Street between Monroe and Harrison Boulevards because of the topography of the site being located significantly below the adjacent residential homes. Other portions of the 12th Street overlay zone are adjacent to residentially zoned property where the topography is much flatter. Staff presented that the majority (90%) of the buildings along 12th Street are between twenty (20) and thirty (30) feet tall. For all other areas not between Monroe and Harrison Boulevards, and north of 12th Street, residential heights are not proposed to change from the existing thirty-eight (38) foot standard, nor would they be allowed to have flat roofs. There was no public comment during the second public meeting. Residents from Henderson Drive came to the meeting late to voice their concerns regarding the proposal, but the item had already ended.

PLANNING COMMISSION ACTION:

The Planning Commission reviewed this item on July 6, 2016. A motion was made to recommend approval of the proposed text amendment to increase the residential building height from thirty-eight (38) feet to forty-five (45) feet on the north side of 12th Street between Monroe and Harrison, and allowing roofs to be flat as well as pitched based on the findings that the proposal is consistent with the General Plan, the Hillcrest/Bonneville Community Plan and the 12th Street Corridor Plan.

PLANNING COMMISSIONERS VOTE:	Yes	No
Chris	X	
Herman	X	
Patterson	X	
Schade	X	
Southwick	X	
Wright	X	
Blaisdell	X	
Holman	X	

CONCERNS OF CITIZENS:

Mr. Pete Jahsman, a resident on Henderson Drive, commented and sent emails regarding the views from Henderson Drive being impeded by the development. The elevation along Henderson is lower to the west and higher to the east, so residents to the west on Henderson will be more impacted by taller buildings. Other concerns from Mr. Jahsman included concerns that the proposed conceptual site plan didn't meet zoning ordinances in terms of parking, density, and open space. He was also concerned regarding stability of the slope on the hillside of the conceptual development. He was also concerned regarding preserving trees on the hillside during construction of any new project. Privacy was also a concern raised by Mr. Jahsman stating that residents of the proposed development would be able to look into his back yard.

Mr. Richard Cordova (1144 12th Street) felt that residents on Henderson Drive would be impacted, but his property would not.

Mr. Paul Smith (1045 Henderson Dr.) felt that the previous assisted living project would be more consistent with the neighborhood.

Ms. Karma Smith was concerned with the affect the high winds would have on taller buildings at the proposed location.

ORDINANCE NO. ____

AN ORDINANCE OF OGDEN CITY, UTAH, AMENDING THE OGDEN MUNICIPAL CODE BY AMENDING SUBSECTION 15-25-4.L TO INCREASE MAXIMUM RESIDENTIAL BUILDING HEIGHT AND TO ALLOW FOR FLAT ROOFS IN CERTAIN AREAS; AND BY PROVIDING THAT THIS ORDINANCE SHALL BECOME EFFECTIVE IMMEDIATELY UPON POSTING AFTER FINAL PASSAGE.

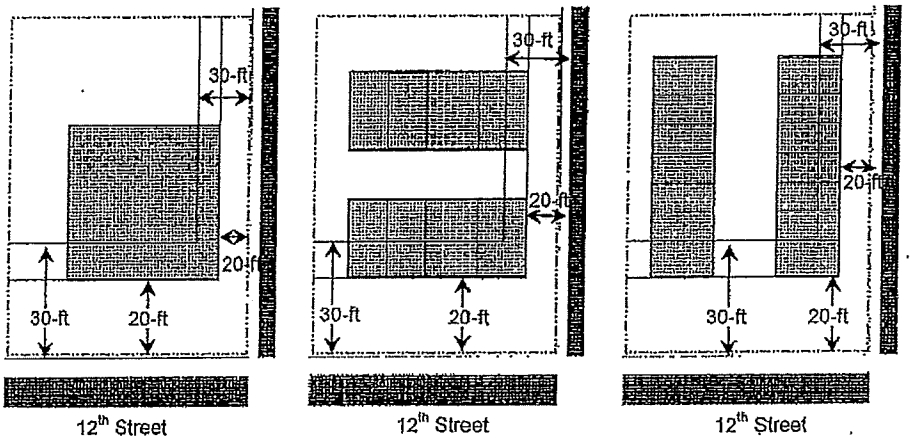
The Council of Ogden City hereby ordains:

SECTION 1. Subsection amended. Subsection 15-25-4.L of the Ogden Municipal Code is hereby amended to read and provide as follows:

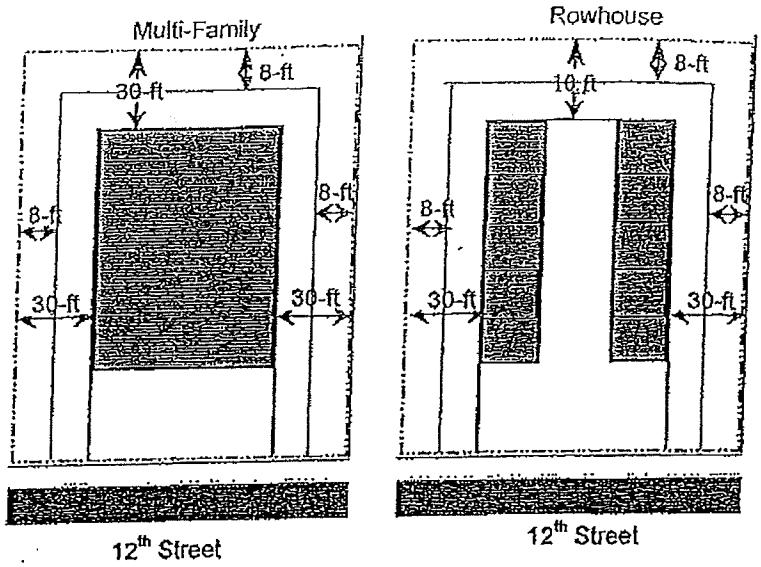
L. Multi-Unit Residential Design Standards: Design standards for multi-unit residential is as follows:

1. Build-To Line And Setbacks:

a. The portions of a lot that face a public street shall be subject to a required build-to line of twenty feet (20') for a multiple-unit building or the units of a single-family row house adjacent to the street. The setback of the parking area for the residential development shall have a minimum setback of thirty feet (30') from the property lines along the street frontage.



b. Buildings, parking and access lanes shall be set back from the side and rear interior property lines as defined by the orientation of the building as illustrated as follows:



	Multi-Family Building	Row House	Parking/ Accessway
Side	30'	10'	8'
Rear	30'	30'	8'

2. Building Height:

   a. For multiple-family dwellings or single-family row house dwellings between Monroe Boulevard and Harrison Boulevard on the north side of 12th Street:

      (1) Height of buildings shall be measured on the side of the building that is most exposed and shall be measured from the finished grade to the parapet or roof peak;

      (2) The maximum height for all buildings adjacent to the 12th Street frontage shall be three (3) stories and forty-five (45) feet;

      (3) A maximum height of four (4) stories and forty-five (45) feet is possible for other buildings on the property not adjacent to 12th Street if parking is located under the entire footprint of the building; and

      (4) The Planning Commission may approve four (4) story building heights up to fifty (50) feet for buildings on the property not adjacent to 12th Street if it finds the following:

(A) There is adequate distance and existing vegetation between existing adjacent residential homes and the proposed buildings to screen the view of the proposed buildings;

(B) The building elevation design and materials are visually compatible with the surrounding area;

(C) A view shed analysis shows the proposed building heights will have a minimal impact on views from adjacent residential homes when compared to permitted heights; and

(D) A hillside profile shows that the existing topography is utilized to lower the building height.

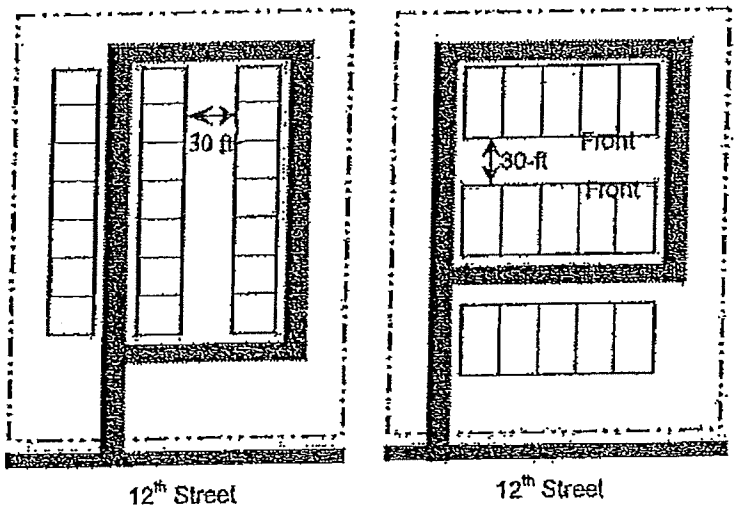
b. The maximum height for [~~a~~] multiple-family dwellings and [~~or a~~] single-family row house dwellings in all other areas is three (3) stories with the peak of any roof not to exceed thirty eight feet (38').

3. Building Orientation:

a. A multiple-family dwelling building shall have the front of the building facing 12th Street. In facing the street one key design feature is a ground level front door or doors being on the 12th Street facade of the building. Other entry doors are allowed on other sides of the building.

b. A single-family row house building may either have the front facade of the building facing 12th Street or the side facade of the building facing 12th Street. When the front of the single-family row house faces 12th Street no garage doors are allowed in the front facade.

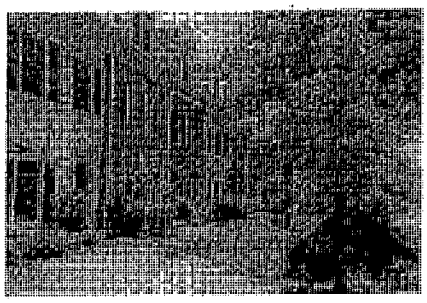
c. When more than one line of row houses is proposed, the buildings shall be oriented so that like sides of each building face each other (e.g., front facade without garage faces front facade without garage, rear facade with garage faces rear facade with garage). When the front facades without garage entrances face each other a minimum thirty foot (30') separation between parallel buildings is required. This area shall remain open from fencing obstructions and be landscaped and front entrances connected by a common sidewalk. When the rear facades without a garage entrance face each other a minimum thirty foot (30') separation between parallel buildings is required. This area is required to be landscaped but may be fenced off into private yards.



4. Parking:

   a. Single-family row house parking is required to be provided in a two (2) car garage integrated into each unit of the row house. The garage may be double wide with a minimum interior width of eighteen feet (18') or single wide with a minimum interior width of ten feet (10') and the cars parked one behind the other in the garage. If the garage is less than twenty four feet (24') wide, the shortest length internal to the garage may not be less than twenty feet (20').

   b. The garage entrance may either be in the front or rear facade of the row house except when the front faces a public street and then it must be located in the rear of the row house. The garage entrance shall be designed to appear as part of the facade and not an attachment extending out from the facade. It shall be even or indented a minimum of four feet (4') from the rest of the facade where the entrance is located.



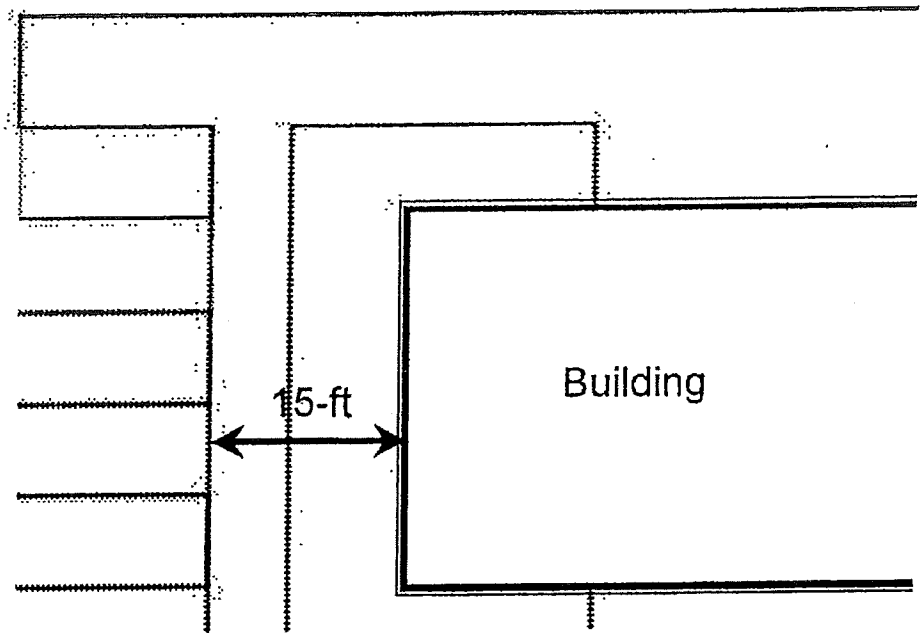
   c. When the garage entrance for the single-family row house is in the front facade, the access lane shall be set back a minimum of ten feet (10') from the front of the garage. The area between the garage entrance and the access lane not used for access to the garage shall include front stairs or porch and landscaping which shall create a visual break between straight

lines of garage entrances. The access lane parallel to the building shall have a minimum width of twenty four feet (24').

d. When the garages are located on the rear facade of the building the access lane width parallel to the building shall be thirty feet (30'). No setback of the access lane from the building is required in this design option.

e. Multiple-family unit parking shall meet the standard parking lot design requirements of subsection F of this section and the setbacks of subsection L1 of this section. The parking shall not be closer than fifteen feet (15') to the exterior walls of the multiple-family structure. The space between the parking and building shall be landscaped except when

sidewalk access is needed from parking to the building. The sidewalk in those situations shall not be wider than seven feet (7').



5. Building Design:

a. A single-family row house unit shall have a minimum of one thousand four hundred (1,400) square feet of living space excluding the garage area. The dwelling unit size in a multiple-family building shall be a minimum of one thousand (1,000) square feet.

b. The roof design shall be either gabled or hipped and have a minimum pitch of six to twelve (6:12).

(1) Flat roofs and roof pitches less than six to twelve (6:12) may be used in the area between Monroe Boulevard and Harrison Boulevard on the north side of 12th Street.

(2) Roofing materials shall either be architectural grade asphalt shingles or wood shingles.

(3) In order to break up long straight lines of roofs, projections or variations in the roof plane with designs such as dormers, gabled ends, height variations in the roof because of variations in the roof span, or parapet variations when flat roofs are used are required.

(4) The choice of which type of roof variation treatment is dependent on the architectural style of the building and that the use of such

elements relates to the wall planes and features of the facade of the building.

(5) Eaves shall project a minimum of eighteen inches (18") from the wall of the building, except when flat roofs are used.

c. All facades of a multiple-family dwelling building shall have variations in the wall plane to reflect the scale of the single-family homes along 12th Street. Long flat walls shall be avoided by including room projections, covered porches and other elements found in the design of homes along 12th Street.

d. Between Adams and Harrison the exterior wall finish materials for both single-family row houses and a multiple-family dwelling building is limited to brick or stone as the main material but not both on the same building. Accent materials around windows, gable ends or indented wall planes can be stucco, Hardiboard, or similar appearing material excluding vinyl or metal siding.

e. Between Harrison and the mouth of Ogden Canyon the exterior wall materials for both single-family row houses and multiple-family dwelling building is limited to brick, stone, wood, logs or Hardiboard as the main material but no more than two (2) materials on any one building. Accent materials around windows, gable ends or indented wall planes may include stucco or any of the other main wall materials allowed in this location or similar appearing material excluding vinyl or metal siding.

f. The exterior colors shall be earth tones in the grey, brown, yellow or red tones. Accent trim colors may also include greens.

6. Open Space:

a. Open space requirements for single-family row houses are met with the setbacks, build-to lines and spaces between buildings. These areas are required to be landscaped according to all applicable regulations of the land use codes of Ogden City.

b. In addition to the setbacks and required build-to lines which are required to be landscaped an additional open space requirement for a multiple-family building is three hundred (300) square feet of open space per unit in the building. This open space is to be contiguous as one area with a minimum width of thirty feet (30'). This area is required to be landscaped according to all applicable regulations of the land use codes of Ogden City.

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

PASSED, ADOPTED AND ORDERED POSTED by the Council of Ogden City, Utah this _____ day of _____, 2016.

_____
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: MHH 7/20/16
Legal Date

* **The headings, catchlines or catchwords suggested for use in the Ogden Municipal Code and which are bracketed at the beginning of sections or subsections, shall not be considered to be a part of the ordinance adopted herein.**

OGDEN CITY PLANNING COMMISSION
July 6, 2016 AGENDA ITEM- A

Report by: Clinton A. Spencer, AICP

Agenda Name: PUBLIC HEARING – PETITION #2016-4 TO AMEND TITLE 15-25-4(L)(2) OF THE 12TH STREET OVERLAY ZONE PERTAINING TO RESIDENTIAL BUILDING HEIGHTS

Petitioner/ Developer: Eric Stevenson
1798 W 5100 S, Ste. 104
Roy, UT 84067
801-726-0500
Eric.stevenson@academymortgage.com

Petitioner's requested action: Approval for the proposed text amendment to increase the maximum height of residential buildings from thirty-eight (38) feet to fifty-five (55) feet in the 12th Street overlay zone.

Planning Staff's Recommended Action

Staff recommends increasing the height of residential subject to the following:

1. The provision to increase the height of residential buildings, and allow residential buildings to have flat roofs, shall only apply to properties with frontage on the north side of 12th Street between Monroe and Harrison, and which buildings are located in a topographically sloped area.
2. A. A maximum height of forty-five (45) feet and three (3) stories is allowed for residential buildings adjacent to 12th Street, with a provision to increase all other building heights to fifty (50) feet when the visual impacts to the properties along Henderson Drive are minimal.

   OR

   B. A maximum height of forty-five (45) feet for all residential buildings not adjacent to 12th Street when the building heights adjacent to 12th Street are a maximum of fifty (50) feet and four (4) stories.
3. Allow flat roofs on residential buildings in the above mentioned area of the 12th Street overlay zone.

Planning Commission's determination for action

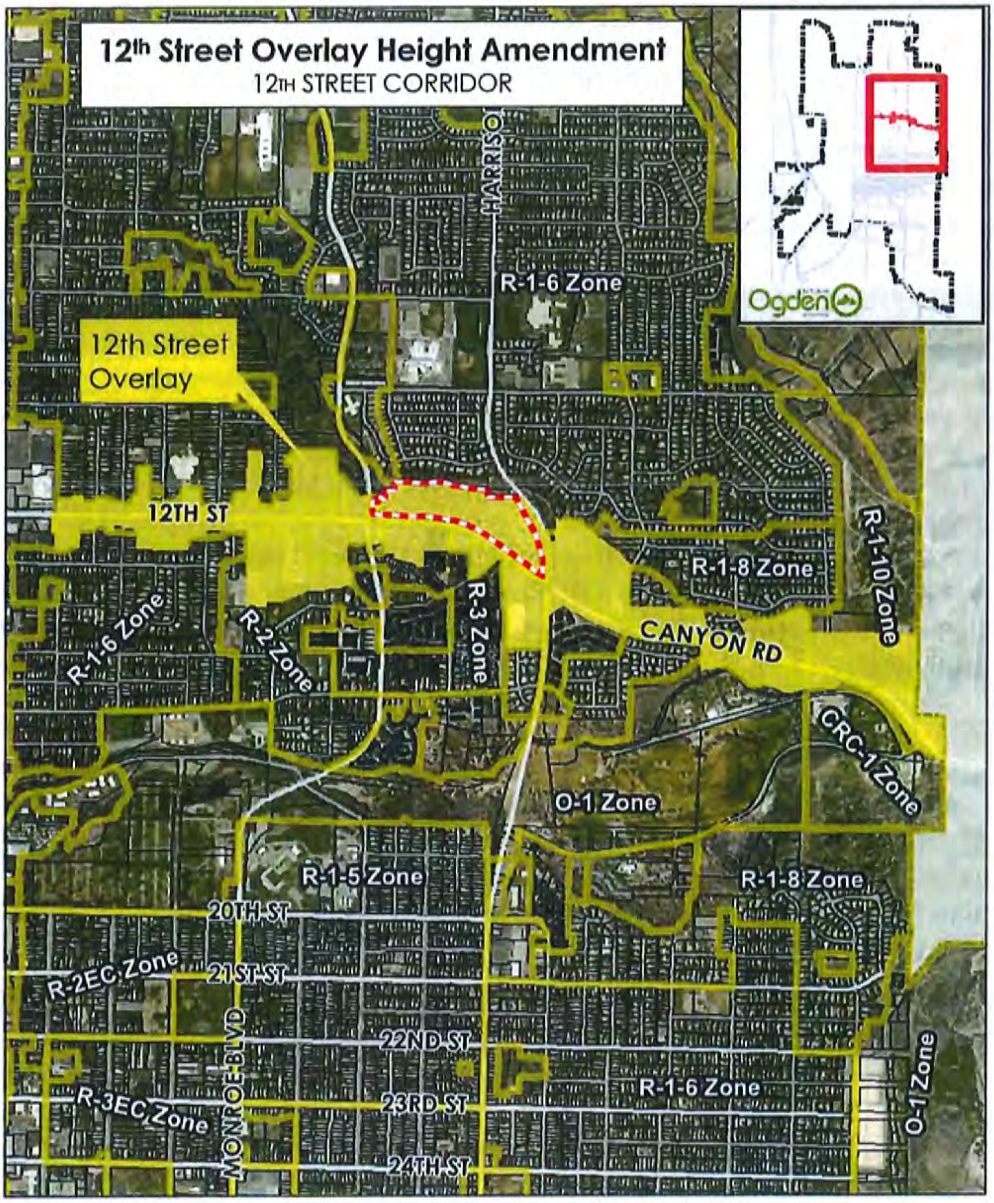
The Planning Commission should determine if the proposed text amendment satisfies the following:

1. Is/ *is not* consistent with the General Plan, Hillcrest/Bonneville Community and 12th Street Plans.
2. Is/ *is not* consistent with the general plan requirements and policies.

12th Street History

2004 – 12th Street general plan approved.
2006 – 12th Street overlay zone adopted

Vicinity Map



1 inch = 1,503.3 feet

0 500 1,000 2,000 Feet

Zoning

Project Summary

Property Address:	12th Street Corridor	**Zone Size:**	207.5 Acres
Zone:	12th Street Overlay	**Max Building heights:**	
Community Plan:	Hillcrest/Bonneville & 12th Street Corridor Plan	Commercial: 30'	
		Residential: 38'	
		Mixed Use/ Office: 45'	

Description of request

The applicant is requesting the building height for residential buildings be changed from thirty-eight (38) feet, to fifty-five (55) feet in the 12th Street overlay zone (an increase of seventeen feet). A preliminary site plan has been provided showing the conceptual layout of a multi-family apartment project on property located on the north side of 12th Street between Monroe and Harrison Boulevards. In order to decrease the amount of surface parking, and take advantage of the hillside by partially burying parking structures into them, the applicant is proposing to construct parking garages below some of the proposed apartment units that are located on the existing sloped hillside. The parking garages would be buried on the north side facing the adjacent residential homes, and be exposed on the south side facing 12th Street. Buildings that were built into the hillside as described have a height of fifty-five (55) feet, and include a 5:12 pitched roof.

The applicant is proposing two types of apartment buildings: a four (4) story building with three (3) levels of apartments and an attached parking garage below, and a three (3) story building without attached parking. Each story of both buildings is proposed to be eleven (11) feet tall (measured from finished floor to finished floor), including the attached parking structures. The eleven (11) foot stories will allow for ten (10) foot interior ceilings on each floor. With a 5:12 pitched roof, the overall height of the proposed apartment buildings, utilizing the slope of the property, is fifty-five (54.5 actual) feet tall for the four story buildings and forty-four (43.5 actual) feet tall for the three story buildings without attached parking which are not located on sloped hillsides.

For the four (4) story buildings with attached garages, the north side of the buildings facing the residential neighborhood the height is 43.5 feet, and on the south side of the building facing 12th Street the height of the building is 54.5 feet. The original application which has been replaced with the updated heights mentioned above showed a height of forty-eight (48) feet on the north side and sixty-two (62) feet on the south side for an average total height of fifty-six (56) feet with a 3:12 pitched roof. The ordinance currently requires a minimum 6:12 pitch on residential buildings which increases the actual height of the proposed buildings.

What Planning Commission reviews

The Commission is required to review any change to the zoning text and hold a public hearing when a change to the text is proposed. A public hearing was held for this request on June 1, 2016, at which meeting the Planning Commission tabled this item to the July 6, 2016 meeting due to the absence of the applicant. The Commission will need to determine whether or not the proposed text amendment is consistent with the policies of the general plan. A key consideration of the amendment is how the text amendment relates to both the 12th Street overlay plan as well as the Hillcrest/Bonneville Community plan and existing building heights and affects the proposed building heights will have in the area while also considering the topographically unique areas of the 12th Street corridor.

Once the Commission takes action regarding the proposed amendment, the Commission's recommendation is then forwarded to the City Council for their determination of final action the city should take regarding the petition.

Factors for consideration of action

1. **Consistency with the General, Hillcrest/Bonneville, and 12th Street Community Plan.**

   The Planning Commission should consider the general plan goal, objectives, and strategies that are identified in the General and Community plans that pertain to this text amendment.

7(F)(2)(C)(8) – Multi-Family Buildings. For multi-family buildings, design elements should ensure that the structures are compatible with surrounding structures relative to density, setbacks, parking, height, design, materials, and landscaping. Design elements common to the neighborhood should be incorporated into the design theme of the development (e.g. porches, decks, siding materials, garage placement, etc.)

8(E)1.9 – Utilize vacant inner block parcels and corner lots for higher densities, avoiding disruption of lots on a street having primarily single family homes. New inner block developments should be compatible (e.g. heights) with the surrounding single family homes.

14(D)6.F – Require that new and infill development, or additions to homes, be designed in context with the layout and building design of surrounding homes (e.g. front porches or entries, heights, garage placement, etc.)

All of the above requirements from the General plan address the issue of the height of new construction stating that new construction should be compatible with the existing surrounding single family neighborhood. The proposed residential buildings have heights of fifty-five (55) feet for a four (4) story building, and a height of forty-four (44) feet for three (3) story buildings. In observing buildings within the 12th Street overlay zone, the current tallest building (located on the Rocky Mtn. Power property on Harrison Blvd.) is approximately thirty-eight (38) feet tall. Ninety (90) percent of buildings in the 12th Street overlay zone are between twenty (20) and thirty (30) feet tall.

Allowing building heights beyond the current standards is not compatible in all areas of the 12th Street overlay. Much of the overlay zone is directly adjacent to residential neighborhoods and is in relatively flat areas. However, because of the topography of the land, the area between Monroe and Harrison on the north side of the street, it may be better suited and more compatible for taller buildings. The difference in grade from 12th Street to the residences north on Henderson Drive is approximately 100 feet. Residents on Henderson Drive are elevated above the proposed site and have unobstructed views to the south other than the existing trees and vegetation.

In researching how the proposed heights would affect the neighborhood to the north it was originally determined that allowing a sixty (60) foot tall building, as originally proposed, would not be compatible with the existing neighborhood because of the visual impact it would have. The proposed buildings are located on the hillside where the elevation difference between the existing homes ranges from twenty-two (22) feet to fifty-five (55) feet. Mixed use and office buildings are presently allowed a maximum height of forty-five (45) feet which is different than strictly residential buildings, which are limited to thirty-eight (38) feet. Staff recommendation is to allow the same building heights for strictly residential buildings as for office and mixed use buildings, which would extend the maximum height for residential buildings seven (7) feet to forty-five (45) feet.

The elevation of homes along Henderson Drive (north of the proposed site) varies going from east to west, with higher elevations on the east and lower elevations to the west. The elevation for the east side of Henderson Drive is twenty (20) to twenty-five (25) feet higher than the west side and visual impacts of higher buildings to the south will have more of an impact on the west properties on Henderson Drive than the east. A hillside elevation study was also conducted to determine the impact taller buildings would have on properties located east of Harrison Blvd. on Henderson Drive and found that there would be little to no impact to those properties.

The recommendation from staff includes two options based on the allowable height of buildings adjacent to 12th Street. If buildings along 12th Street are limited to three (3) stories and forty-five (45) feet, then the following considerations apply for other buildings taller than forty-five (45) feet not adjacent to 12th Street:

1. There is adequate distance and existing vegetation between the existing adjacent residential homes and the proposed buildings to screen the view of the proposed buildings.

2. The building elevation design and materials are visually compatible with the surrounding area.

3. A view shed analysis showing that the proposed building heights will have a minimal impact on views from the adjacent residential homes when compared to permitted heights.

4. Hillside profile showing that the existing topography is utilized to lower the building height.

When buildings adjacent to 12th Street are proposed to be taller than forty-five (45) feet, but are limited to fifty (50) feet, then the following consideration shall also apply:

5. The buildings requesting to be up to fifty (50) ft. are located along the 12th Street Frontage and the height of all other buildings not adjacent to 12th Street are a maximum of forty-five (45) ft.

a. When buildings requesting to be taller than forty-five (45) feet are placed adjacent to 12th Street and other buildings not adjacent to 12th Street are forty-five (45) feet or less, than the above considerations 1, 3, and 4 shall not apply.

In speaking with residents and the Planning Commission the sentiment of allowing taller buildings along 12th Street, and keeping other buildings located closer to the residential homes lower was preferable in order to mitigate the visual impact taller buildings may have on the views that residents on Henderson currently enjoy and allowing development flexibility along 12th Street. Decreasing the number of considerations when buildings are taller along 12th Street than the remainder of the project provides an incentive and additional flexibility for perspective developers, while still preserving the interests of the residents. Fifty (50) foot tall buildings located along 12th Street would have no visual impact to any resident along Henderson Drive.

2. Compliance with Land Use/ Zoning policies.

The Planning Commission will also need to consider the requirements and provisions of the Zoning Code (Title 15) and how it pertains to the current proposal.

15-4-5(E)(2)(e)

e. Preservation of existing landforms and mature trees is usually desirable.

15-4-5(E)(7)

7. Tree Preservation:

a. Significant trees and significant groves shall be preserved to the extent reasonably feasible. Existing trees and shrubs within areas that can be developed (excluding river setbacks/buffer zones, floodways and wetlands areas) may be used to satisfy the landscaping requirements of this section. All required landscape plans shall accurately identify the locations, species, size, condition and proposed disposition of all significant trees or significant groves.

Although not directly part of the text amendment, the provision of maintaining the existing trees will provide a natural visual barrier between the existing properties on Henderson Drive and any new development that occupies the site mentioned above. Consideration to increase building heights should take into consideration the size and location of the existing trees.

15-24-4(L)(5)

5. Building Design:

b. The roof design shall be either gabled or hipped and have a minimum pitch of six to twelve (6:12). Roofing materials shall either be architectural grade asphalt shingles or wood shingles. In order to break up long straight lines of roofs, projections or variations in the roof plane with designs such as dormers, gabled ends, height variations in the roof because of variations in the roof span are required. The choice of which type of roof variation treatment is dependent on the architectural style of the building and that the use of such elements relates to the wall planes and features of the facade of the building. Eaves shall project a minimum of eighteen inches (18") from the wall of the building.

Along with an increase in the height of residential buildings, the staff recommends allowing flat roof structures in the 12th Street overlay zone that are within the area described between Monroe and Harrison, and north of 12th Street. In reviewing the comments and notes from when the 12th Street overlay zone was being developed and adopted, the provision for areas between Adams and Harrison to have an urban feel, and the area from Harrison east to the canyon to have a suburban feel, reinforced the provision that flat roofs should be allowed in areas considered to be urban, or in this case, the area between Adams and Harrison.

Currently, office, mixed use, and commercial buildings are all allowed to have flat roofs when they are over 10,000 square feet. Allowing flat roofs for residential buildings helps decrease the overall height of the buildings, and provides more flexibility

in the design of the building. All residential buildings within the above mentioned areas would be allowed to have flat roofs, while pitched roofs would still be required for residential buildings in all other areas of the 12th Street overlay zone.

15(25)(1) - The 12th Street corridor overlay zone is designed to create mixed use residential and commercial development. This is done by recognizing the existing uses and physical characteristics and through design based standards that create a unique environment on this major corridor street for new development so that existing and new uses can function and be visually compatible.

The 12th Street overlay is intended as a tool that incentivizes development by allowing additional requirements to be utilized rather than the underlying zone. While the current 12th Street ordinance allows for a three (3) story residential building, the maximum height of thirty-eight (38) feet limits more diverse and unique developments. For example, with the requirement for residential buildings to have a 6:12 pitched roof, a fifty (50) foot wide building would have twelve (12) feet in height in the roof alone, leaving twenty-six (26) feet to include three (3) stories, which seems unfeasible. A minimum of forty-two (42) feet (10' for each floor, plus 12' for the roof) should be allowed for three (3) story buildings with a 6:12 roof pitch. Allowing additional height for development provides an increased incentive to provide for more unique development.

Attachments

1. Petition (2 pages)
2. Elevation profiles
3. Alternative height options
4. Tree line/height graphics
5. Zoning adjacency map
6. Map of area of applicability for proposed amendment
7. Concept site plan
8. Suggested ordinance revision
9. Notification list (6 pages)

1. Petition

Petition to Amend Ogden City's Zoning, Sign or Subdivision Ordinance

Ogden City, Development Services
2549 Washington Blvd. Suite 240
Ogden, Utah 84401
(801) 629-8930

Please print legibly and complete all areas:

The following checklist will assist you with your petition to change the existing language in the Ogden City Zoning, Sign or Subdivision ordinance.

Petition Checklist

- [x] Review this application with a Planner prior to filing in the City Recorder's office. Planner is to accompany petitioner when filing.
- [x] In the space provided below, explain what portion of the ordinance you want to change and why the change would be in the best interest of the general public. Attach another sheet, if necessary.
- [x] Include suggestions of how the regulations or requirement *should* read, if amended.
- [x] Attach any documentation showing that other cities have similar requirements.
- [x] Pay the **$600 filing fee** in the City Recorder's office and submit this petition at the same time.

Petitioner Contact Information

Name: ERIC STEVENSON

Address: 1798 W 5100 S, Ste. 104 City: Roy State: UT

Zip: 84067 Phone: 801-726-0500 E-mail: eric.stevenson@academymortgage.com

Petition to amend the Zoning, Sign or Subdivision Ordinance (please circle one)

I (we) the undersigned do respectfully request that the Ogden City **Zoning Sign Subdivision** (circle one) Ordinance be amended by changing or eliminating 15-25-4-L2 (Ordinance reference)

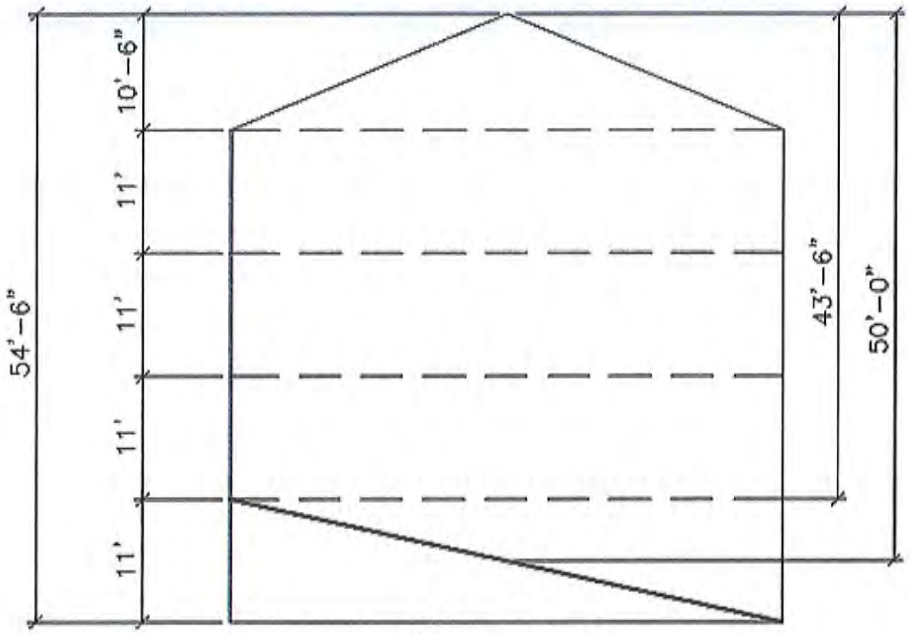
Please amend the ordinance as follows: THE BUILDING HEIGHT NEEDS TO BE RAISED IN ORDER TO ACCOMIDATE A THREE (3) STORY BUILDING. THE CURRENT HEIGHT OF 38 FEET DOES NOT ALLOW FOR THE REQUIRED ROOF PITCH AND THE FLOOR STRUCTURE. WE ARE REQUESTING THE HEIGHT BE RAISED TO 60 FEET.

This change is in the best interest of the general public because: IN ORDER TO ACCOMIDATE A THREE (3) STORY STRUCTURE WITH THE REQUIRED ROOF PITCH, THE CURRENT HEIGHT NEEDS TO BE INCREASED.

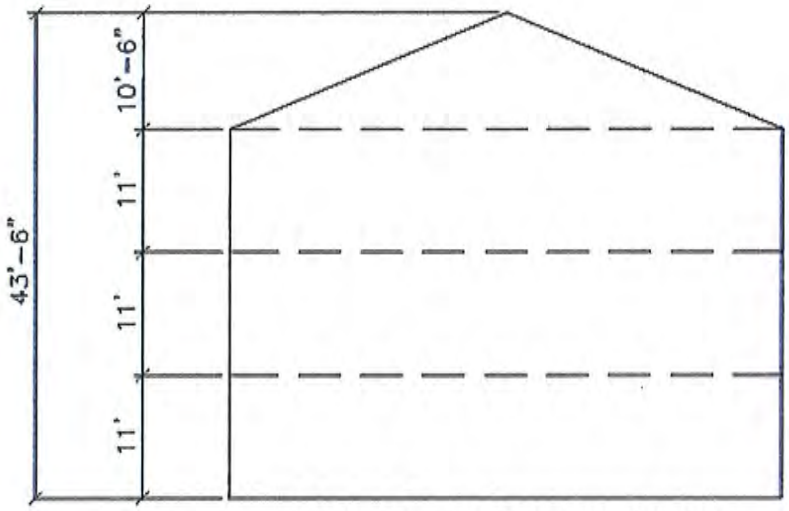
Petitioner's signature(s): Eric C Stevenson **Date:** 4/19/16

Petition number: 2016-4
Filed in the office of the City Recorder
By Eric Stevenson
Date 4/22/16
Fee $600.00 Check # 183

1. Petition (cont'd)



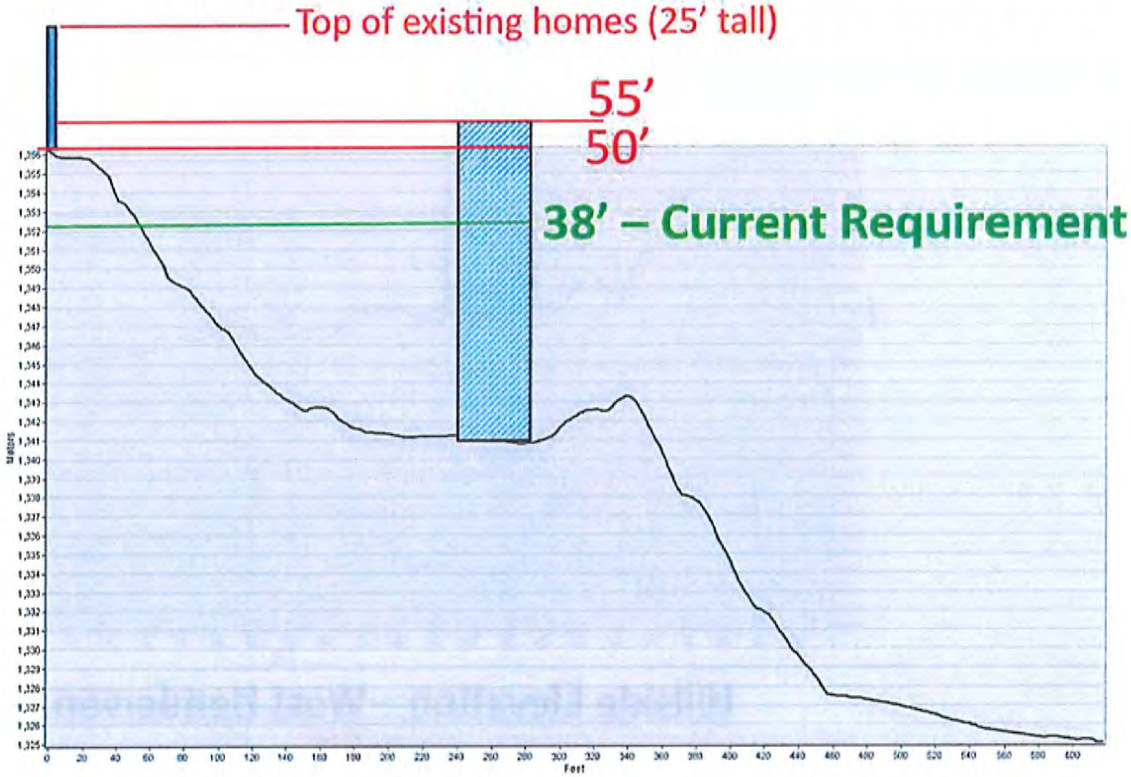
Upper Units



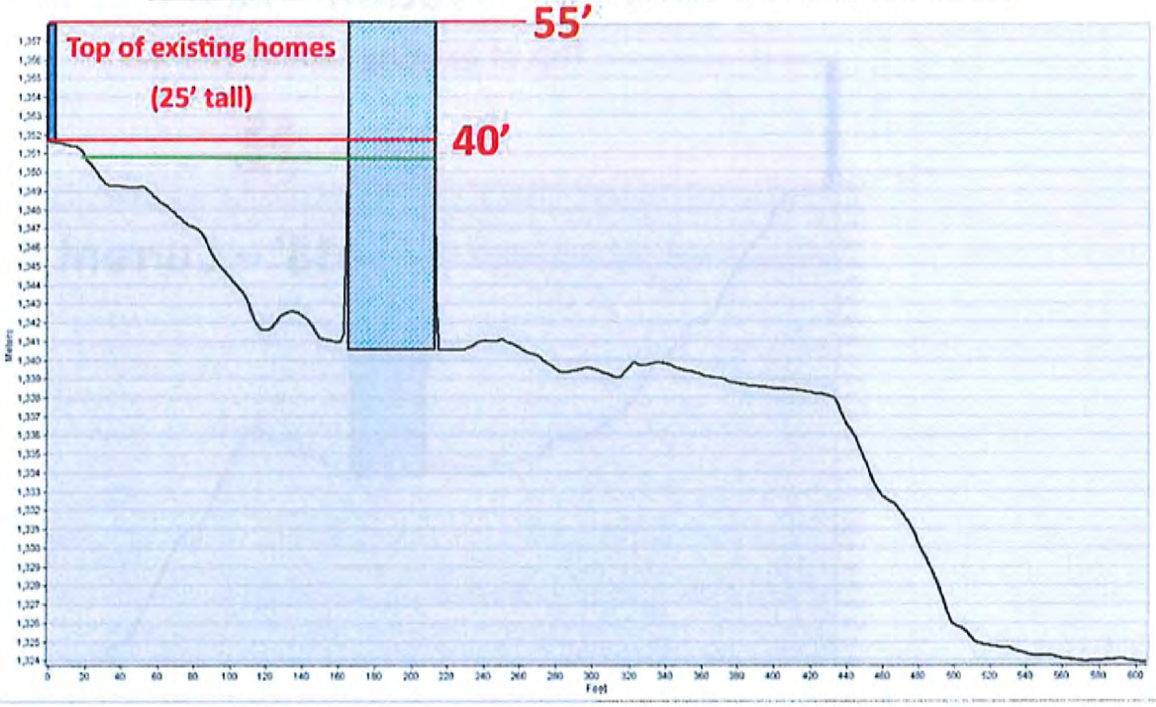
12th Street Facing Units

2. **Hillside elevation profiles**

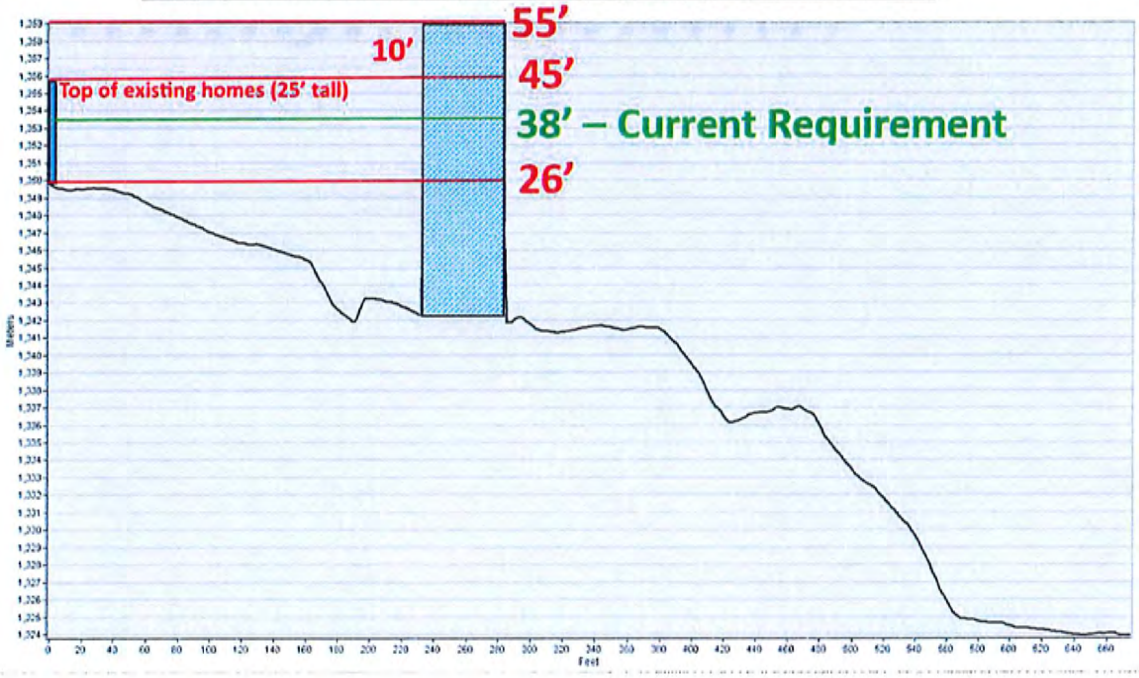
Hillside Elevation—East Henderson Drive



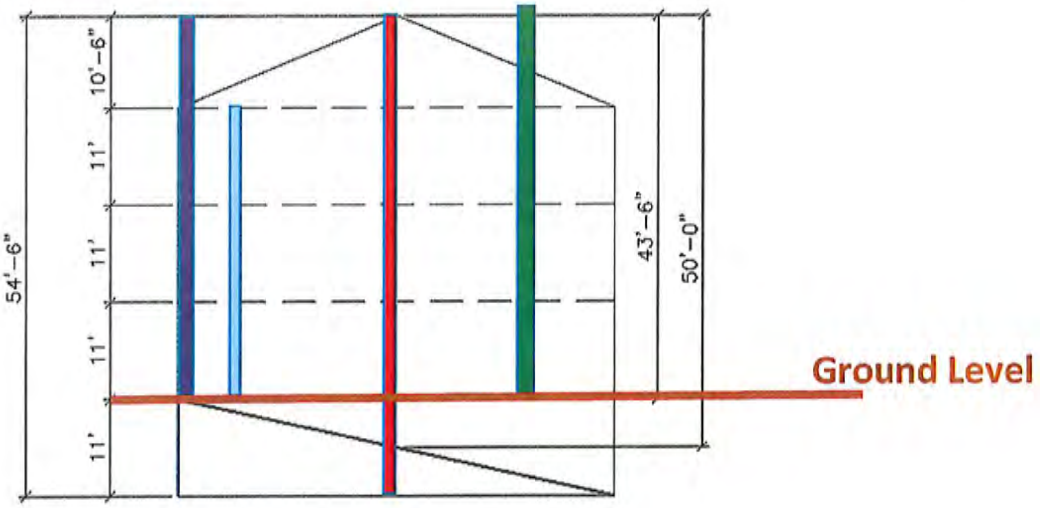
Hillside Elevation – Center Henderson Drive



Hillside Elevation—West Henderson Drive



3. Building height options



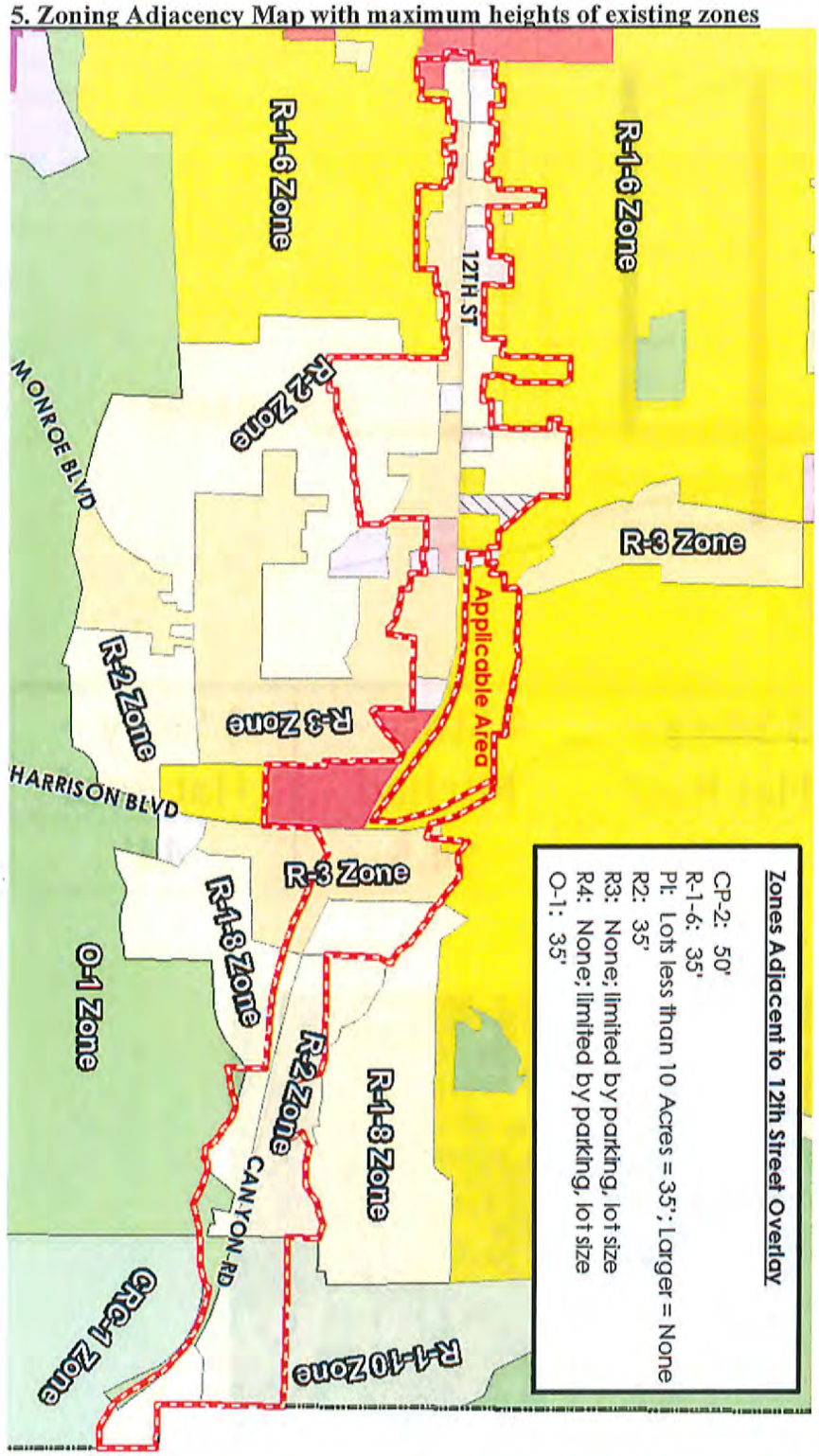
Alternative Height Options:

3 Story – Pitched	3 Story – Flat Roof	4 Story – Pitched	4 Story – Flat Roof
43.5'	33'	54.5	44'

4. Treeline Heights Graphics

Tree Line Map

5. Zoning Adjacency Map with maximum heights of existing zones



6. Map of applicable area

1 inch = 367.22 feet

0 125 250 500 Feet

Zoning

7. Concept Site Plan

8. Suggested ordinance amendment

15-24-4(L)(2)

2. Building Height: The maximum height for ~~a~~ multiple-family dwellings or single row house dwellings are subject to the following:

a. For the area between Monroe and Harrison Boulevards on the north side of 12th Street shall be:

SEE OPTIONS 1a AND 1b BELOW

1a. For all buildings ***adjacent to the 12th Street frontage***, the maximum height shall be three (3) stories and forty-five (45) feet to parapet or roof peak. A maximum height of forty-five (45) feet and four (4) stories is possible for other buildings on the property not adjacent to 12th Street provided that parking is located under the entire footprint of the building requesting the extra height. Height of buildings shall be measured on the side of the building that is most exposed and shall be measured from the finished grade to the parapet or roof peak.

2. Maximum height limit exception:

a. The Planning Commission may consider four (4) story building heights greater than forty-five (45) feet up to fifty (50) ft. measured at the parapet height or roof peak based on finding the following:

1. There is adequate distance and existing vegetation between the existing adjacent residential homes and the proposed buildings to screen the view of the proposed buildings.

2. The building elevation design and materials are visually compatible with the surrounding area.

3. A view shed analysis showing that the proposed building heights will have a minimal impact on views from the adjacent residential homes when compared to permitted heights.

4. Hillside profile showing that the existing topography is utilized to lower the building height.

OR

1b. For all buildings the maximum height shall be four (4) stories and forty-five (45) feet to parapet or roof peak. Height of buildings shall be measured on the side of the building that is most exposed and shall be measured from the finished grade to the parapet or roof peak.

2. Maximum height limit exception:

a. The Planning Commission may consider four (4) story building heights greater than forty-five (45) feet up to fifty (50) ft. measured at the parapet height or roof peak based on finding the following:

1. There is adequate distance and existing vegetation between the existing adjacent residential homes and the proposed buildings to screen the view of the proposed buildings.

2. The building elevation design and materials are visually compatible with the surrounding area.

3. A view shed analysis showing that the proposed building heights will have a minimal impact on views from the adjacent residential homes when compared to permitted heights.

4. Hillside profile showing that the existing topography is utilized to lower the building height.

5. The buildings requesting to be up to fifty (50) ft. are located along the 12th Street Frontage and the height of all other buildings not adjacent to 12th Street are a maximum of forty-five (45) ft.

a. When buildings requesting to be taller than forty-five (45) feet are placed adjacent to 12th Street and other buildings not adjacent to 12th Street are forty-five (45) feet or less, than the above considerations 1, 3, and 4 shall not apply.

AND

b. The maximum height for multiple-family and ~~or a~~ single-family row house dwellings in all other areas of the 12th Street overlay zone is three (3) stories with the peak of any roof not to exceed thirty-eight feet (38').

15-24-4(L)(5)

5. Building Design:

a. A single-family row house unit shall have a minimum of one thousand four hundred (1,400) square feet of living space excluding the garage area. The dwelling unit size in a multiple-family building shall be a minimum of one thousand (1,000) square feet.

b. The roof design shall be either gabled or hipped and have a minimum pitch of six to twelve (6:12). Flat roofs and roof pitches less than six to twelve (6:12) may be allowed in the area between Monroe and Harrison Boulevards on the north side of 12th Street. Roofing materials shall either be architectural grade asphalt shingles or wood shingles. In order to break up long straight lines of roofs, projections or variations in the roof plane with designs such as dormers, gabled ends, height variations in the roof because of variations in the roof span are required, or parapet variations when flat roofs are used. The choice of which type of roof variation treatment is dependent on the architectural style of the building and that the use of such elements relates to the wall planes and features of the facade of the building. Eaves shall project a minimum of eighteen inches (18") from the wall of the building, except when flat roofs are used.

City Council Work Session
COUNCIL STAFF REVIEW

Return to Agenda

LAND TRANSFER TO WEBER AREA DISPATCH AND 911 EMERGENCY SERVICES DISTRICT

- ***Property at Francom Public Safety Building***
  - ***3,285 sq. ft. of Existing Building***
  - ***4,300 sq. ft. of Additional Property for Construction/Expansion***

PURPOSE OF WORK SESSION: **To Review and Discuss a Proposal to Transfer Land to the Weber Area Dispatch and 911 Emergency Services District for Expansion of the 911 Center**

PLANNING COMMISSION RECOMMENDATION: **Approve Subject to Conditions (5-0)**

Executive Summary

The Administration will present and discuss a proposal to transfer property at the Francom Public Safety Building to the Weber Area Dispatch and 911 Emergency Services District to accommodate expansion of the 911 center.

Background

January 2000

The Public Safety Building at 2186 Lincoln Avenue was opened and occupied by Ogden City Police, Ogden City Fire Administration and Fire Station #1. A portion of the building was specifically designed to house Weber Consolidated Dispatch.

May 17, 2001

Ogden City entered into a lease with Weber Consolidated Dispatch for use of a portion of the second floor of the newly constructed Ogden City Public Safety Building located a 2186 Lincoln Avenue. That lease has since been renewed several times. The current lease is set to expire June 30, 2018.

June 21, 2005

The Weber County Commission approved the creation of the Weber Area Consolidated Dispatch and 911 Emergency Services District. Upon creation of the District, the Administrative Control Board, consisting of Weber County Commissioners and select Mayors, took control of dispatch and emergency service operations. A director was appointed to run the day-to-day operation of the 911 Center. The District currently serves the following jurisdictions:

Law Enforcement

- *Harrisville Police*
- *Morgan County Sheriff's Office*
- *North Ogden Police*
- *Ogden Police*
- *Pleasant View Police*
- *Riverdale Police*
- *Roy Police*
- *South Ogden Police*
- *USDA Forest Service*
- *Utah Highway Patrol*
- *Weber County Sheriff's Office*
- *Weber State University Police*
- *Utah Dept. of Corrections AP&P Northern Region*
- *Utah State Parks*
- *Utah Wildlife Resources*

Fire

- *Morgan County Ambulance*
- *Morgan Fire*
- *Mountain Green Fire*
- *Northview Fire*
- *Ogden Fire*
- *Plain City Fire*
- *Riverdale Fire*
- *Roy Fire*
- *South Ogden Fire*
- *Uintah Fire*

- *USDA Forest Services Fire*
- *Washington Terrace Fire*
- *Weber Fire District*

December 31, 2006
The Weber Area Consolidated Dispatch Center was officially dissolved and all property transferred to the Weber Area Dispatch and 911 Emergency Services District.

August 23, 2016
The City Council Office received the Mayor's Notice of Proposed Property Transfer. The Notice indicated that a portion of the property at the Francom Public Safety Building was proposed for transfer to Weber Area Dispatch and 911 Emergency Services District for expansion of the dispatch center. The notice set a public hearing on the proposed property transfer for September 9, 2016 at 10:00 a.m.

September 7, 2016
The Planning Commission reviewed the proposed property transfer and found that the transfer was consistent with the General Plan. The Commission recommended approval of the transfer of the property (5-0 vote) subject to the following conditions:

1. Reversion clause providing that the property revert back to Ogden City if land is no longer used by the 911 Center
2. Transfer of property is contingent upon recording the condominium plat.

September 9, 2016
The Mayor held a public hearing at the Mayor's Administrative Review Meeting (MARM). Tina Mathieu, Director of Weber Area Dispatch and 911 Emergency Services District, spoke in favor of the proposal and expressed appreciation for the City's help in moving the project forward.

The Mayor approved the creation of the condominium plat subject to recommended corrections to the plat and approval of transfer of the property by the City Council.

September 9, 2016
The City Council Office received an Administrative Transmittal requesting the Council approve a Resolution finding that underlying public policy principles and the value to the City derived from an expanded and renovated 911 call center represents adequate consideration for the transfer of property at less than market rate.

Ogden Municipal Code § 4-3A-5: Conveyance of Real Property
Under Utah State law, the Mayor has the authority to purchase and sell property. Section 4-3A-5.A.1 of the Ogden Municipal Code requires that

> *"[a]ll conveyances or encumbrances of such property shall be based on the highest and best economic return to the city, <u>except that consideration for property conveyed may be based on other public policy factors if the city council makes a legislative determination that the consideration is adequate</u>."*

In addition, under Section 4-3A-5.C if the property being transfer is deemed a "significant parcel" the Mayor must give public notice and hold a hearing to receive comments on the proposed transfer. Any public use property is, by definition, a "significant parcel."

Proposal

The Administration is proposing to transfer the 3,285 sq. ft. of the existing Francom Public Safety Building that currently houses the dispatch center and an additional 4,300 sq. ft. of property adjacent to this section of the building for construction of additional space to allow for expansion of the dispatch center. The property would be condominiumized to allow for separate ownership of this portion of the building. Ownership of the property is necessary to support bonding for the cost of constructing the new section of the building. The 911 District plans to create a Building Authority which will own the condominium space. Bonds will be issued with lease revenue paid by the 911 District to the Building Authority pledged for debt service.

Because the proposal is to transfer the property for less than the fair market value, pursuant to Section 4-3A-5 of the Ogden Municipal Code, the Council must determine if the public policy factors underlying the

transfer of the property are adequate consideration. The Administration has identified the following public policy factors supporting the property transfer:

- Ogden City is the largest entity served by the 911 District
- Ogden City residents would be heavily impacted by a tax increase that may be needed, should the 911 District have to find another, more expensive location
- The proximity of the dispatch center to the City's Emergency Operations Center would be extremely beneficial in implementing and coordinating response efforts in an emergency event
- The proximity of dispatch personnel to Ogden City public safety personnel has proved to be very useful in day-to-day operations

If approved as proposed, the 911 District must also meet the following conditions:

- The 911 District must pay the costs of creating the condominium plat and make alterations to the Public Safety Building
- The City must retain a reversionary interest in the property in the event the property is no longer used for the delivery of 911 services. Bond holders' interests will be considered in this case

The 911 District will continue to make lease payments for the next year. In the future, the District will pay common area maintenance (CAM) charges to cover maintenance costs for those areas.

Questions

1. Please review the proposal to transfer a portion of the building and property at the Francom Public Safety Center to the Weber Area Consolidated Dispatch and 911 Emergency Services District.

2. Will the District need to raise their property taxes in order to pay the cost of construction for the expanded facilities?

3. Will the dispatch center expansion have any other financial impacts on the City?

4. Are there any identifiable risks to the City in transferring this property? If so, please review.

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

Ogden City Council Transmittal

Date:	September 8, 2016
To:	Ogden City Council
From:	Mark Johnson, CAO
RE:	Proposed Land Donation from Ogden City to Weber Area Dispatch and 911 Emergency Services District
Staff Contact:	Mark Johnson, CAO
Requested Timeline:	As soon as convenient
Recommendation:	Adoption of the attached resolution
Documents:	1. Draft of Proposed Condominium Project Plat 2. Resolution approving conveyance of property from Ogden City to Weber 911 District

Executive Summary

When a sale of city owned property is considered, the value of the property proposed to be conveyed is generally determined by appraisal or by an information market survey conducted by, or under the direction of, the director of management services. This process establishes the highest and best economic value to the city. If the consideration received by the city is for something other than the highest and best economic value, the city council must make a legislative determination that the consideration is adequate based on public policy factors. Ogden Municipal Code § 4-3A-5.A.1. Attached to this transmittal is a proposed resolution recognizing that the donation of a condominium unit in the city's Francom Public Safety Building to the Weber Area Dispatch 911 and Emergency Services District (911 District), or its municipal building authority for the construction of a renovated and expanded 911 call center and administrative offices in exchange for achieving important public policy goals is adequate consideration.

Background

In May of 2001, the 911 District, then known as the Weber Area Consolidated Dispatch Center, began leasing a portion of the second floor of the newly constructed Ogden City Public Safety Building (the Francom Building). The 911 District made lease payments for the space it used to provide 911 services and also paid additional fees for maintenance costs associated with its use of the Francom Building. The leased area constitutes less than 6% of the total space of the Francom Building. The 911 District has continued to renew its lease and has now operated out of the building for over 15 years.

At this time, the 911 Center has identified a need to substantially expand its available space to address growth in the demand for its services. Although building a new call center at a different location has been considered, there are a number of challenges with that option. The current location provides the 911 District with access to technological and safety features that are not easily replicated at another site without

incurring significant expense. Having the 911 District employees easily available to deal with questions from Ogden City personnel has been useful during the time the call center has been located in the Francom Building. Less frequently, but of potentially more importance, in the event of a significant emergency event requiring the use of the city's emergency operations center (EOC), having the 911 District call center located in the same building as the EOC could make a significant difference in implementing and coordinating emergency response efforts.

Additionally, the 911 District provides dispatch services to all of the public safety entities in Weber County. It also provides some services to Morgan County and certain state and federal agencies. The single largest entity served by the 911 District, however, is Ogden City. As a result, Ogden City residents also pay a large portion of the taxes collected to support the 911 District. If a tax increase were required to pay for the acquisition of land and the construction of a new 911 call center, Ogden residents would bear a large portion of that increase. By expanding at the current location, the 911 District will be able to limit some of the costs that it would otherwise incur in establishing new facilities while retaining the benefits associated with its current location. Reductions in costs for the new call center will directly benefit Ogden taxpayers.

Proposal

It is proposed that a condominium project be created and that the city donate one of the units in the condominium project to the 911 District. The use of condominium units allows for the 911 District to have separate ownership of the renovated and expanded space while still complying with building codes. The proposed unit will provide the 911 District with roughly the same amount of space inside of the Francom Building as it has leased for the last 15 years. In addition, the 911 District will be able to construct an expansion on the south side of the existing building. The project will be require a significant amount of funding which is proposed to be generated through a lease revenue bond. The 911 District will create a municipal building authority to own the space and will use the unit as collateral for the bond. This type of financing would not be possible without the creation and conveyance of a separately owned and legally recognized parcel.

The condominium will also have a small amount of common space inside of the existing building in order to allow the 911 District to utilize the common public entrance, a common employee entry to access to its unit and a common exercise area. The exterior of the property will be administered as common area for parking and landscaping. The condominium declaration also provides a mechanism for determining how common expenses will be divided up between the city and the 911 District.

Council approval is required to establish that the value (including nonmonetary value) received by the City for its land is sufficient compensation for the property that will be conveyed to the 911 District.[1] The attached resolution:

[1] To the extent that a study is required by law prior to conveying a significant parcel of property, the information and analysis contained in this transmittal shall serve as the required study.

1. Recognizes the adequacy of consideration for conveying one unit of the proposed condominium project to the 911 District based on public policy considerations; and

2. Imposes certain responsibilities on the 911 District with regard to the use and ability to transfer the donated unit.

Adequacy of Consideration

When the City conveys property, it is required to receive adequate value, or consideration, in return. Ordinarily, the value is measured in monetary terms. In some instances, however, value may be based on something other than money. Section 4-3A-5.A.1 of the city's municipal code states that: "All conveyances or encumbrances of such property shall be based on the highest and best economic return to the city, except that consideration for property conveyed may be based on other public policy factors if the city council makes a legislative determination that the consideration is adequate." As discussed in the background section, having a co-located 911 call center with the city's main public safety building and EOC provides an important service to Ogden City by improving the delivery of emergency services response during a significant emergency and by decreasing the potential costs of a new call center that would be borne substantially by Ogden City residents.

The planning commission heard the proposal to declare the proposed unit as surplus property so long as it is used for the provision of 911 services and the mayor has scheduled a public hearing for 10:00 am on September 9, where the public will be allowed to appear and provide comment on the proposed conveyance of property.

Conditions on Conveyance

In order for Ogden City to receive the benefit justifying the donation, it is important that the new facility be used only for the provision of 911 services to city residents. While other public safety entities might appreciate the use of the space, there is no guarantee that they would provide similar benefits to the 911 District that justify the donation of the condominium unit. For these reasons, the following conditions are proposed as part of the council's approval:

A. The 911 District pay for the costs of creating the condominium plat and making alterations to the public safety building and premises; and
B. The city retains a reversionary interest in the property in the event that the 911 District vacates the unit or no longer uses the unit for the delivery of 911 services, with the mayor determining how best to balance the city's reversionary interest with the interests of potential bondholder's who may provide funding for the construction of the renovated and expanded call center.

Recommendation

The administration recommends that the resolution be adopted as proposed.

Fiscal Impact

There is no current impact associated with the donation of a condominium unit to the 911 District. The 911 District will make its same lease payments for the current year in lieu of any condominium fees. In future years, lease revenue will no longer be collected from the 911 District, but the City will also not be responsible for maintenance of the conveyed unit. The 911 District will contribute to common expenses of the condominium, including the parking lot, landscaping, and common use areas associated with the building.

RESOLUTION NO.

A RESOLUTION OF THE OGDEN CITY COUNCIL DETERMINING THE ADEQUACY OF CONSIDERATION TO BE RECEIVED FOR CITY PROPERTY AT 2186 LINCOLN AVENUE.

WHEREAS, Ogden City owns approximately four and one half acres of property located at 2186 Lincoln Avenue;

WHEREAS, the property was acquired by the city for use as a public safety facility; and

WHEREAS, the Weber Area Dispatch 911 and Emergency Services District (911 District) has historically leased a portion of the public safety building for its office needs;

WHEREAS, the 911 District has outgrown the available leased space and is in need of additional space to meet its mission;

WHEREAS, the 911 District prefers to remain at the present location and the only way to meet its expansion needs is to construct an addition to the public safety building;

WHEREAS, constructing a call center and office at another location would require the 911 District to incur significant additional expense for communications equipment, building design and other infrastructure that is already generally available at the public safety building;

WHEREAS, Ogden City public safety personnel receive the largest number of calls from the 911 call center and benefits from its police and fire personnel having ready access to the 911 District staff and would lose this benefit if the call center was relocated;

WHEREAS, it is proposed that the 911 District continue to operate in a portion of the public safety building and to construct an addition to the public safety building, all of which would be owned by the 911 District as a single condominium unit;

WHEREAS, the existing public safety building has approximately 60,000 square feet of building space and would only be devoting about 3,285 square feet of that space to the 911 District;

WHEREAS, the Planning Commission has made a determination that the portion of the property needed for the 911 district condominium unit be classified as surplus property so long as a deed restriction is included providing for a reversionary interest to the City if the unity is vacated by the 911 District or no longer used for 911 services by the district; and

WHEREAS, based on the information now available to it, the council is prepared to make a legislative determination as to the public policy factors supporting the consideration to be received by Ogden City for the city's property.

NOW, THEREFORE, the Council of Ogden City hereby finds and resolves, as follows:

1. **Size and Location of City Property.** Ogden City owns about four and six-tenths (4.6) acres of property located at 2186 Lincoln Avenue, a portion of which has been leased to the Weber Area Dispatch 911 and Emergency Services District as part of the city's public safety building. The creation of a condominium unit for the 911 District will occupy approximately 3,285 square feet of existing building space and 4,300 square feet of space on which a two story building expansion will be constructed generally as shown on the architectural site plan attached hereto as Exhibit A and incorporated herein by reference.

2. **Public Policy Factors Affecting Adequacy of Consideration.** It is in the public interest that the proposed condominium unit be donated to the 911 District for use in establishing an expanded and updated 911 call center. The consideration for this conveyance is evaluated based on legislatively determined public policy factors that help achieve goals and support principles of the city's general plan, including:

   - Ensuring that public buildings and facilities are appropriately located to best meet the needs of those benefitting from them.
   - Retaining the use of the majority of the public safety property for use in meeting the city's public safety needs.
   - Providing ready access for the city's public safety personnel to have ready access to the 911 District staff.
   - Maintaining a physical connection between the city's emergency operations center and the 911 call center.

3. **Highest and Best Economic Return.** Ogden City would not convey a portion of the public safety building to a private party. The highest and best economic return of the property to be conveyed by Ogden City cannot be measured by a traditional cash transaction. The economic benefits to be derived by the city from an expanded and renovated 911 call center are not based on sales price, but instead are based on the opportunity to maximize the benefit of having the 911 District and the city's public safety offices in a single location.

4. **Adequacy of Consideration.** Based on the public policy principles and value to the city of a centralized public safety complex, the donation of the proposed condominium unity in exchange for the construction of an addition to the public safety building to house the 911 District call center and offices represents

adequate consideration and is the best value for the city, so long as the following terms are a part of the donation:

A. The 911 District pay for the costs of creating the condominium plat and making alterations to the public safety building and premises; and
B. The city retains a reversionary interest in the property in the event that the 911 District vacates the unit or no longer uses the unit for the delivery of 911 services, with the mayor determining how best to balance the city's reversionary interest with the interests of potential bondholder's who may provide funding for the construction of the renovated and expanded call center.

APPROVED AND ADOPTED this _____ day of _____, 2016.

_____
CHAIR

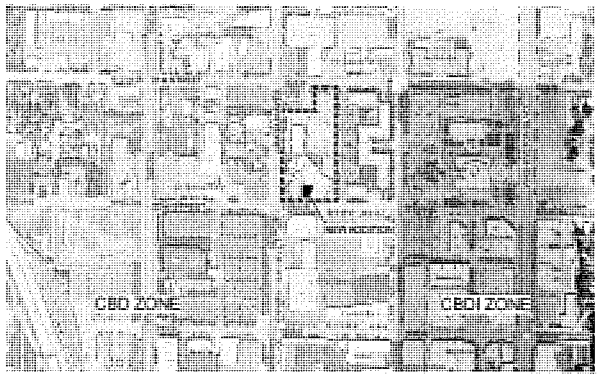
ATTEST:

_____
CITY RECORDER

APPROVED AS TO FORM: WKH 9/8/16
LEGAL DATE

EXHIBIT A

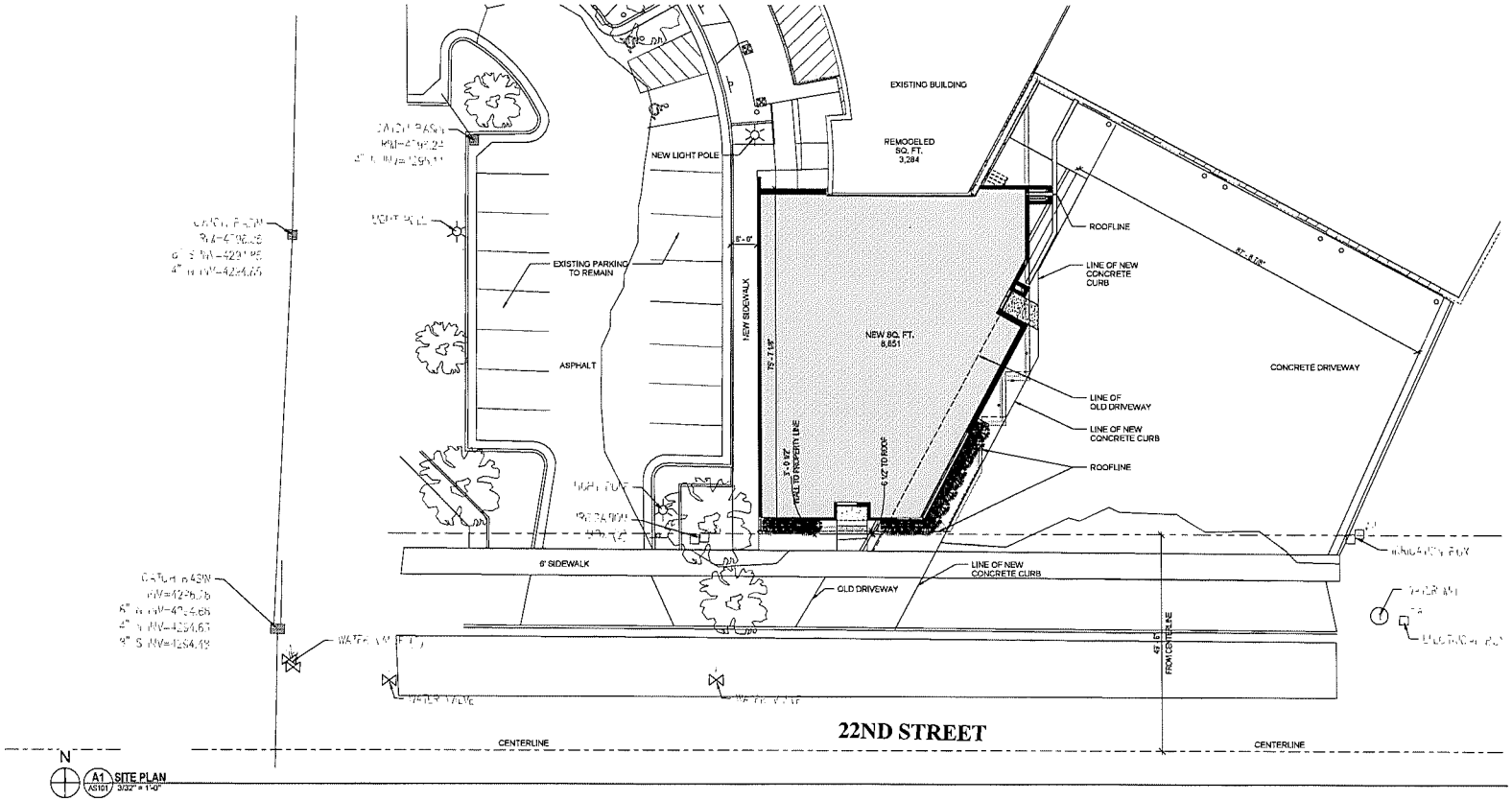
VICINITY MAP



SITE PLAN REQUIREMENTS

Tax ID #	010410069	
Total Parcel Area	201,682 SF	
Building Coverage	4,179 SF	2.1%
Existing Zoning	CBD	
Land Use	911 Call Center	

TENANT:	**WEBER AREA DISPATCH 911**
Tax ID #	010410069
Owner:	Ogden City
Address:	2186 Lincoln Ave, Ogden, UT 84401
Architect:	ARCHITECTURAL NEXUS
Address:	2505 E Parleys Way, SLC, UT 84109
Phone:	801-924-5000



A1 SITE PLAN
AS101 3/32" = 1'-0"

ARCH | NEXUS

Architectural NEXUS, Inc.
2505 East Parleys Way
Salt Lake City, Utah 84109
T 801.924.5000
http://www.archnexus.com

Original drawings remain the property of the Architect and are with the Architect unless total ownership and control. The design represented by these drawings is solid in the field for a one time use, unless otherwise agreed upon in writing by the Architect.
© Architectural Nexus, Inc. 2014

Weber/Morgan County
Dispatch Center
Ogden, Utah

#	Date	Revision

DESIGN DEVELOPMENT

NEXUS PROJECT #: 16018
CHECKED BY: KEJ
DRAWN BY: Author
DATE: 05 AUG 2016

ARCHITECTURAL SITE PLAN

AS101

OGDEN CITY COUNCIL TRANSMITTAL

DATE: September 8, 2016

TO: Ogden City Council

THRU: Mark Johnson, CAO

FROM: Tom Christopulos, CED Director

RE: Consideration of sale of a portion of the Public Safety property at 2186 Lincoln to the 911 Center

STAFF CONTACT: Greg Montgomery, Planning Manager

REQUESTED TIMELINE: September 13, 2016

RECOMMENDATION: Approval of the sale of a portion of the property subject to:

1. Reversion clause be provided that if land is no longer used by the 911 Center the property reverts back to Ogden City provided stipulations address issues of bond council and holders.
2. Transfer of property is contingent upon recording the condominium plat.

DOCUMENTS: Planning Staff report.

DISCUSSION:

The Planning Staff explained that this is part of the reviews that have been taking place the last two months regarding the development of the Weber 911 Center. This consideration would allow the 911 Center to own portions of the land and building where their expanded operation will take place. The transfer would involve 4,000 square feet of land and 3,285 square feet of the second floor of the existing building. This transfer would allow the 911 Center to finance and own their portion of the facility rather than lease the space.

Staff explained that the transfer would be consistent with the general plan as it keeps the land use a governmental land use according to the CBD plan and it meets the general plan guidelines of maintaining efficient public buildings that meet the needs of Ogden. Staff explained to be consistent with the plan there should be a reversion clause that if the space is not used by the 911 center that the city would have the ability to reacquire the space.

There was some discussion that as bonding will take place to develop the center that there may need to be wording that is suitable that should a default occur that the city's position is subordinate and the details will need to be worked out.

PLANNING COMMISSION ACTION

The Planning Commission reviewed this item on September 7, 2016. A motion was made based on the findings that transfer of land is consistent with the general plan to recommend approval of the transfer of land subject to

1. Reversion clause be provided that if land is no longer used by the 911Center the property reverts back to Ogden City provided stipulations address issues of bond council and holders.
2. Transfer of property is contingent upon recording the condominium plat.

PLANNING COMMISSIONERS VOTE	Yes	No
Blaisdel…….	X	
Herman……	X	
Patterson……..	X	
Schade……	X	
Wright…….	X	

CONCERNS OF CITIZENS:

None expressed concern.

Report by Greg Montgomery

Agenda Name: **Consideration of sale of a portion of the Public Safety property at 2186 Lincoln Avenue to the 911 District**

Petitioner/ Developer: **911 Center- Tina Mathieu**

2186 Lincoln Avenue

Ogden, Utah 84401

Petitioner/ Developer's requested action: Approval of sale of a portion of land for the 911 Center.

Planning Staff's Recommended Action

Approval of the proposed sale of property subject to:

1. Reversion clause that if land is no longer used by the 911 Center the property reverts back to Ogden City.
2. Transfer of property is contingent upon recording condominium plat.

Planning Commission's determination for action

1. The proposed sale of land is / *is not* consistent with the general plan.

Past History

August 3, 2016- Approval of building exterior design

July 6, 2016- Site plan layout approved.

December 3, 1997- Site and building elevations approved for development of public safety building.

Vicinity Map

Project Summary

Property Address: 2186 Lincoln

Zone: CBD

Community Plan: CBD

Property Size: 4.82 acres

Existing Use: Public safety building- 911 center

Description of request

The Commission has been reviewing over the last two months plans for an addition to the Public Safety building for expansion of the 911 Center. Part of this development plan includes the 911 District owning the building and space they operate in rather than leasing from the city. The 911 Center is its own government district and feels owning their building is an important fiscal management obligation rather than leasing space from the city.

This request is to allow the transfer of 4,300 square feet of land (2% of land area) and 3,285 square feet on the existing 2nd floor of the building (5% of building) to the 911 District so the building construction can take place and the center can expand to meet its future needs.

What Planning Commission reviews

The Commission is required to review the sale of any public use property for conformity to the general plan. Public use property is land acquired for park, trail, street or public way and for land used for delivery of services to the public. The public safety building is such a property as it is used to deliver police and fire protection to the city.

Once the Commission takes an action regarding the request, the recommendation is forwarded to the Mayor. Before acting on the recommendation the Mayor, notifies the council of such a request and then holds a public hearing after a 14 day notice of the intent to sale land.

Factors for consideration of action

1. Consistency with the General Plan

3.D.5 of the General Plan states, "Provide and maintain resource efficient public buildings and facilities that meet the needs of Ogden City customers." One of the strategies (3.D.5.F) then notes, "Reviewing proposed public buildings and facilities to ensure such facilities are appropriately located to best meet the needs of benefiting from them…" The public safety building has been a key development that concentrates police and fire protection in Ogden. It is at a key location downtown to provide quick response and also be accessible to the public who need the services of these two divisions. The addition of the 911 center in 2001 to the space with its county wide service to emergency services is best located with those organizations they provide services to such as Ogden's police and fire departments. The use is also consistent with the CBD plan which calls for this area to be governmental use area.

The request of the 911 district to now acquire a portion of land and update their facilities on the public safety building property is consistent with the general plan. The interrelationship of the 911 district and the police and fire department of Ogden are co-dependent. It is still a public use of land but includes a larger area of coverage.

One concern is that if any future events have the center move from this site there should be a reversion clause that the City could obtain the property back so the public purpose of the land for emergency service could continue which is the reason the property was acquired in the first place.

Another question is one of timing. The transfer of the land title needs to be contingent with the recording of the condominium plat. This will be the means of transferring the interest of the land where the building will be built and also a portion of the existing building on the 2nd floor and also the common interest in the parking area that serves the entire property.

Attachments

1. County plat

MAYOR'S ADMINISTRATIVE ACTION REPORT
FOR
CREATION OF 2 UNIT CONDOMINIUM
OF THE PUBLIC SAFETY PROPERTY
AT 2186 LINCOLN AVENUE

Departmental Requirements and Recommendations
Approval of the preliminary condominium subject to:

1. Including all the public safety property on the plat.
2. Approval of the city sale of public property.
3. Required department correction made to plat.

Planning Commission's Reasons of Actions
The Planning Commission has made the following determination:

1. The proposed condominium can be consistent with the condominium ordinances of the city.

.

Planning Commission Recommendation The Planning Commission reviewed this item on *September 7, 2016* and recommends approval subject to:

1. Including all the public safety property on the plat.
2. Approval of the city sale of public property.
3. Required department correction made to plat.

Planning Commissioner's vote on recommendation	**Yes**	**No**
Patterson	X	
Blaisdell	X	
Herman	X	
Schade	X	
Wright	X	

Mayor's Action and Requirements made on September 9, 2016

_____ Approve, subject to revisions recommended by the Planning Commission

_____Approve, subject to the revisions noted below

_____ Deny

Approval of action taken:

_____
Michael P. Caldwell, Mayor

OGDEN CITY PLANNING COMMISSION
September 7, 2016 AGENDA ITEM- D

Report by Greg Montgomery

Agenda Name: **Public Hearing: Creation of 2-unit condominium of the Public Safety property at 2186 Lincoln Avenue**

Petitioner/ Developer: **911 Center- Tina Mathieu**

2186 Lincoln Avenue

Ogden, Utah 84401

Petitioner/ Developer's requested action: Approval of condominium plat.

Planning Staff's Recommended Action

Approval of the proposed condominium subject to:

1. Include all the public safety property into the plat.
2. Approval of the city of sale of public property.
3. Required department corrections of plat.

Planning Commission's determination for action

1. The proposed condominium can be / *is not* consistent with the condominium ordinances of the city.

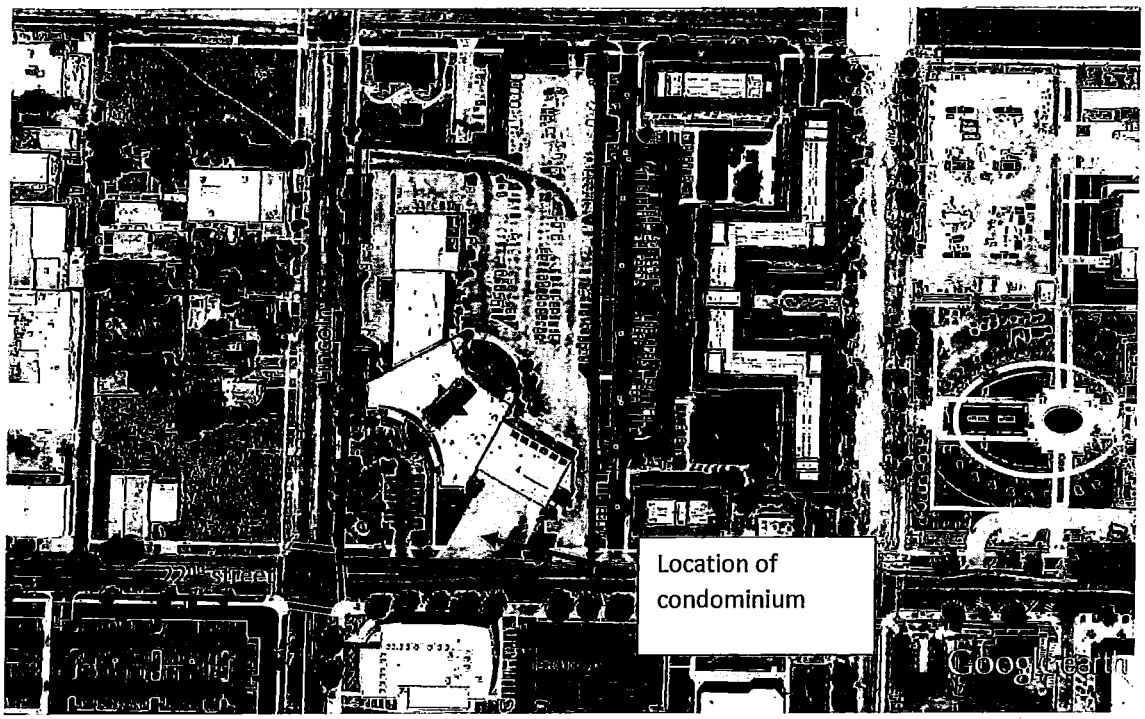
Past History

August 3, 2016- Approval of building exterior design

July 6, 2016- Site plan layout approved.

December 3, 1997- Site and building elevations approved for development of public safety building.

Vicinity Map



Project Summary

Property Address: 2186 Lincoln

Zone: CBD

Community Plan: CBD

Property Size: 4.82 acres

Existing Use: Public safety building- 911 center

Description of request

The Commission has been reviewing over the last two months plans for an addition to the Public Safety building for expansion of the 911 Center. Part of this development plan includes the 911 District owning the building and space they operate in rather than leasing from the city. The use of a condominium plat is the means for that ownership to occur.

This request is to approve a condominium to be the tool for the City and 911 Center to own their respective portions of the building and share in costs of common parking and access areas need to serve both functions. This action would allow the 911 Center to have 4,300 square feet of land (2% of land area) and 3,285 square feet on the existing 2nd floor of the building (5% of building) and site.

What Planning Commission reviews

The Commission is required to review the condominium plat for compliance to the provisions of 14-6 of the subdivision ordinance

Once the Commission takes an action regarding the request, the recommendation is forwarded to the Mayor for his approval.

Factors for consideration of action

1. **Remnant Parcels**

The submitted document leaves out two portion of land that are part of the public safety property. One is a piece of land inside the fence that is used for parking and the other a landscaped area. All the land should be included in the plat since they are not stand alone in function but are part of the entire complex.

2. **Rights as a property owner**

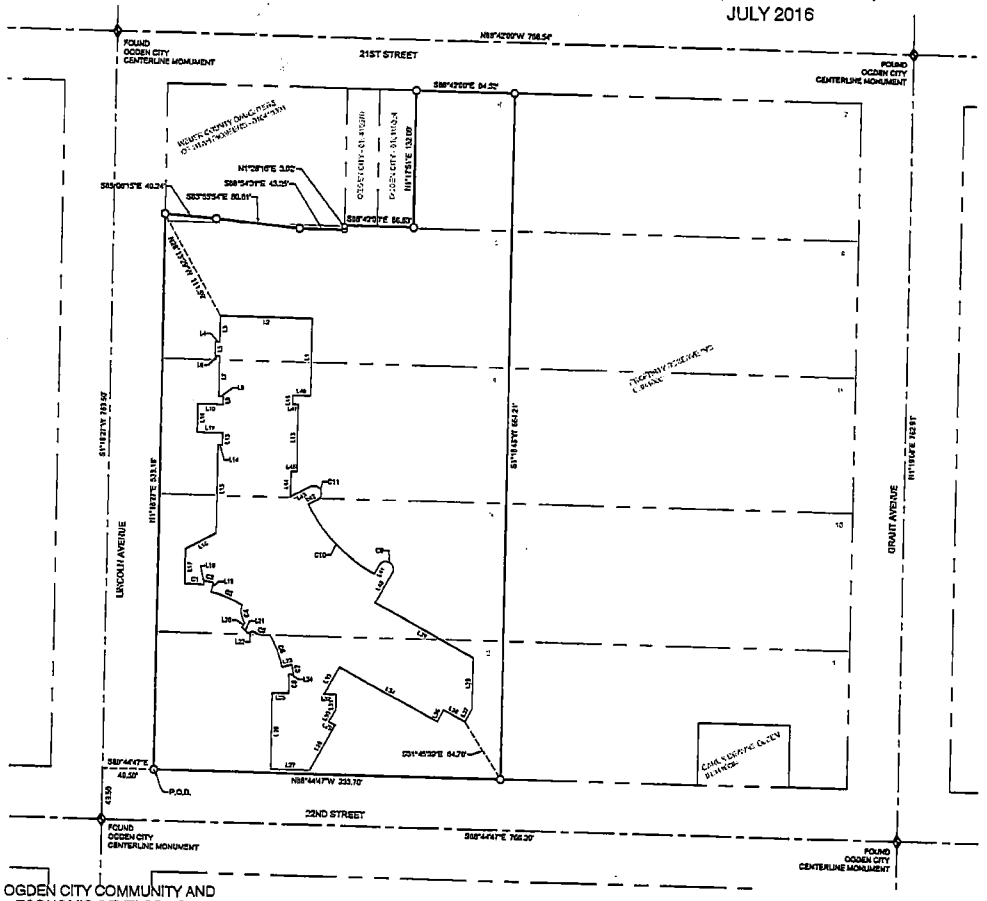
Timing is a question of this project and in order for someone else to sign the plat as an owner the City will need to approve that the portion of the land can be sold to a separate entity. This is an item that is previous to this action but needs to be acted upon before the plat can be recorded.

Attachments

1. Proposed condo plat
2. Department comments

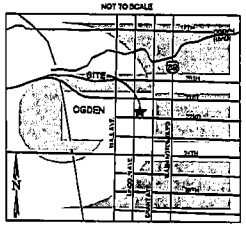
OGDEN PUBLIC SAFETY CONDOMINIUM PROJECT

A PART OF BLOCK 47, PLAT A, OGDEN CITY SURVEY
LOCATED IN SECTION 29, TOWNSHIP 6 NORTH, RANGE 1 WEST,
SALT LAKE BASE AND MERIDIAN,
OGDEN CITY, WEBER COUNTY, UTAH
JULY 2016



VICINITY MAP

NOT TO SCALE



BOUNDARY DESCRIPTION

[illegible]

SURVEYOR'S CERTIFICATE

I, KLINT H. WHITNEY, DO HEREBY CERTIFY THAT I AM A LICENSED PROFESSIONAL LAND SURVEYOR IN THE STATE OF UTAH AND THAT I HOLD CERTIFICATE NO. 6327228 IN ACCORDANCE WITH TITLE 58, CHAPTER 22, OF THE PROFESSIONAL ENGINEERS AND LAND SURVEYORS ACT; I FURTHER CERTIFY THAT BY AUTHORITY OF THE OWNERS I HAVE COMPLETED A SURVEY OF THE PROPERTY DESCRIBED ON THIS RECORD OF SURVEY PLAT IN ACCORDANCE WITH SECTION 57-8-13(3) OF THE UTAH CONDOMINIUM PROJECT AND HAVE VERIFIED ALL MEASUREMENTS; THAT THE REFERENCE MONUMENTS SHOWN ON THIS RECORD OF SURVEY PLAT ARE LOCATED AS INDICATED AND ARE SUFFICIENT TO RETRACE OR RESTABLISH THIS SURVEY; AND THAT THE INFORMATION SHOWN HEREIN IS SUFFICIENT TO ACCURATELY ESTABLISH THE LATERAL BOUNDARIES OF THE HEREIN DESCRIBED TRACT OF REAL PROPERTY.

SIGNED THIS _____ DAY OF _____, 2016.

PROFESSIONAL LAND SURVEYOR 6327228 Klint H. Whitney STATE OF UTAH

_____
KLINT H. WHITNEY, PLS NO. 6327228

OWNER'S DEDICATION

WE, THE UNDERSIGNED OWNER OF THE HEREIN-DESCRIBED TRACT OF LAND HEREBY SET APART AND SUBDIVIDE THE SAME INTO UNITS AND COMMON AREAS AS SHOWN ON THIS PLAT, AND NAME SAID TRACT:

OGDEN PUBLIC SAFETY CONDOMINIUM PROJECT

(A) AND DO HEREBY DEDICATE AND RESERVE UNTO THEMSELVES, THEIR HEIRS, THEIR GRANTEES AND ASSIGNS, A RIGHT-OF-WAY TO BE USED IN COMMON WITH ALL OTHERS WITHIN SAID SUBDIVISION (AND THOSE ADJOINING SUBDIVISIONS THAT MAY BE SUBDIVIDED BY THE UNDERSIGNED OWNERS, THEIR SUCCESSORS, OR ASSIGNS) ON, OVER AND ACROSS ALL THOSE PORTIONS OR PARTS OF SAID TRACT OF LAND DESIGNATED ON SAID PLAT AS COMMON AREA AS ACCESS TO THE INDIVIDUAL UNITS. TO BE MAINTAINED BY OGDEN PUBLIC SAFETY CONDOMINIUM OWNERS ASSOCIATION WHOSE MEMBERSHIP CONSISTS OF SAID OWNERS, THEIR GRANTEES, SUCCESSORS OR ASSIGNS.

(B) AND DO HEREBY GRANT AND DEDICATE A PERPETUAL RIGHT AND EASEMENT OVER, UPON AND UNDER THE LANDS DESIGNATED HEREON AS COMMON AREA, THE SAME TO BE USED FOR THE INSTALLATION, MAINTENANCE OF PUBLIC UTILITY SERVICE LINES, PRIVATE UTILITY SERVICE LINES, STORM DRAINAGE FACILITIES, IRRIGATION CANALS OR FOR THE PERPETUAL PRESERVATION OF WATER CHANNELS IN THEIR NATURAL STATE WHICHEVER IS APPLICABLE AS MAY BE AUTHORIZED BY THE GOVERNING AUTHORITY, WITH NO BUILDINGS OR STRUCTURES BEING ERECTED WITHIN SUCH EASEMENTS.

(C) CONVEY TO OGDEN PUBLIC SAFETY CONDOMINIUM OWNERS ASSOCIATION, ALL THOSE PARTS OR PORTIONS OF SAID TRACT OF LAND DESIGNATED AS COMMON AREAS TO BE USED FOR RECREATIONAL AND OPEN SPACE PURPOSES FOR THE BENEFIT OF EACH OWNERS ASSOCIATION MEMBER IN COMMON WITH ALL OTHERS IN THE SUBDIVISION.

(D) GRANT AND CONVEY TO THE CONDOMINIUM (UNIT) OWNERS ASSOCIATION ALL THOSE PARTS OR PORTIONS OF SAID TRACT OF LAND DESIGNATED AS LIMITED COMMON AREAS TO BE USED FOR INDIVIDUAL BENEFIT OF EACH INDIVIDUAL LOT (UNIT) OWNERS ASSOCIATION MEMBER OF WHICH SAID LIMITED COMMON AREA ADJOINS.

(E) GRANT AND CONVEY TO THE CONDOMINIUM (UNIT) OWNERS AN EASEMENT TO ACCESS AND MAINTAIN EXISTING UTILITIES AND INFRASTRUCTURE AS THE CURRENTLY EXIST.

SIGNED THIS _____ DAY OF _____, 2016.

_____
BY: _____

ACKNOWLEDGEMENT

STATE OF UTAH)
) S.S.
COUNTY OF WEBER)

On this _____ day of _____ 2016, before me _____, A Notary Public, personally appeared _____, Proved on the basis of satisfactory evidence to be the person(s) whose name(s) (is/are) subscribed to the instrument, and acknowledged (he/she/they) executed the same. Witness my hand and official seal.

STAMP _____ NOTARY PUBLIC

CURVE TABLE

CURVE #	LENGTH	RADIUS	DELTA	CHORD BEARING	CHORD LENGTH
C1	16.14	59.00	15.68	S84° 58' 42"E	16.11
C2	8.88	120.00	4.22	S77° 57' 52"E	8.88
C3	32.46	111.12	16.74	S87° 38' 18"E	32.35
C4	17.26	23.46	42.32	S7° 42' 40"E	17.34
C5	16.18	23.46	44.36	S24° 58' 52"E	17.73
C6	32.49	106.87	17.41	S22° 47' 34"E	32.65
C7	8.22	117.37	4.49	S2° 52' 30"E	8.21
C8	16.17	59.00	15.69	S6° 57' 02"W	16.14
C9	20.79	7.25	163.00	N49° 17' 13"W	14.38
C10	62.34	163.00	24.46	N43° 37' 47"W	61.93
C11	22.79	7.25	180.00	N30° 17' 47"W	14.50

LEGEND

- OGDEN CITY MONUMENT AS NOTED
- SET 24" REBAR AND CAP MARKED GARDNER ENGINEERING
- SUBDIVISION BOUNDARY
- ORIGINAL LOT LINE
- ADJACENT PARCEL
- CENTERLINE
- EXISTING FENCE
- EASEMENT
- EXTERIOR BUILDING WALL

0' 25' 50' 100' 200'
Scale in Feet
1" = 50'

OGDEN CITY COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

I HEREBY CERTIFY THAT THIS PLAT COMPLIES WITH THE MINIMUM REQUIREMENTS OF THE SUBDIVISION ORDINANCE OF OGDEN CITY, AND CONFORMS WITH THE APPROVED PRELIMINARY PLAT, AS REVIEWED AND APPROVED BY THE OGDEN CITY PLANNING COMMISSION AND THE MAYOR OF OGDEN CITY, PRE-REQUISITE TO THE FINAL PLAT APPROVAL BY THE MAYOR OF OGDEN CITY.

SIGNED THIS ___ DAY OF _____, 2016.

_____
MANAGER, PLANNING DIVISION

OGDEN CITY ENGINEER

I HEREBY CERTIFY THAT THIS PLAT COMPLIES WITH THE MINIMUM CONDITIONS OF THE OGDEN CITY ORDINANCES THIS OFFICE IS REQUIRED TO REVIEW AND APPROVE.

SIGNED THIS ___ DAY OF _____, 2016.

_____
OGDEN CITY ENGINEER

OGDEN CITY APPROVAL

THIS PLAT AND ANY DEDICATIONS OFFERED HEREIN ARE APPROVED AND ACCEPTED BY THE MAYOR OF OGDEN CITY

SIGNED THIS ___ DAY OF _____, 2016.

_____
MICHAEL P. CALDWELL, MAYOR

ATTEST: _____
CITY RECORDER

OGDEN CITY ATTORNEY'S OFFICE

APPROVED BY THE OGDEN CITY ATTORNEY'S OFFICE

SIGNED THIS ___ DAY OF _____, 2016.

_____
OGDEN CITY ATTORNEY

NARRATIVE

THE PURPOSE OF THIS SURVEY IS TO DEFINE UNITS WITHIN THE SUBJECT BUILDING AND SURROUNDING PARCEL. THE SURVEY WAS ORDERED BY OGDEN CITY. THE BASIS OF BEARING IS THE LINE BETWEEN THE CENTERLINE MONUMENT FOUND AT 22ND STREET AND LINCOLN AVENUE, AND THE CENTERLINE MONUMENT FOUND AT 21ST AND LINCOLN AVENUE WHICH BEARS NORTH 1°16'22" EAST, WEBER COUNTY, UTAH NORTH, NAD 83 STATE PLANE GRID BEARING.

DEVELOPER:
NAME
ADDRESS
OGDEN, UT 84401
801-302-3001

GARDNER ENGINEERING
CIVIL • LAND PLANNING
MUNICIPAL • LAND SURVEYING
2150 SOUTH 975 EAST OGDEN, UT
OFFICE: 801-476-0202 FAX: 801-476-0303

S1/6

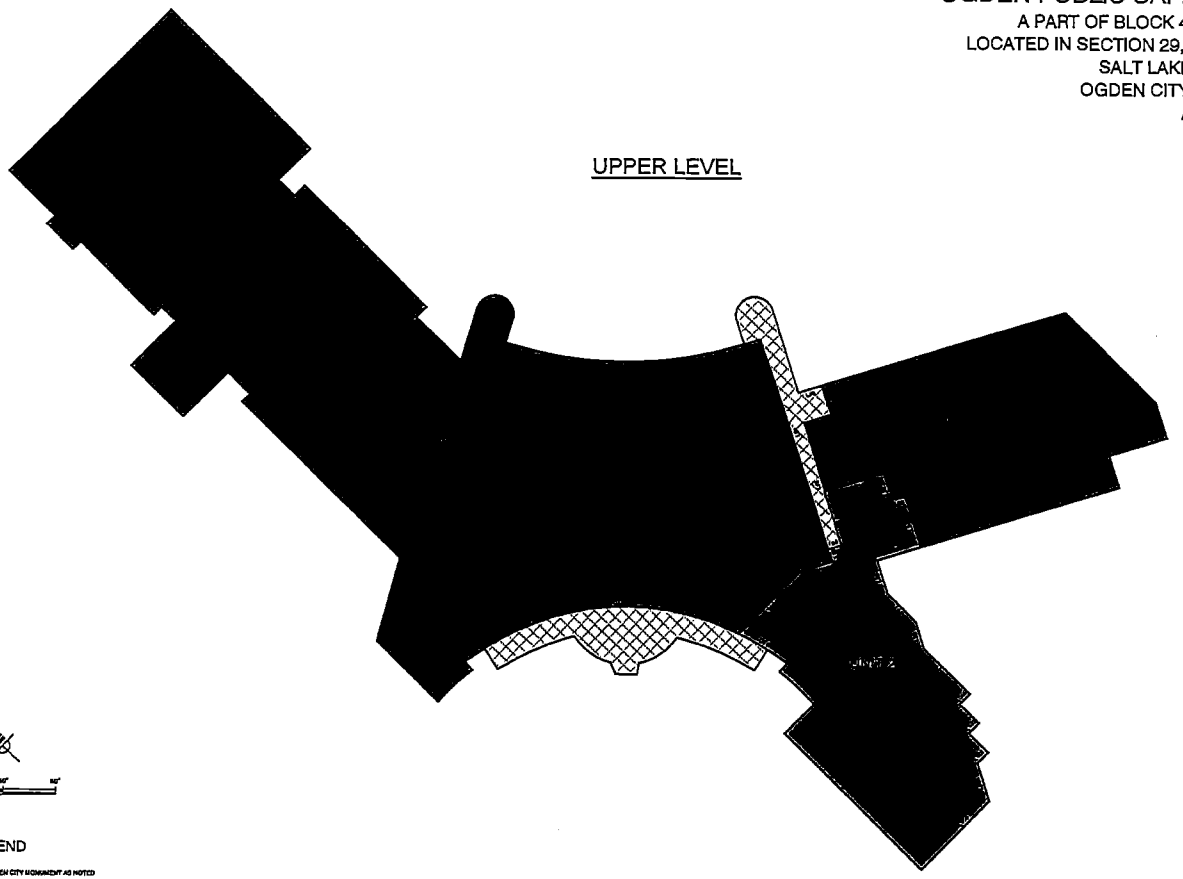
COUNTY RECORDER
ENTRY NO. _____ FEE PAID _____
FILED FOR AND RECORDED _____
AT _____ IN BOOK _____ OF OFFICIAL RECORDS, PAGE _____ RECORDED FOR _____
COUNTY RECORDER
BY: _____

R:\302 - OGDEN CITY\302-1 - PUBLIC SAFETY CONDO\SURVEY\ENG\OGDEN CITY.DWG

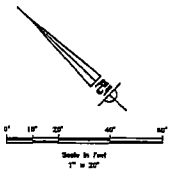
OGDEN PUBLIC SAFETY CONDOMINIUM PROJECT

A PART OF BLOCK 47, PLAT A, OGDEN CITY SURVEY
LOCATED IN SECTION 29, TOWNSHIP 6 NORTH, RANGE 1 WEST,
SALT LAKE BASE AND MERIDIAN,
OGDEN CITY, WEBER COUNTY, UTAH
AUGUST 2016

UPPER LEVEL



CURVE TABLE					
CURVE #	LENGTH	RADIUS	DELTA	CHORD BEARING	CHORD LENGTH
C15	102.43	99.42	59°15'41"	S47°27'50"E	98.31
C16	31.69	142.57	12°44'00"	S12°18'37"E	31.62



LEGEND

- OGDEN CITY MONUMENT AS NOTED
- SET 24" REBAR AND CAP MARKED GARDNER ENGINEERING
- SUBDIVISION BOUNDARY
- ORIGINAL LOT LINE
- ADJACENT PARCEL
- CENTERLINE
- EXISTING FENCE
- EASEMENT
- EXTERIOR BUILDING WALL
- UPPER LEVEL COMMON AREA

AREA TOTALS:

TOTAL AREA UPPER LEVEL	= 48,701
TOTAL AREA LOWER LEVEL	= 48,208
TOTAL AREA UNIT 1	= 78,766 SQ.FT.
TOTAL AREA UNIT 2	= 11,405 SQ.FT.
TOTAL COMMON AREA	= 8,030 SQ.FT.
TOTAL LIMITED COMMON AREA	= 6,726 SQ.FT.

S3/6

GARDNER ENGINEERING
CIVIL • LAND PLANNING
MUNICIPAL • LAND SURVEYING
5150 SOUTH 375 EAST OGDEN, UT
OFFICE: 801.476.0202 FAX: 801.479.0040

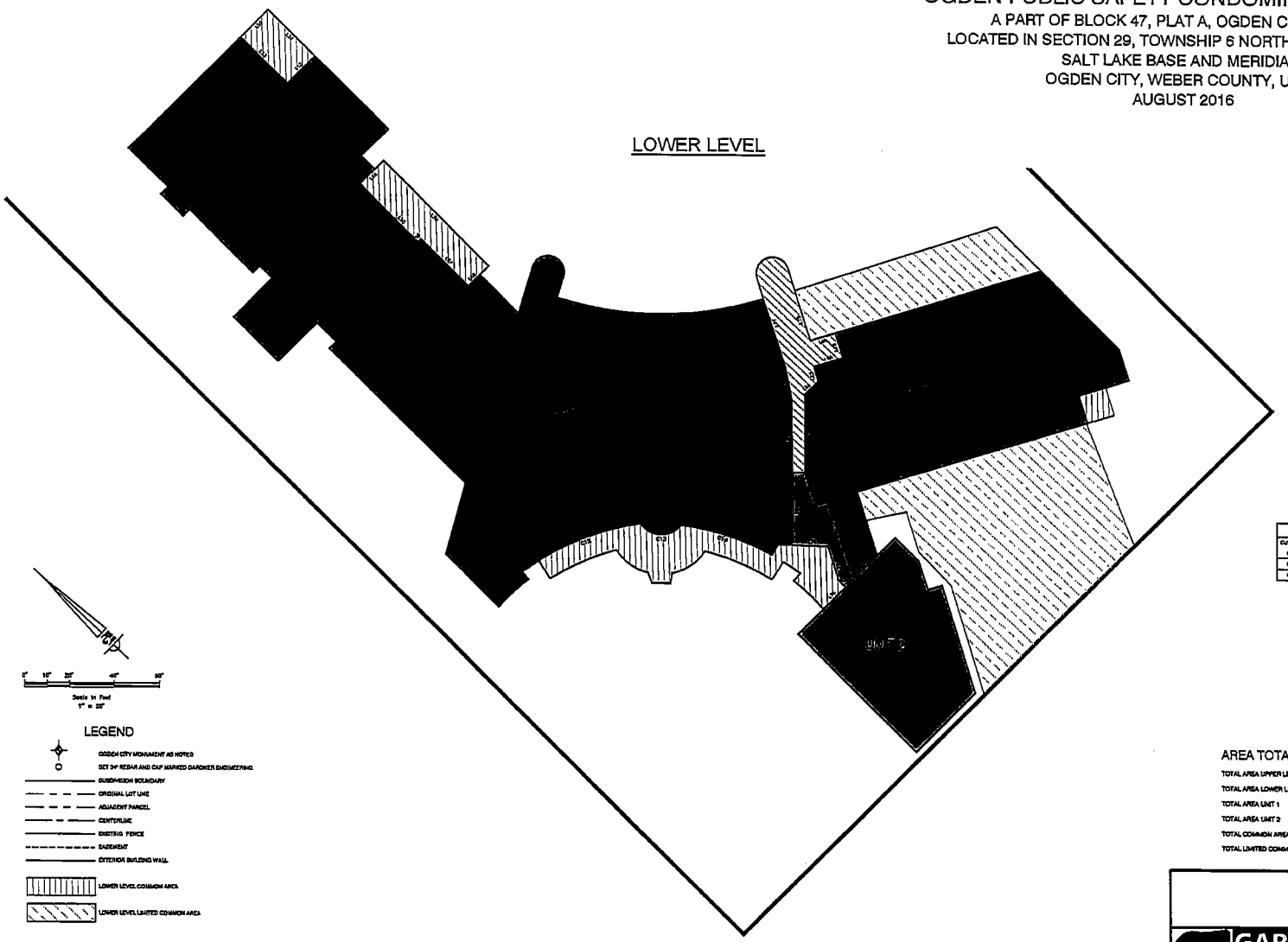
COUNTY RECORDER
ENTRY NO. _____ FEE PAID _____
FILED FOR AND RECORDED _____
AT ____, IN BOOK _____ OF OFFICIAL
RECORDS, PAGE ____, RECORDED
FOR _____
COUNTY RECORDER
BY: _____

R:\1502 - OGDEN CITY\001 - PUBLIC SAFETY CONDO SURVEYING\OGDEN CITY PUBLIC

OGDEN PUBLIC SAFETY CONDOMINIUM PROJECT

A PART OF BLOCK 47, PLAT A, OGDEN CITY SURVEY
LOCATED IN SECTION 29, TOWNSHIP 6 NORTH, RANGE 1 WEST,
SALT LAKE BASE AND MERIDIAN,
OGDEN CITY, WEBER COUNTY, UTAH
AUGUST 2016

LOWER LEVEL



CURVE TABLE					
CURVE #	LENGTH	RADIUS	DELTA	CHORD BEARING	CHORD LENGTH
C12	48.75	128.42	23°34'22"	N44° 10' 41"W	48.42
C13	31.29	11.00	110°5'26"	S41° 43' 58"E	18.12
C14	43.11	117.27	21°36'39"	N39° 34' 18"W	42.87

Scale in Feet
1" = 20'

LEGEND

- OGDEN CITY MONUMENT AS NOTED
- SET 24" REBAR AND CAP MARKED GARDNER ENGINEERING
- SUBDIVISION BOUNDARY
- ORIGINAL LOT LINE
- ADJACENT PARCEL
- CENTERLINE
- EXISTING FENCE
- EASEMENT
- EXTERIOR BUILDING WALL
- LOWER LEVEL COMMON AREA
- LOWER LEVEL LIMITED COMMON AREA

AREA TOTALS:

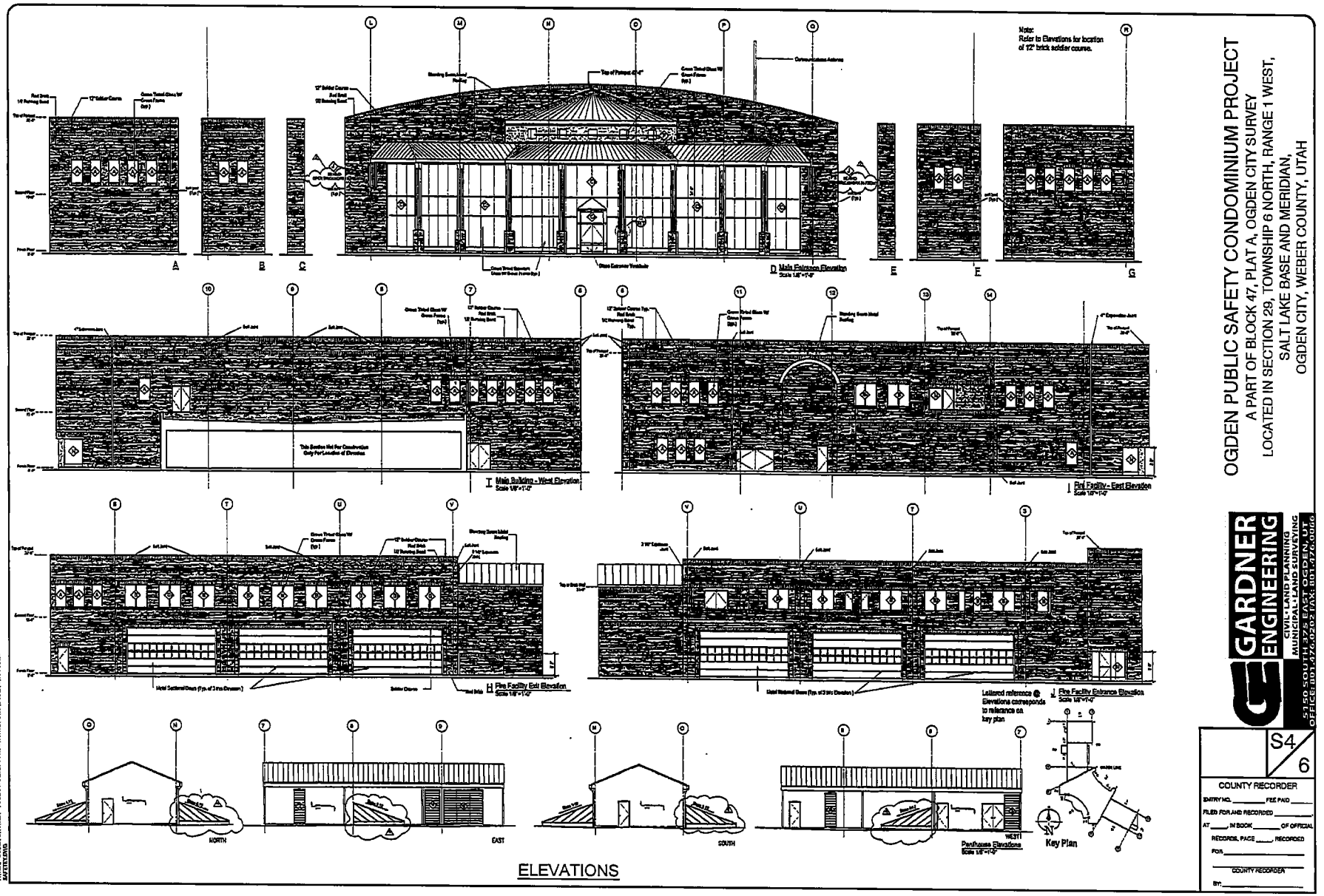
TOTAL AREA UPPER LEVEL	= 48,761
TOTAL AREA LOWER LEVEL	= 48,268
TOTAL AREA UNIT 1	= 78,766 SQ.FT.
TOTAL AREA UNIT 2	= 11,495 SQ.FT.
TOTAL COMMON AREA	= 6,820 SQ.FT.
TOTAL LIMITED COMMON AREA	= 9,738 SQ.FT.

S2/6

GARDNER ENGINEERING
CIVIL • LAND PLANNING
MUNICIPAL • LAND SURVEYING
5160 SOUTH 375 EAST OGDEN, UT
OFFICE: 801.476.0202 FAX: 801.476.0006

COUNTY RECORDER
ENTRY NO. _____ FEE PAID _____
FILED FOR AND RECORDED _____,
AT ____ IN BOOK _____ OF OFFICIAL
RECORDS, PAGE ____, RECORDED
FOR _____
COUNTY RECORDER
BY: _____

R:\1503 - OGDEN CITY\1401 - PUBLIC SAFETY CONDO SURVEYING\OGDEN CITY PUBLIC



OGDEN PUBLIC SAFETY CONDOMINIUM PROJECT

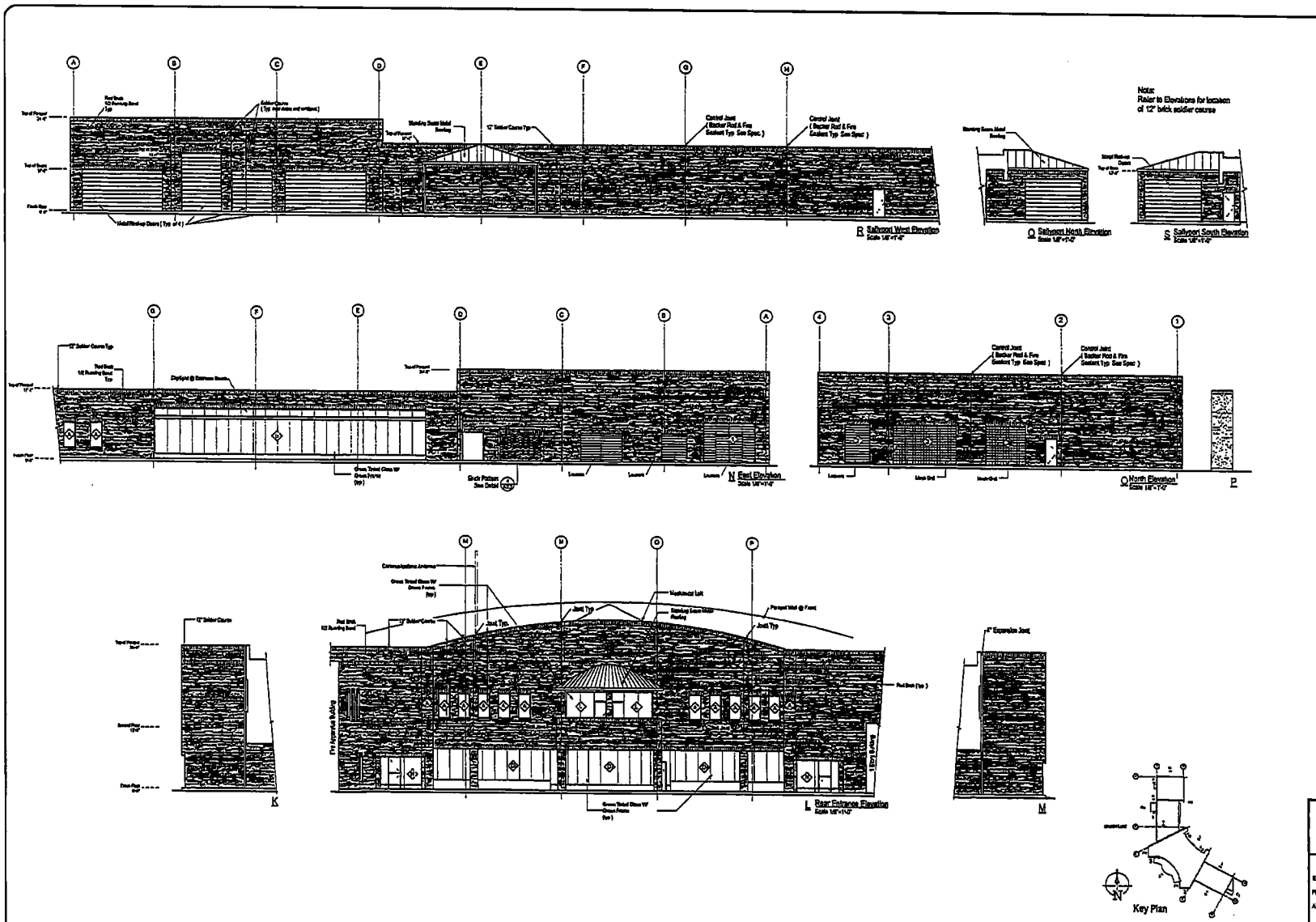
A PART OF BLOCK 47, PLAT A, OGDEN CITY SURVEY
LOCATED IN SECTION 29, TOWNSHIP 6 NORTH, RANGE 1 WEST,
SALT LAKE BASE AND MERIDIAN,
OGDEN CITY, WEBER COUNTY, UTAH

GARDNER ENGINEERING
CIVIL · LAND PLANNING
MUNICIPAL · LAND SURVEYING
5150 SOUTH 375 EAST OGDEN, UT
OFFICE (801) 476-0202 FAX (801) 476-0066

S4/6

COUNTY RECORDER
ENTRY NO. _____ FEE PAID _____
FILED FOR AND RECORDED _____
AT _____ IN BOOK _____ OF OFFICIAL
RECORDS, PAGE _____ RECORDED
FOR _____
COUNTY RECORDER
BY: _____

R:\1202_OGDEN CITY\1201 - PUBLIC SAFETY CONDO SURVEYING\DWG\OGDEN CITY PUBLIC SAFETY.DWG



ELEVATIONS

OGDEN PUBLIC SAFETY CONDOMINIUM PROJECT

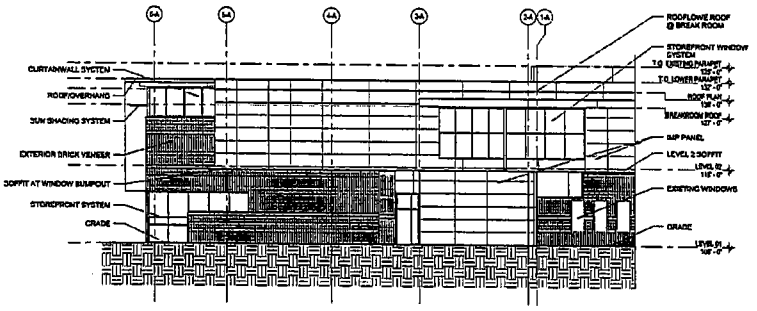
A PART OF BLOCK 47, PLAT A, OGDEN CITY SURVEY
LOCATED IN SECTION 29, TOWNSHIP 6 NORTH, RANGE 1 WEST,
SALT LAKE BASE AND MERIDIAN,
OGDEN CITY, WEBER COUNTY, UTAH

GARDNER ENGINEERING
CIVIL • LAND PLANNING
MUNICIPAL • LAND SURVEYING
5740 SOUTH 1900 EAST
OFFICE: 801.479.0202 FAX: 801.479.0066

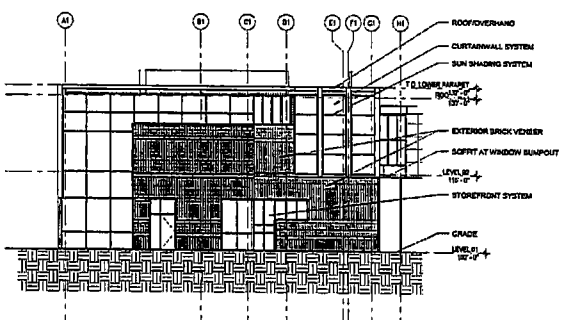
S5
6

COUNTY RECORDER
ENTRY NO. _____ FEE PAID _____
FILED FOR AND RECORDED _____
AT ____ IN BOOK _____ OF OFFICIAL
RECORDS, PAGE ____ RECORDED
FOR _____
COUNTY RECORDER
BY: _____

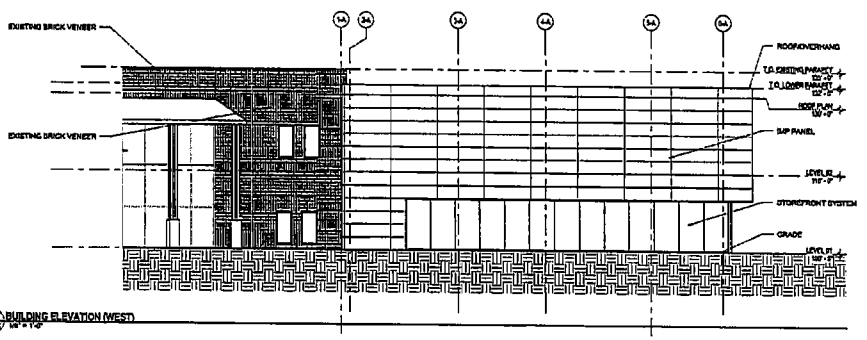
N:\1270 - OGDEN CITY\1100 - PUBLIC SAFETY CONDO 3\DRAWINGS\OGDEN CITY PS.DWG
SAFETY.DWG



C1 BUILDING ELEVATION (EAST)
1/8" = 1'-0"



C3 BUILDING ELEVATION (SOUTH)
1/8" = 1'-0"



A3 BUILDING ELEVATION (WEST)
1/8" = 1'-0"

ELEVATIONS - UNIT 3

OGDEN PUBLIC SAFETY CONDOMINIUM PROJECT
A PART OF BLOCK 47, PLAT A, OGDEN CITY SURVEY
LOCATED IN SECTION 29, TOWNSHIP 6 NORTH, RANGE 1 WEST,
SALT LAKE BASE AND MERIDIAN,
OGDEN CITY, WEBER COUNTY, UTAH

GARDNER ENGINEERING
CIVIL • LAND PLANNING
MUNICIPAL • LAND SURVEYING
5125 S. 1900 W. SUITE 325 EAST, OGDEN, UT
OFFICE: 801.476.0202 FAX: 801.476.0203

S6
6

COUNTY RECORDER
ENTRY NO. _____ FEE PAID _____
FILED FOR AND RECORDED _____,
AT _____, IN BOOK _____ OF OFFICIAL
RECORDS, PAGE _____, RECORDED
FOR _____
COUNTY RECORDER
BY: _____

REVISED: OGDEN CITY/WEBER - PUBLIC SAFETY CONDO & LAYERING/OGDEN CITY PUBLIC SAFETY.DWG

DEVELOPMENT SERVICES

2549 WASHINGTON BLVD. OGDEN, UT 84401 - 801-629-8905 - www.ogdencity.com

Subdivision Public Safety Condominium Project

Review Due Date:	9/1/2016
Ogden City Point of Contact:	David Daniels: 801-629-8986, davidd@ogdencity.com

GENERAL INFORMATION

Project Information:

Project Name/Desc.:	911 Center
Parcel ID:	
Address:	2186 Lincoln Avenue
Use & Occupancy:	Call dispatch center for 911 district and public safety building

Project Team:

Owner:	Ogden City
Engineer/Other:	
Contact Person:	

REQUIRED AGENCY REVIEWS

Planning review comments
Reviewer: Greg Montgomery
Phone: 801 629-8931
Email: gregmontgomery@ogdencity.com

1st Review :Make Corrections

1. Page S-1 does not include all the property that should be in the project. The two Ogden city parcels need to be included that are at the north end of the project. The first parcel is part of the parking lot that is within the fence and the other parcel is the landscaping between the public safety parking and the DUP property.
2. The site plan needs to identify common and limited common areas of the site since the development will also share parking as well as building space.
3. Change date on title page from July 2016 to when document will actually be approved such as September.

4. Do not understand the purpose of sheets 4 through 6. Typically there will be a cross section sheet showing interior heights and walls of spaces that will be in the condo. Walls are shown as common with the air space being the unit and the height and width dimension describing in a vertical manner what is private space. These three sheets to not do anything in defining ownership of the space. Need to be revised to show those cross sections and all could be done on one sheet.

Engineering Review Comments
Reviewer:
Phone:
Email:

1st Review:

Legal Review Comments
Reviewer:
Phone:
Email:

Building Services Review Comments
Reviewer: Steve Patrick
Phone: 801-629-8957
Email: stevepatrick@ogdencity.com

1st Review: **Approved - condominium does not violate Building Code.**

Fire Review Comments
Reviewer: K Brown
Phone: 801-629-8070
Email: kevinbrown@ogdencity.com

1st Review: **Approved**

Surveyor Review Comments
Reviewer: Steve Porter
Phone: 801-629-8979
Email: steveporter@ogdencity.com

1st Review: Approved

Addressing Review Comments
Reviewer:
Phone:
Email:

1st Review:

Financial Guaranty/Permits

Financial Guaranty:	Required
SWPPP Permit:	Not Required
R.O.W. Improvements Permit:	Not Required
Water Permit:	Not Required

JOINT RESOLUTION ADOPTING THE OGDEN DIVERSITY CHARTER

COUNCIL STAFF REVIEW

ACTION: **Adopt joint resolution**

Summary

This joint resolution adopts the Charter for Creating an Ogden Diversity Strategy. The Ogden Diversity Charter is the result of many large and small group meetings that have been held during the past three years to establish a collaborative connection between the City of Ogden, individuals, institutions, and organizations working toward meeting the needs of our diverse communities.

The Diversity Charter is intended to be a living framework to help build a more inclusive, engaged, and welcoming community that thrives on the trust, equity, and interdependency of Ogden's diverse communities. It envisions an Ogden where everyone experiences belonging, fairness, fundamental freedoms, and human rights.

Many individuals from the community are anticipated to attend the meeting to provide comment and sign the Charter, including Weber State University President Charles Wight, Ogden-Weber Tech College Vice President for Student Services Rhonda Lauritzen, and Ogden School District Assistant Superintendent Chad Carpenter.

Council Staff Contact: Bill Cook, (801)629-8734

JOINT RESOLUTION NO. 2016-___

A JOINT RESOLUTION OF THE OGDEN CITY COUNCIL AND MAYOR ADOPTING THE OGDEN DIVERSITY CHARTER

WHEREAS, many large and small group meetings have been held during the past three years to establish a collaborative connection between the City of Ogden, individuals, institutions, and organizations working toward meeting the needs of our diverse communities. The outcome of these important conversations is the development of an Ogden Diversity Charter and a structure for an Ogden Diversity Commission; and

WHEREAS, the Ogden Diversity Charter will help to crystallize ideas expressed in a series of shared conversations and to focus on a strategy to move forward together. The Charter envisions an Ogden where everyone experiences belonging, fairness, fundamental freedoms, and human rights.

NOW, THEREFORE, BE IT RESOLVED THAT THE OGDEN CITY COUNCIL AND MAYOR hereby adopt the Ogden Diversity Charter. This joint resolution shall become effective immediately after final passage.

PASSED AND ADOPTED by the Ogden City Council and Mayor Caldwell this 13th day of September, 2016.

_____
Marcia L. White, City Council Chair

_____
Michael P. Caldwell, Mayor

ATTEST:

_____
CITY RECORDER

APPROVED AS TO FORM: MAB 9/7/16
LEGAL DATE

RESOLUCIÓN CONJUNTA NO. 2016 -___

RESOLUCIÓN CONJUNTA DE LA CIUDAD DE OGDEN CONSEJO Y MAYOR APROBACION DE LA CARTA OGDEN DIVERSIDAD

CONSIDERANDO QUE, muchas reuniones de grupos grandes y pequeños se han realizado durante los últimos tres años para establecer una conexión de colaboración entre la Ciudad de Ogden, individuales, instituciones y organizaciones que trabajan para satisfacer las necesidades de nuestras diversas comunidades. El resultado de estas conversaciones importantes es el desarrollo de una Carta de la diversidad Ogden y una estructura para una Comisión de Diversidad Ogden; y

POR CUANTO, la Carta de la diversidad Ogden ayudará a cristalizar ideas expresadas en una serie de conversaciones compartidas y centrarse en una estrategia para avanzar juntos. La Carta prevé un Ogden, donde todo el mundo experimenta pertenencia, la equidad, las libertades fundamentales y los derechos humanos.

POR TANTO, SE RESUELVE QUE EL AYUNTAMIENTO Y EL ALCALDE DE OGDEN presente adoptan la Carta de la diversidad de Ogden. Esta resolución conjunta será efectiva inmediatamente después de su aprobación final.

PASADA Y ADOPTADA por el Consejo y el Alcalde de la Ciudad de Ogden
Caldwell día 13 de septiembre de 2016.

_____

Marcia L. White, Presidente del Consejo de la ciudad

_____

Michael P. Caldwell, Alcalde

Charter for Creating an Ogden Diversity Strategy

September 13, 2016

Preamble

Since Ogden became a city in 1851, new arrivals and established residents have lived together in a rich spectrum of cultures, religions and ethnicities. Many choose Ogden because of our diversity, with common values often uniting us. In this Charter, we affirm these values and envision an Ogden where everyone experiences belonging, fairness, fundamental freedoms, and human rights. Through this effort we hope to increase civic engagement and economic mobility among our residents, which will foster cultural and economic vibrancy. We are signing this Charter to crystallize ideas expressed in a series of shared conversations and to focus our hearts and energy on a strategy to improve our community while acknowledging past shortcomings in meeting the needs of all Ogden residents. In signing this document, community elders, current leaders and hopeful young people will commit to come together as many times as it takes, especially if setbacks occur. In this endeavor, we intend a living framework to help us build an ever more inclusive, engaged community where each new generation builds on lessons from our past.

Mission

Our mission is to establish a collaborative connection between the City of Ogden, individuals, institutions, and organizations working toward meeting the needs of our diverse communities, Ogden-Weber Tech College (the Tech College), Weber State University (WSU), Ogden and Weber School Districts, and private and charter schools. A collaborative strategic plan will be used to identify and resolve issues, promote equity, cultivate positive cultural awareness, promote cultural traditions, and enhance the well-being and quality-of-life of those living in or visiting Ogden, Utah.

Vision

We envision an Ogden that is inclusive and welcoming - thriving on the trust, equity, and interdependency of our diverse communities.

Values

The following core values are the foundation for our work together:

- Dignity
- Equity
- Inclusion
- Integrity
- Respect
- Trust
- Diversity

Goals

We will work together in striving to meet the following goals:

- Serve as a conduit between the Mayor, City Council, our diverse communities, the Tech College, WSU, Ogden and Weber School Districts, and private and charter schools, to identify challenges and leverage opportunities to better support all people.
- Promote an environment that enhances respect, dignity, and equity of all people and celebrates our diverse communities.
- Establish a collaborative partnership where the needs and concerns of our diverse communities are identified, addressed, and resolved.
- Support the collaboration of programs and services that are sustainable and enhance the quality-of-life and well-being of all people.
- Welcome, value, and utilize the talents, skills, entrepreneurial spirit, intellect, and dedication of our diverse communities to serve on boards, councils and commissions.
- Recognize the importance of cultivating opportunities for equitable hiring, retention, and promotion of a diverse workforce at all levels of employment.
- Diversify the workforce to better reflect our diverse communities.
- Ensure equitable access to services, resources, and programs for all people through clearly defined processes.
- Ensure transparency of our work by providing quarterly updates and publishing annual reports for public review.
- Value equally the voices of our diverse communities and ensure pathways for people whose voices are not traditionally heard.
- Ensure effective and appropriate communication between partners and our diverse communities.

Carta para la Creación una Estrategia de Diversidad Ogden

13 de de Septiembre de, el año 2016

Preámbulo

Desde Ogden se convirtió en una ciudad en 1851, los recién llegados y los residentes establecidos han vivido juntos en una rica gama de culturas, religiones y etnias. Muchos eligen Ogden debido a nuestra diversidad, con valores comunes a menudo nos une. En esta Carta, afirmamos estos valores y visualizamos un Ogden, donde todo el mundo experimenta pertenencia, la equidad, las libertades fundamentales y los derechos humanos. A través de este esfuerzo esperamos aumentar la participación ciudadana y la movilidad económica entre nuestros residentes, que promuevan la vitalidad cultural y económica. Estamos firmando esta Carta para cristalizar las ideas expresadas en una serie de conversaciones compartidas y enfocar nuestros corazones y energía en una estrategia para mejorar nuestra comunidad al tiempo que reconoce defectos del pasado para satisfacer las necesidades de todos los residentes de Ogden. Con la firma de este documento, los ancianos de la comunidad, líderes actuales y jóvenes de esperanza se comprometerán a reunirse tantas veces como sea necesario, especialmente si se producen contratiempos. En este esfuerzo, tenemos la intención de estar un marco para ayudarnos a construir una comunidad cada vez más inclusiva, que participan en cada nueva generación se basa en las lecciones de nuestro pasado.

Misión

Nuestra misión es establecer una conexión de colaboración entre la Ciudad de Ogden, personas, instituciones y organizaciones que trabajan para satisfacer las necesidades de nuestras diversas comunidades, Ogden - Weber Tech College (The Tech College), Weber State University (WSU), Ogden y escuelas Secundarias Weber, y las escuelas privadas y de alquiler. Un plan estratégico de colaboración será utilizada para identificar y resolver problemas, promover la equidad, cultivar la conciencia cultural positivo, la promoción de las tradiciones culturales, y mejorar el bienestar y la calidad de vida de los que viven o visitan Ogden, Utah.

Visión

Tenemos la visión de un Ogden que sera inclusivo y acogedor - prosperando en la confianza, la equidad y la interdependencia de nuestras diversas comunidades.

Valores

Los siguientes valores fundamentales son la base de nuestro trabajo conjunto:

- La Dignidad
- La Equidad
- La Inclusión
- La Integridad
- El Respeto
- La Confianza
- La Diversidad

Metas

Vamos a trabajar juntos para poder cumplir los siguientes objetivos:

- Servir como conducto entre el Alcalde, Ayuntamiento, nuestras diversas comunidades, el Colegio Tech, WSU, Ogden y distritos escolares Weber, y las escuelas privadas y de alquiler, para identificar los retos y aprovechar las oportunidades para apoyar mejor a todas las personas.
- Promover un ambiente que promueve el respeto, la dignidad y la igualdad de todas las personas y celebra nuestras diversas comunidades.
- Establecer una asociación de colaboración en el que se identifican las necesidades y preocupaciones de nuestras diversas comunidades, dirigida y resuelta.
- Apoyar la colaboración de los programas y servicios que sean sostenibles y mejorar la calidad de vida y el bienestar de todas las personas.
- Bienvenido, valor, y utilizar los talentos, habilidades, espíritu empresarial, el intelecto y la dedicación de nuestras diversas comunidades para servir en juntas, consejos y comisiones.
- Reconocer la importancia de cultivar las oportunidades de contratación equitativa, la retención y la promoción de una fuerza de trabajo diversa en todos los niveles de empleo.
- Diversificar la fuerza de trabajo para reflejar mejor nuestras diversas comunidades.
- Garantizar el acceso equitativo a los servicios, recursos y programas para todas las personas a través de procesos claramente definidos.
- Garantizar la transparencia de nuestro trabajo, proporcionando actualizaciones trimestrales y la publicación de informes anuales para la revisión pública.
- El mismo valor a las voces de nuestras diversas comunidades y garantizar que haya vías para las personas cuyas voces no son escuchadas tradicionalmente.
- Asegurar la comunicación efectiva y apropiada entre los socios y nuestras diversas comunidades.

ORDINANCE ADOPTING ESTABLISHING THE OGDEN DIVERSITY COMMISSION

COUNCIL STAFF REVIEW

ACTION: **Adopt ordinance**

SUMMARY

Proposed Ordinance 2016-50 would establish the Ogden Diversity Commission as an advisory committee to the Mayor and the City Council to carry out the mission established by the Ogden Diversity Charter.

Acting through the Mayor's Office of Diversity Affairs, the Commission would work to establish a collaborative connection between the City of Ogden, individuals, institutions, and organizations working toward meeting the needs of our diverse communities.

Council Staff Contact: Bill Cook, (801)629-8734

ORDINANCE NO. ____

AN ORDINANCE OF OGDEN CITY, UTAH, AMENDING THE OGDEN MUNICIPAL CODE BY AMENDING TITLE 3 BY ADOPTING A NEW CHAPTER 18 TO ESTABLISH THE OGDEN DIVERSITY COMMISSION; AND BY PROVIDING THAT THIS ORDINANCE SHALL BECOME EFFECTIVE IMMEDIATELY UPON POSTING AFTER FINAL PASSAGE.

The Council of Ogden City hereby ordains:

SECTION 1. Chapter adopted. Title 3 of the Ogden Municipal Code is hereby amended by adopting a new Chapter 18 to read and provide as follows:

3-18-1: [PURPOSE:]

Whereas, the Charter for Creating an Ogden Diversity Strategy (Charter) was adopted on September 13, 2016, the Ogden Diversity Commission is hereby organized and operated exclusively as an advisory committee to the Mayor and the City Council to carry out the mission established by the Charter. Acting through the Mayor's Office of Diversity Affairs, the Commission shall work to establish a collaborative connection between the City of Ogden, individuals, institutions, and organizations working toward meeting the needs of our diverse communities, Ogden-Weber Tech College, Weber State University, Ogden and Weber School Districts, and private and charter schools. A collaborative strategic plan will be used to identify and resolve issues, promote equity, cultivate positive cultural awareness, promote cultural traditions, and enhance the well-being and quality-of-life of those living in or visiting Ogden.

3-18-2: [ORGANIZATION:]

A. **[Membership, Staff:]** There is hereby established an advisory committee to be known as the Ogden Diversity Commission which shall be comprised of not fewer than nine (9) members, but not more than eleven (11) members, appointed by the Mayor, with the advice and consent of the City Council. There shall be nine members appointed initially. The Commission shall be staffed by the Mayor's Office of Diversity Affairs.

B. **[Qualifications:]** Members shall be appointed by the Mayor so as to provide representation from a reasonably broad spectrum of the community, including but not limited to the following factors: areas of expertise, advocacy experience, community involvement, student status, profession, education, race, ethnicity, gender, gender identity, sexual orientation, national origin, age, religion, ability, economic diversity, and geographic identification. Members must live, work, volunteer, worship or be enrolled in school within the City of Ogden.

C. **[Vacancies, Removal:]** When a vacancy occurs, the Commission, in consultation with the Mayor's Office of Diversity Affairs, may nominate up to three individuals for consideration for appointment by the Mayor. The same process shall be used when an interim vacancy occurs to appoint a member to fill the balance of the term. The Mayor may remove any member of the Commission for cause, upon the written recommendation of the full Commission, and the Mayor shall provide the member with a public hearing if requested.

D. **[Recruitment:]** Recruitment of Commission members is intended to facilitate leadership development and mentoring opportunities from among Ogden's diverse community.

E. **[Term:]** Appointments to the Commission are for two-year terms, provided, however, that of the initial appointments, five shall be appointed to a one-year term, and four shall be appointed to a two-year term. Initial appointees may serve for a maximum of five years. Ongoing, no member may serve for more than two consecutive two-year terms.

F. **[Compensation, Reimbursement:]** Members of the Commission shall serve without compensation, except that they may be reimbursed for reasonable expenses incurred while acting in their official capacity.

G. **[Executive Committee:]** The Commission at its first meeting shall elect an Executive Committee consisting of Commission Chair, Vice Chair, and chairs of each functional committee. Executive Committee officers shall serve for a one-year term and shall serve until their successor is elected.

H. **[Functional Committees:]** The Commission shall create functional committees that meet on a regular basis to implement and monitor strategic focus areas from the collaborative strategic plan. At the discretion of the Commission, functional committees may be convened or disbanded according to need. Functional committees shall develop and execute work plans and provide analyses and recommendations related to the committee's strategic focus area. Functional committees are advisory to the Commission. Chairs of each functional committee shall be elected by the Commission at least annually from the membership of the Commission. The chairs of the functional committees shall serve on the Executive Committee. Functional committee members shall be appointed by the Commission and may include outside advisors and citizens. The size of the functional committee and frequency of committee meetings may increase or decrease according to need. The work of the committees shall be transparent and accountable to the Commission, the Mayor's Office of Diversity Affairs, and the community at large, and shall be communicated through regular reporting during public Commission meetings.

I. **[Rules Of Procedure; Meetings:]** The Commission may establish rules of procedure for conducting its business. Meetings of the Commission shall be held in accordance with the Utah Public and Open Meetings law. Meetings of the Commission shall be held at least monthly. Staff of the Mayor's Office of Diversity

Affairs shall take minutes of its meetings, copies of which shall be filed with the City Recorder's office.

3-18-3: [POWERS AND DUTIES:]

A. **[Serve In Advisory Capacity:]** The Commission shall serve in an advisory capacity to the City Council and Mayor. The Commission shall address issues and assignments as directed by the City Council or Mayor, as well as pursue projects in furtherance of the strategic plan of the Commission which are generated by the members of the Commission in consultation with the Mayor's Office of Diversity Affairs. Acting through the Mayor's Office of Diversity Affairs, the Commission shall have jurisdiction to undertake its mission through communication, collaboration, education and advocacy, but shall not have civil rights enforcement authority.

B. **[Public Meetings:]** At the written request of the Mayor and or City Council, the Commission may hold public meetings on issues relevant to the Commission's purpose, but shall not have independent authority to convene a public meeting, make inquiries, or conduct investigations.

C. **[Annual Report:]** At least annually, the Commission shall report to the Mayor and the City Council on its accomplishments and provide the Mayor and City Council with an assessment of its effectiveness and any concerns during the preceding year.

3-18-4: [CONFLICTS OF INTEREST; ETHICS:]

Members of the Commission shall be subject to the municipal officers' and employees' ethics act, Utah Code Annotated section 10-3-1301 et seq., as amended, or any successor provision, and all applicable ordinances of the city regarding conflicts of interest or ethics. A violation of such provisions shall be grounds for removal from office.

3-18-5: [REPRESENTATION:]

Service on the Commission does not prohibit members from speaking in an individual capacity or participating in government as members of the general public. In so doing, Commissioners shall clarify that they are speaking or acting in their individual capacity and not on behalf of the Commission. Public statements regarding Commission action shall only be expressed with prior authorization being granted at a regular or special meeting of the Commission. The Chair will speak for the Commission when and as directed by the Commission.

3-18-6: [AFFILIATION:]

The Commission may affiliate with other organizations that share similar purposes or that seek to support the efforts of the Commission. However, no other organization can represent the views of the Commission on any issue without prior authorization being granted at a regular or special meeting of the Commission.

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

PASSED, ADOPTED AND ORDERED POSTED by the Council of Ogden City, Utah this _____ day of _____, 2016.

_____
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: MAB 9/7/16
Legal Date

* **The headings, catchlines or catchwords suggested for use in the Ogden Municipal Code and which are bracketed at the beginning of sections or subsections, shall not be considered to be a part of the ordinance adopted herein.**

ORDENANZA NO.

ORDENANZA DE CIUDAD DE OGDEN, UTAH, MODIFICACIÓN DE LOS OGDEN CÓDIGO MUNICIPAL POR EL QUE SE MODIFICA TÍTULO 3 ADOPTANDO UN NUEVO CAPITULO 18 PARA ESTABLECER LA DIVERSIDAD COMISIÓN DE OGDEN; Y AL DISPONER QUE LA ORDENANZA PRESENTE ENTRARA EN VIGOR INMEDIATAMENTE DESPUES DE SU PUBLICACION TRAS EL PASO FINAL.

El Consejo de la Ciudad de Ogden presenta:

SECCIÓN 1. Capítulo adoptó . Título 3 del Código Municipal Ogden se modificará mediante la adopción de un nuevo Capítulo 18 para leer y disponen lo siguiente:

3-18-1: [OBJETIVO:]

Considerando que, la Carta de creación de una estrategia de la diversidad Ogden (Carta) fue adoptado el 13 de septiembre de 2016, la Comisión de Diversidad Ogden presente se organiza y funciona exclusivamente como un comité asesor para el Alcalde y el Ayuntamiento para llevar a cabo la misión establecida por el Carta. Actuando a través de la Oficina de Asuntos de Diversidad del Alcalde, la Comisión trabajará para establecer una conexión de colaboración entre la Ciudad de Ogden, individuos, instituciones y organizaciones que trabajan para satisfacer las necesidades de nuestras diversas comunidades, Ogden - Weber Tech Collage, Universidad Estatal de Weber, Los distritos escolares y Ogden, Weber y escuelas privadas y de alquiler. Un plan estratégico de colaboración será utilizado para identificar y resolver problemas, promover la equidad, cultivar la conciencia cultural positivo, la promoción de las tradiciones culturales, y mejorar el bienestar y la calidad de vida de los que viven o visitan Ogden.

3-18-2: [ORGANIZACIÓN:]

A. [membresía, Personal:] No Se crea un comité consultivo para ser conocida como la Comisión de Diversidad Ogden, que estará integrado por no menos de nueve (9) miembros, pero no más de once (11) miembros, designados por el alcalde, con el consejo y consentimiento del Ayuntamiento. Tendrá nueve miembros designados inicialmente. La Comisión estará integrada por la Oficina de Asuntos de Diversidad del Alcalde.

B. [Calificaciones:] Los miembros serán designados por el Alcalde con el fin de proporcionar una representación de un razonablemente amplio espectro de la comunidad, incluyendo pero no limitado a, los siguientes factores: áreas de especialización, la experiencia de promoción, participación de la comunidad, la condición de estudiante, profesión, educación, raza, etnia, género, identidad de género, orientación sexual, origen nacional, edad, religión, habilidad, diversidad económica, y la

identificación geográfica. Los miembros deben vivir, trabajar, voluntario, culto o estar inscritos en la escuela dentro de la Ciudad de Ogden.

C. [vacantes, eliminación:] Cuando se produce una vacante, la Comisión, en consulta con la Oficina de Asuntos de Diversidad del Alcalde, podrá proponer un máximo de tres personas por considerado para ser designado por el Alcalde. El mismo proceso se utiliza cuando una vacante interina se produce a designar un miembro para llenar el resto del mandato. El Alcalde podrá eliminar cualquier miembro de la Comisión para la causa, por recomendación por escrito de la Comisión en pleno, y el Alcalde deberá proporcionar al miembro de la audiencia pública si así lo solicita.

D. [Reclutamiento:] El reclutamiento de miembros de la Comisión tiene por objeto facilitar el desarrollo de liderazgo y oportunidades de tutoría entre diversa comunidad de Ogden.

E. [Plazo:] Designaciones para la Comisión son para períodos de dos años, siempre que, sin embargo, que las citas iniciales, cinco serán nombrados para un período de un año, y serán nombrados cuatro para un mandato de dos años. nombrados iniciales podrían servir para un máximo de cinco años. En curso, ningún miembro puede servir por más de dos períodos consecutivos de dos años.

F. [La compensación, reembolso:] Los miembros de la Comisión servirá, sin compensación, salvo que puedan ser reembolsados por los gastos razonables incurridos durante el ejercicio de sus funciones oficiales.

G. [Comité Ejecutivo:] La Comisión, en su primera reunión elegirá un Comité Ejecutivo compuesto de Presidente de Comisión, vicepresidente, y sillas de cada comisión funcional. funcionarios del Comité Ejecutivo serán elegidos por un período de un año y permanecerán en funciones hasta que se elija a su sucesor.

H. [Comités Funcionales:] La Comisión creará comités funcionales que se reúnen de forma regular para aplicar y supervisar áreas estratégicas del plan estratégico de colaboración. A criterio de la Comisión, los comités funcionales pueden ser convocados o disueltas según las necesidades. comités funcionales deberán desarrollar y ejecutar los planes de trabajo y proporcionar análisis y recomendaciones relacionadas con el área de enfoque estratégico de la comisión. comités funcionales son consultivo de la Comisión. Presidentes de cada comisión funcional serán elegidos por la Comisión al menos anualmente a partir de la composición de la Comisión. Los presidentes de los comités funcionales deberán formar parte del Comité Ejecutivo. los miembros del comité funcionales serán nombrados por la Comisión y pueden incluir asesores externos y los ciudadanos. El tamaño del comité funcional y la frecuencia de las reuniones del comité pueden aumentar o disminuir según las necesidades. El trabajo de los comités será transparente y responsable ante la Comisión de la Oficina de Asuntos de Diversidad del Alcalde, y la comunidad en general, y deberá ser comunicada a través de informes periódicos durante las reuniones públicas de la Comisión.

I. [reglamento; Reuniones:] La Comisión podrá establecer normas de procedimiento para llevar a cabo sus negocios. Las reuniones de la Comisión se realizarán de acuerdo con la ley de Utah Pública y Reuniones Abiertas. Las reuniones de la Comisión se celebrarán por lo menos mensualmente. El personal de la Oficina de Asuntos de Diversidad del Alcalde deberá levantar actas de las reuniones, copias de los cuales deberán ser registrados en la oficina del registrador de la ciudad.

3-18-3: [PODERES Y DEBERES:]

A. [servir en calidad de asesores:] La Comisión actuará en calidad de asesores para el Ayuntamiento y el Alcalde. La Comisión abordar las cuestiones y tareas según lo indicado por el Ayuntamiento o el Alcalde, así como llevar a cabo proyectos en desarrollo del plan estratégico de la Comisión que son generados por los miembros de la Comisión, en consulta con la Oficina de Asuntos de Diversidad del Alcalde. Actuando a través de la Oficina de Asuntos de Diversidad del Alcalde, la Comisión tendrá competencia para llevar a cabo su misión a través de la comunicación, la colaboración, la educación y la defensa, pero no tendrá derechos civiles autoridad de aplicación.

B. [Reuniones Públicas:] A petición por escrito del Alcalde y del o Ayuntamiento, la Comisión podrán celebrar reuniones públicas sobre temas relevantes para el propósito de la Comisión, pero no tendrán autoridad independiente para convocar una reunión pública, realizar consultas, o conducta investigaciones.

C. [Informe anual:] Por lo menos anualmente, la Comisión informará al Alcalde y al Ayuntamiento en sus logros y proporcionar al Consejo Alcalde y con una evaluación de su efectividad y cualquier preocupación durante el año anterior.

3-18-4: [conflictos de intereses; ÉTICA:]

Los miembros de la Comisión estarán sujetos a los técnicos municipales y de los empleados de ética acto, la sección del Código de Utah anotada 10/03/1301 y ss ., En su versión modificada, o cualquier disposición que la suceda, y todas las ordenanzas de la ciudad en relación con conflictos de intereses o la ética. Una violación de dichas disposiciones será causal de remoción del cargo.

3-18-5: [REPRESENTACIÓN:]
El servicio de la Comisión no prohíbe a los miembros de habla a título individual o participar en el gobierno como miembros del público en general. De este modo, comisionados deberán aclarar que hablan ni actúan a título personal y no en nombre de la Comisión. Las declaraciones públicas con respecto a la acción de la Comisión se expresarán sólo con autorización previa se concedió en una reunión ordinaria o extraordinaria de la Comisión. El Presidente hablará en nombre de la Comisión cuándo y según las indicaciones de la Comisión.

3-18-6: [Afiliación:]

La Comisión podrá afiliarse con otras organizaciones que comparten objetivos similares o que buscan apoyar los esfuerzos de la Comisión. Sin embargo, ninguna otra organización puede representar las opiniones de la Comisión sobre cualquier tema sin la autorización previa se concedió en una reunión ordinaria o extraordinaria de la Comisión.

SECCIÓN 2. Fecha efectiva. Esta ordenanza será efectiva inmediatamente después de su publicación después de su aprobación final.

PASADA, APROBADA y ordenó enviados por el Consejo de la Ciudad de Ogden, Utah día _____ de _____ de 2016.

*** Los títulos o tópicos sugeridos para su uso en el Código Municipal Ogden y que están entre corchetes en el inicio de las secciones o subsecciones, no serán considerados como una parte de la ordenanza adoptada en el presente documento.**

FISCAL YEAR 2017 ARTS GRANTS

COUNCIL STAFF REVIEW

ACTION: ***Set/not set public hearing for October 4, 2016***

Executive Summary

Each year, the Ogden City Council appropriates grant funding to various local arts entities and programs. The Ogden Arts Advisory Committee and Administration review each application and provide recommendations to the Council. The FY2017 budget includes $70,000 for arts grants.

Background

August 16, 2016
A work session was held to review and discuss the proposed arts grants. There were no changes recommended by Council Members to the existing proposal.

Additional Background
In 1998, the Council first allocated funds to provide grants to arts groups and organizations in the City. The Ogden Arts Advisory Committee was charged with the responsibility of administering the granting process and developing the criteria for awarding the grants.

In March of 2003, because of changes to State law and the outcome of a Utah Supreme Court case, the City Council adopted a resolution that established the process for awarding grants for the arts. The process establishes the requirements to satisfy State law for providing municipal grants to nonprofit organizations. It requires that the Council hold a public hearing prior to awarding the grants.

In recent years the City Council has appropriated money for the purpose of supporting the arts in Ogden by providing grants to arts organizations. The Budget Guideline with respect to the arts grants is shown below:

> ***Arts.*** *The City Council supports the arts through grants. The Ogden Arts Advisory Committee receives and reviews*

written proposals, recommends the distribution of funds, and follows up on how these funds were used. Recipients of the grants are encouraged to have matching funds from other sources, e.g. Utah Arts Council.

Section 10-8-2 of the Utah State law and case law require a more rigorous review and approval process before the City can give grants to nonprofit organizations. The process requires that the City do a study that meets the requirements set out in State law before the grants are awarded. The study from the Ogden Arts is attached.

Process for Awarding Arts Grants

- City Council approves an amount with the budget to be used as grant money for arts in the City.
- An application process is completed during which applicants submit requests for grant money from the City.
- The Arts Committee in conjunction with the Administration formulates recommendations outlining which applicants the Arts Committee feels should receive grant money and in what amounts. The recommendations are accompanied by a study detailing the findings for the recommendations as per state law.
- During a work session, the City Council reviews the recommendations for grant awards from the Administration. The Committee's study accompanies the Administration's recommendations.
- The City Council sets a public hearing date. A minimum 14-day notice of the hearing is required.
- The City Council holds a public hearing and adopts a resolution approving the awards for the specific organizations.
- Agreements between the City and the grantee are developed and signed.
- The Ogden Arts staff monitors and follows up on each grant.

Current Proposal

The Administration, along with the Ogden City Arts Advisory Committee, has submitted its recommendations for arts grants. The recommendations include summaries and analysis from the Committee that satisfy State law regarding the study required. There were twenty (20) applications this year, and the Administration is recommending that all of these organizations receive funding at some level. The amounts requested and recommended by both the Arts Committee and the Administration are summarized below.

Category	FY2017 Requested	FY2017 Recommended	FY2016 Funding Received
General Support:			
Eccles Community Art Center	$15,000	$7,333	$7,000
Treehouse Children's Museum	$15,000	$6,333	$12,000
WSU Shaw Gallery	$15,000	$5,333	$0
Ogden Friends of Acoustic Music	$20,000	$6,333	$16,860
Chamber Orchestra Ogden	$5,000	$4,333	$4,000
Ogden Symphony Ballet Association	$5,000	$3,333	$5,000
WSU Strings Project	$4,050	$1,233	$2,640
Imagine Ballet Theater	$5,000	$3,333	$0
Project Support:			
Ogden Nature Center – Birdhouses	$3,000	$2,334	$2,000
Ogden Nature Center – Earth Day	$3,000	$2,334	$2,000
Historic 25th – Farmer's Market	$2,000	$2,000	$0
Nurture the Creative Mind – Arts Festival	$4,000	$4,000	$0
Good Company Theatre – "Pirated"	$11,000	$9,334	$0
Weber Morgan Health Department	$1,725	$1,725	$500
Ogden School Foundation	$2,000	$1,833	$0
Ogden Inspired	$2,000	$1,833	$0
Traces of the West	$875	$875	$0
Suzanne Storer	$5,000	$3,334	$0
St. Anne's Center – Lantern House	$2,000	$1,834	$0
Ogden Opera Guild	$1,000	$1,000	$1,000
Good Company Theatre – "High Hopes"	$0	$0	$7,000
Totals	**$121,650**	**$70,000**	**$60,000**

The proposed award amounts are further detailed in the study submitted to the Council by Ogden Arts. The grants are a combination of general support and project support. A summary of each proposal is included in the Council packet.

FY2017 Review Process and Applicants
The process for reviewing the FY17 applicants consisted of an arts subcommittee, including a Council staff representative, who provided initial review and ranking of the applicants.

These rankings were forwarded to the Arts Advisory Committee and ultimately forwarded to the Mayor for final review. These have now been provided to the Council for final consideration. In this year's applicant pool, there were six more applicants than last year. Because of the large increase in applications only four were recommended to receive full funding.

General vs. Project Support
The Ogden City Arts Ordinance (§3-16-5) outlines the totals that should be recommended for both General Support and Project Support grants. The ordinance calls for up to 40% of the grant funding to go to General Support leaving the remaining 60% for Project Support.

Ogden City Municipal Code §3-16-5, B-3
"Subject to city council approval, up to forty percent (40%) of appropriated funding may be allocated to general support grants for ongoing community organizations."

With this year's allocation of $70,000, the General Support category would allow up to $28,000 in grant awards with the Project Support category taking the remaining $42,000. The reason for this is that the City believes that these grants should be more focused on developing arts projects and programs rather than maintaining or supplementing arts organizations for a long period of time.

In this year's recommendations, the total proposed for General Support is $37,564. This is 54% of the total funding. The Project Support total is $32,436, or 46% of the total. There was $46,450

more funding requested in General Support than in Projects Support, and all of the applications in Projects Support are at or near full funding. The ordinance does allow the Council to approve more than 40% of funding in the General Support category; however, the Council should be aware of this when considering the recommendations.

Council Options

a) Increase funding in Project Support to $37,600 or 54% (the maximum level to meet the grant requests in Project Support) and reduce $5,164 in General Support to fund this increase;
b) Reduce the grant allocation in the General Support category to meet the recommended ratio in the ordinance;
c) Increase funding in Project Support and carry over funds to the FY18 budget for additional allocation;
d) Reduce or change the award amounts for any other organization; and/or
e) Make no changes to existing recommendations.

Attachments

1. Administrative Transmittal
2. Resolution
3. Ogden City Arts Grants Analysis and Report: FY 2017
4. Ogden City Arts Grant Review Results 2016-17
5. City of Ogden Arts Grant History
6. Grant Application Guidelines

Memos Prepared By: **Administrative Contact:** **Christy McBride, 801-629-8547**
Council Staff: **Amy Sue Mabey, 801-629-8629**

RECEIVED
JUL 11 2016
OGDEN CITY
COUNCIL OFFICE

Ogden City Council Transmittal

Date:	* Amended* July 6, 2016
To:	Ogden City Council
From:	Tom Christopulos, Director, Community & Economic Development
RE:	Arts Grants/Public Hearing
Staff Contact:	Christy McBride
Requested Timeline:	
Recommendation:	Approve Arts Advisory Committee and Community Economic Development recommendations for Ogden City Arts grant program
Documents:	Ogden City Arts Grants recommendations, Grant Analysis and Report, Proposed Resolution, Arts Advisory Committee review results

Executive Summary

The Ogden City Advisory Committee has conducted the arts grant process including advertising to recruit applicants and reviewing and grading the applications. Ogden City Staff assembled a grant review subcommittee in accordance with Ordinance No. 2015-41 and formed a grading system for the grading system for the subcommittee in compliance with the Arts Advisory Committee Ordinance allowing each grant application to be measured equally using the grant criteria. The individual scores for each grant were combined then averaged to determine a final overall score for each application. Those scores were used to rank the grants in both the General Support and Project Support categories. The review subcommittee included four members of the Arts Advisory Committee, a representative from City Council staff and representative for Community and Economic Development. The committee's recommendations for disbursement are attached. All of the applications were recommended for funding though few received the requested amount.

The Administration recommends that the City Council approve funding based on the grant review committee's recommendations.

Background

For FY17 $70,000* was allocated for arts grants. The City Council's role in the grant process is to make a determination that the value of the tangible and intangible public benefits that will result from the proposed grants equal or exceed the monetary value of the grants. The council's determination of value is presumptively correct: "[a] determination of value received, made by the [City Council], shall be presumed valid unless it can be shown that the determination was arbitrary, capricious, or illegal." Utah Code Ann. §10-8-2-(3)(b).

An additional $5,000 was included in the city budget for arts grants and this revision reflects an even distribution to grantees who did not receive a recommendation for full funding in the original review process

Proposal

The Administration supports the recommendations of the Grant Review Subcommittee and recommends that the City Council fund these grants to promote the public good of Ogden City based on the information presented below.

RESOLUTION NO.

A RESOLUTION OF THE OGDEN CITY COUNCIL AWARDING ARTS GRANTS FOR FY2016-17 AND SETTING FORTH FINDINGS PURSUANT TO UTAH CODE ANNOTATED § 10-8-2 (2002).

WHEREAS, the Ogden City Council in its FY2017 Budget set aside $70,000 in the Non-Departmental budget to support arts groups and provide additional opportunities to encourage arts development within Ogden;

WHEREAS, on September 1, 2015, the Ogden City Council Adopted Ordinance 2015-41, set forth in Ogden Municipal Code § 3-16-5, establishing criteria for determination of arts grants consistent with Utah Code Ann. §10-8-2 (2002);

WHEREAS, pursuant to Ogden Municipal Code § 3-16-5, the Ogden City arts advisory committee submitted a written study of findings and recommendations to the Ogden City Council for FY 2016-17 arts grants recipients;

WHEREAS, a public hearing was held by the Ogden City Council to determine whether to award arts grants as recommended;

NOW, THEREFORE, the Council of Ogden City hereby finds and resolves, as follows:

A. **Arts Development as a Public Purpose**: The City Council finds that support and promotion of opportunities for arts development within Ogden City constitutes a substantial public purpose of Ogden City which enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden. The promotion of arts development in Ogden City creates tangible and intangible value to Ogden City, and is a proper criteria upon which to base determination of grants pursuant to Utah Code Ann. §10-8-2(3)(2002) (as amended).

B. **Proposed Arts Grant Recipients Promote Public Purpose**. The City Council finds that the proposed uses of arts grant funds by the arts grant recipient's identified herein would substantially support and promote opportunities for arts development within Ogden City and will thus further substantial public purposes of Ogden City as set forth above.

C. **Determination of Value Received.** The City Council finds and determines that the tangible and intangible value received by Ogden City and its citizens as a result of the arts programs carried on by the arts grant recipients and made possible by Ogden City arts grant funds, equals or exceeds the monetary value of the respective arts grants to be awarded.

D. **Arts Grant Recipients.** Based on the foregoing, the City Council hereby resolves to award arts grants to the following nonprofit organizations, in the amounts specified.

General Support	
Eccles Community Art Center	$7,333
Treehouse Children's Museum	$6,333
WSU Shaw Gallery	$5,333
Ogden Friends of Acoustic Music	$6,333
Chamber Orchestra Ogden	$4,333
Ogden Symphony Ballet Association	$3,333
WSU Strings Project	$1,233
Imagine Ballet Theater	$3,333
Project Support	
Ogden Nature Center – Birdhouses	$2,334
Ogden Nature Center - Earth Day	$2,334
Historic 25th Street – Farmer's Market	$2,000
Nurture the Creative Mind – Art Festival	$4,000
Good Company Theatre	$9,334
Weber Morgan Health Department	$1,725
Ogden School Foundation	$1,833
Ogden Inspired – Kase Johnstun	$1,833
Traces of the West	$ 875
Suzanne Storer	$3,334
St. Anne's Center/Lantern House	$1,834
Ogden Opera Guild	$1,000
Total	**$70,000**

E. Limitation on Use of Arts Grant Funds. Award and usage of arts grant funds are conditioned upon and limited to usage for programs and purposes as previously identified in recipients' arts grant applications and consistent with rules and regulations promulgated by the Ogden City arts advisory committee. Recipients may be placed under contract to use the arts grant funds for the specified purposes for which the grant was awarded.

APPROVED AND ADOPTED this ____ day of _____, 2016.

_____
CHAIR

ATTEST:

_____
CITY RECORDER

APPROVED AS TO FORM MAB 7/6/16
LEGAL DATE

Ogden City Arts
Ogden City Arts Grants Analysis and Report: FY 2017

May 1, 2016

Pursuant to Ogden City Resolution # 2003-14 in support of UT Code Ann §10-8-2 (2002), the Ogden City Arts Advisory Committee (OCAAC) has reviewed twenty arts grant applications from Ogden based arts and cultural organizations requesting funding from Ogden City for FY 2017.

In the interest of proper stewardship, a grant subcommittee comprised of 4 OCAAC members, a representative from City Council Staff and a representative designated from Community and Business Development was convened to consider and determine recommendations per the Arts Committee ordinance. (3-16-5)
Each member of the subcommittee reviewed every application and was asked to base their recommendation for funding on specific criteria included in the grant application guidelines and in the state regulation Ann. 10:8:2(e). These criteria govern the proper disbursement of funds by municipalities to locally based non-profit organizations for general support and to arts organizations and artists for specific projects. The subcommittee rated the merits of each grant application and determined from that information the level of funding to recommend. At the regular meeting of the full committee the subcommittee's recommendations were ratified.

Following this study is the synthesis of the findings from the Grant Review Subcommittee describing how each grant applicant fulfills the required city and state criteria, and stating the recommended levels of funding for each organization and project. Ogden City Arts Advisory Committee members have determined that all twenty grant applicants for FY 2017 fulfill the necessary criteria and merit municipal funding by providing much needed arts enrichment programs to diverse segments of our community, and by promoting arts related educational and developmental opportunities for the residents of Ogden and for its visitors.

The members of the Ogden City Arts Advisory Committee are grateful to live in a community where its City Administration and City Council recognize that supporting the arts means business. Rather than a "charity to be supported" contributing to the arts is an investment in a vibrant, healthy economy. Additionally, the arts connect us to each other and add richness to our lives. Continued and, in fact, increased municipal support ensures that vital arts programming is allowed to grow and nurture another generation of Ogden citizens. We recognize that nationally many valuable arts organizations fail to thrive without community and governmental support. These eleven recommended organizations cover a diverse range of arts activities and serve a wide spectrum of age groups, cultures and needs. After great consideration we request their funding as recommended below.

Respectfully,

Diane Stern
Ogden City Arts Coordinator

Ogden City Arts Grants Recommendations FY 2017

General Support

Organization	Requested	Recommended
Eccles Community Art Center	$15,000	$7,333
Treehouse Children's Museum	$15,000	$6,333
WSU Shaw Gallery	$15,000	$5,333
Ogden Friends of Acoustic Music	$20,000	$6,333
Chamber Orchestra Ogden	$5,000	$4,333
Ogden Symphony Ballet Association	$5,000	$3,333
WSU Strings Project	$4,050	$1,233
Imagine Ballet Theater	$5,000	$3,333
Total for General Support Grants FY 2017	**$84,050**	**$37,564**

Project Support

Ogden Nature Center – Birdhouses	$3,000	$2,334
Ogden Nature Center – Earth Day	$3,000	$2,334
Historic 25 – Farmer's Market	$2,000	$2,000
Nurture the Creative Mind – Arts Festival	$4,000	$4,000
Good Company Theatre-"Pirated!"	$11,000	$9,334
Weber Morgan Health Department	$1,725	$1,725
Ogden School Foundation	$2,000	$1,833
Ogden Inspired	$2,000	$1,833
Traces of the West	$ 875	$ 875
Suzanne Storer	$5,000	$3,334
St. Anne's Center – Lantern House	$2,000	$1,834
Ogden Opera Guild	$1,000	$1,000
Total Project Support Grants FY 2017	**$37,600**	**$32,436**

Total Allocation for FY 2017	Total Requested	Total Recommended
$65,000	**$121,650**	**$70,000**

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Eccles Community Art Center
2580 Jefferson Avenue, Ogden 84401

Annual Budget: $657,996

Requested Funding: $15,000 Recommended Funding: $7,333
City Council Ward: 3 (1, 2, 3, 4 through outreach and education programs)

The purpose of the Eccles Community Art Center is to promote the arts in all forms and to enhance the quality of life within the community by: assisting the local cultural organizations and individual artists to present their work to the public; making quality artistic experiences available to the community regardless of age, race, religion, and income level. Classes are offered year round, with more emphasis on children's classes during the summer months. The center is also used by many community groups for meetings, performance and community gatherings. The art center is the central place for over 30 civic groups. The historic home is opened to the public 6 days a week; 52 weeks a year.

The Eccles Community Art Center has established five Statewide Competitive Exhibits and has partnered with the Weber and Ogden School Districts to exhibit secondary student competitions as well as establishing two events for young artists – the Recycled Art competition and the Chalk Art Fair at
Newgate Mall. The center offers classes to the community at reasonable tuition, taught by active artists in the visual, diverse, literary and performing arts. The Eccles Community Art Center provides outreach programs that takes original art packets to schools or places an artist in the classroom in local elementary schools. The Center has established well received community events such as Art in Bloom,
Gallery Theater Plays, Guest Artist Performances and the Holiday Home Tour in partnership with the Weber County Heritage Foundation as well as participating in the monthly First Friday Art Stroll.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

Since there is no entrance fee, there is no financial burden to anyone who wishes to visit. The exhibitions are always of high moral quality, and the cultural value is always important. Through the years, we have featured artists who travel and have painted from the various countries they have visited, including Belize, Italy, Spain, Mali and other African countries. The Art Center gives the community a place to see beautiful art. This is aesthetically pleasing. Education and information is always available by the staff and trained docent volunteers. The fact that this is a community art center and all are welcomed contributes to a sense of belonging and place.

Project provides tangible and intangible benefit to Ogden City:

The Ogden First Friday Art Stroll in which the Eccles Community Art Center participates is building Ogden's reputation as an arts community and brings an influx of arts related tourism. The classes offered at the Art Center are offered in a non-competitive and non-grade based setting which allows students to learn at their own pace. With the variety of special events provided by the Eccles Community Arts Center, members of the community should have no difficulty in finding their voice through the arts.

Estimated number of individuals to benefit from project/grant: 32,500 patrons, 737 artists

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Treehouse Children's Museum
347 22rd Street, Ogden 84401

Annual Budget: $983,000
Requested Funding: $15,000 Recommended Funding: $6,333
City Council Ward: 1 (1, 2, 3, 4 involvement through outreach programming)

Treehouse Children's Museum has provide high quality arts based exhibits and interactive learning experiences for families and schools that focus on family literacy and the arts and the humanities. With signature programs that they have developed, including "ParticiPlays" , "Treehouse Troupe" and "Step into a Story"© the Treehouse Children's Museum offers enrichment to augment public education.
Treehouse is also recognized for its daily visual arts programming centered around children's literature, and its hand-crafted exhibits that are created in house by staff and volunteers. Over 23,000 students come annually to the Treehouse and the Museum offers two discount family literacy programs each week and provides 300 sponsored memberships to local families with children enrolled in area Head
Start programs.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The funding will benefit the citizens of Ogden financially as Treehouse provides low-cost but quality arts programming to families and schools. Treehouse also draws visitors to the area, many of whom come specifically to visit Treehouse, bringing tourist dollars into the community. Aesthetically Treehouse serves as an arts venue with visual displays, as well as permanent exhibits that focus on children's literature and the arts. Providing outstanding and involving activities for children and families in our community contributes to the moral and civic wellbeing of our City by providing worthwhile, positive experiences for children and parents that encourage participation in the arts and the development of talents and skills. Treehouse also showcases the cultural diversity of Ogden through special exhibits, displays, and programs as we share literature from around the world. Educationally Treehouse provides resources lacking in the schools and enrichment opportunities in theater and the visual arts. Having a facility like Treehouse strengthens the community at large and contributes civic pride.

Project provides tangible and intangible benefit to Ogden City:

Treehouse will provide quality arts programming for literally tens of thousands of visitors, both children and adults, encouraging their involvement in and support of the arts. Children who participate in the arts are much more likely to be participants in and contributors to the arts when they become adults. Support of Treehouse also helps to sustain a family-friendly venue that welcomes families to our community and gives residents and visitors alike a reason to spend time in Ogden. The arts celebrate multiple perspectives and shows that there are many ways to see and interpret the world. The Treehouse Children's Museum has earned many prestigious awards and is recognized nationally as an outstanding children's museum providing quality arts experiences. That standing benefits the city in which we are located.

Estimated number of individuals to benefit from project/grant:

168,465 --children and adults annually; 6-8 artists annually plus Treehouse staff artists

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Mary Elizabeth Dee Shaw Gallery – Weber State University
3964 West Campus Drive, Dept. 2001, Ogden, UT 84408-2001

Annual Budget: $102,540
Requested Funding: $15,000 Recommended: $5,333

City Council Ward: 4

The Mary Elizabeth Dee Shaw Gallery at Weber State University is located inside the Ethel Wattis Kimball Visual Arts building. Its mission is to present contemporary art exhibitions and educational programs that provide visitors access to the art of our times. The Shaw gallery aspires to engage a diverse audience, create a sense of community, provide insight into the creative process, challenge visitors to contemplate, discuss and understand the historical social and cultural context of contemporary art. It serves the Department of Visual Art & design, Weber State University and the community of Northern Utah by presenting the work of local, regional and nationally recognized artists, including new work, emerging media and original scholarship. During the academic year it offers regular exhibits and outreach programs in the facility and film screenings at Peery's Egyptian Theater in partnership with the Utah Film Center. In the summer it provides community arts enrichment through its Arts in the Parks program.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The Mary Elizabeth Dee Shaw Galley benefits Northern Utah by providing a safe, morally clean environment for the citizens and children that participate in its activities. Through the Fabulous Fridays program hundreds of school children have the opportunity to visit the gallery, learn about the art and do a hands on project. The gallery offers a unique exhibition program for the whole community free of charge and is a regular participant in Ogden City's First Friday Art Stroll during the academic year. During the summer months it provides free arts education in the parks in cooperation with the free lunch program delivered by Ogden City Schools

Project provides tangible and intangible benefit to Ogden City:

The Shaw Gallery is housed and sponsored by the Department of the Visual Arts at Weber State University. Weber State is a vital part of the city's cultural and educational vision. By supporting the Shaw Gallery the city benefits from the increased cultural and educational offerings the Gallery provides.

Estimated number of individuals to benefit from project/grant: **12,000, 3,300 youth**

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Ogden Friends of Acoustic Music
1744 24th Street, Ogden, UT 84401

Annual Budget: $100,000
Requested Funding: $20,000 Recommended Funding: $6,333
Council Ward: 1

The Ogden Music Festival is a 3-day outdoor music festival held the first weekend on June at Weber County's Fort Buenaventura. Its mission is to provide and promote community with live traditional and contemporary American music experiences.It is rapidly gaining the reputation as the premiere bluegrass and acoustic music festival in Utah. The diverse, multi-genre festival provides exposure to many artists and many types of music including bluegrass, blues, jazz, old time, country, and roots. The venue has the potential to host 3,500 participants.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

Music is known to provide entertainment and a sense of well-being among participants, whether performing, dancing, or listening. As Ogden now ranks among the best places to live and becomes a vital destination for tourists, it becomes evident that entertainment in the form of concerts is needed. The Ogden Music Festival also provides attendees with a sense of community, as Fort Buenaventura becomes a micro-community for the weekend. With many opportunities to learn at the workshop stage, the festival also provides citizens with educational opportunities. Acoustic music has gained a renewed popularity. Festival surveys show overwhelmingly positive comments and demand for the annual June festival and other future OFOAM events.

Project provides tangible and intangible benefit to Ogden City:

In addition to providing entertainment to adult attendees, the youth events offer a unique opportunity for youth to aspire to play instruments. The concerts provide a distraction from the currently popular synthetic, or synthesized musical production taking place that often eliminates the need to master an acoustic instrument. Kids who become involved in arts of all types prove to be successful in many other aspects of their lives. The 2010, 2011 and 2016 festivals included Todd's Musical Petting Zoo, featuring the collection of 200 instruments that Todd Crowley sets out for children of all ages to play. There were young people that spent the entire weekend of the festival at the petting zoo experimenting with different instruments and styles.

Estimated number of individuals to benefit from project/grant: **5,613 audience members, 75 artists**

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Chamber Orchestra Ogden
5463 S 125 E, Ogden, UT 84405

Annual Budget: $39,500
Requested Funding: $5,000 Recommended Funding: $4,333
Council Ward: 1 (Union Station)

Chamber Orchestra Ogden is a professional level chamber orchestra based at Union Station.
They are a non-profit organization dedicated to being an integral part of the professional music scene in Ogden and the surrounding communities by; providing high quality professional level performances, performing a broad range of music from all musical style periods, giving audience members the opportunity to have enjoyable, diverse musical experiences and striving to musically educate prospective audiences through community outreach.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The programming of Chamber Orchestra Ogden will provide some financial benefit to the businesses of Ogden as patrons attending concerts are likely to make an evening of it and go to dinner or shop. The biggest benefit will be the cultural and educational benefits. COO is a very high quality ensemble that plays at a professional level. Cost of a concert ticket is kept to just $5.00, making it very affordable for all and at the same time allowing audiences to hear very high quality performances for a fraction of the cost of going to Salt Lake City. The Orchestra strives to be accessible and attempt to provide a bit of the background for the compositions that they perform.

Project provides tangible and intangible benefit to Ogden City:

The projects of Chamber Orchestra Ogden will hopefully add another layer of cultural and musical veneer to the city. The orchestra is an Ogden entity, composed of local musicians, not a group of visiting artists. As they perform downtown their offerings are very accessible for those who might not attend concerts that require much travel. They boast an audience comprised of arts enthusiasts and those new to the classical music scene. They appeal to a broad range of audience members as they perform a very diverse literature of music; everything from Americana to old European masters. As opportunities and funding become available they have hope of performing community outreach.

Estimated number of individuals to benefit from project/grant: 2,000 patrons, 75 artists

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Ogden Symphony Ballet Association
638 26th Street, Ogden 84401

Annual Budget: $937,827
Requested Funding: $5,000 Recommended Funding: $3,333
City Council Ward: 3 (1, 2, 3, 4 involvement through outreach programming)

The Ogden Symphony Ballet Association contracts with the UT Symphony & Ballet West to present concerts and Ballets in Ogden. Their educational outreach program provides tickets to high school students at no cost. Community outreach tickets are given through social service agencies to their patrons who would not be able to attend otherwise. During the past year over 1,000 tickets were provided through outreach. "The ride" is offered free of charge to senior citizens living in Weber County.
Last year 80 patrons used this service.

Funding from the grant from Ogden City Arts will support educational and community outreach programs and "The Ride" – transportation to and from concerts for seniors living in Weber County. This season's programming includes 17 performances: 5 Masterworks with the Utah Symphony, 4 Symphony Entertainment Series performances, 2 Family series performances, 3 Nutcracker performances and a performance of the "The Little Mermaid", and 2 performances by BYU's dance companies.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

For the citizens of Ogden to be able to experience the performance of these concerts in our city offers access to music and dance of an internationally recognized excellence. Because of generous patrons, corporations, foundations, and government funding, we are able to keep ticket prices affordable and considerably below those charged in Salt Lake City for the same concerts. Our venue features an outstanding auditorium with unmatched sightlines of the performance, comfortable seating, convenient and free parking, and the need to drive to Salt Lake City is eliminated.

This is a great opportunity for those who have never seen a live concert to have the convenience of these concerts right here in Ogden.

Project provides tangible and intangible benefit to Ogden City:

Without the drive to Salt Lake City, citizens of and visitors to Ogden can avail themselves of the opportunity to see and hear two world-class music and dance organizations plus two dance troupes that have performed to world acclaim. Locals and out of town patrons visit shops and restaurants before and after concerts. The economic benefit of having this available in Ogden is great for those wishing to relocate in UT. OSBA arts events involve a network of volunteers, schools, social service agencies, WSU students, a youth guild and a board of directors. All of these involved participants, through their contributions and interaction mentor the next generation of arts involved, volunteer minded community members.

Estimated number of individuals to benefit from project/grant: 17,500 patrons and 425 artists each season

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Strings Project – Weber State University
3950 West Campus Drive, Ogden, UT 84408

Annual Budget: $24,688
Requested Funding: $4,050 Recommended Funding: $1,233
City Council Ward: 4

The Weber State University Strings Project is one of 26 String Projects that make up the National String Project Consortium. The Consortium is an outgrowth of a program originally begun by the American String Teachers Association. The purpose is to provide students beginning in the 3rd grade with string instrument instruction. No curricular elementary string instruction is provided in area school districts. Secondarily the program is designed to employ string music education major students to encourage them to become public school teachers to help alleviate the nationwide shortage of teachers. Costs for the lessons (2 weekly) are extremely affordable to ensure that they are available to the most students. Teaching students from the program travel into the schools to teach music for which they receive a stipend.
Performances are held in WSU's Browning Center and the Ogden Amphitheater.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The Project benefits the citizens by providing a safe, morally clean environment for the children that are involved. They study music, which provides a cultural benefit to them, as well as an educational one. By presenting free concerts the Project enables any person in the community to attend with no financial burden. This provides a community cultural and educational benefit as well.

Project provides tangible and intangible benefit to Ogden City:

The Project is housed and sponsored by the Department of the Performing Arts at Weber State University. Weber State is a vital part of the city's cultural and educational vision. By supporting the String Project the city benefits from the increased cultural and educational offerings the Project provides. The Project is one of only 30 in the United States. As a result Ogden is singled out often on a national level at major music and arts conventions. The Project provides a safe and clean after school environment for a portion of the city's young people.

Estimated number of individuals to benefit from project/grant: 660 students and teachers; 2500 audience

Study of Municipal Funding-State Ann: 10:8:2

General Support Grant
Imagine Ballet Theater
2432 Washington Blvd, Ogden, UT 84401

Annual Budget: $204,400
Requested Funding: $5,000 Recommended: $3,333

City Council Ward 1

Imagine Ballet Theater (IBT) was created and organized in 2004 under the vision and direction of Raymond Van Mason, a former Ballet West principal artist. IBT is a pre-professional ballet company which provides professional quality performances to the citizen of Ogden and development opportunities for its youth. Offering ballet classes and the opportunity for performance, in-school lecture demonstrations, the Rocky Mountain Choreography Festival, and school performances at Peery's Egyptian Theater IBT occupies a place in the community that is not duplicated.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

Imagine Ballet Theater

Project provides tangible and intangible benefit to Ogden City:

Imagine Ballet Theater provides access to quality performance and educational outreach to the community and

Estimated number of individuals to benefit from project/grant: **12,000, 3,300 youth**

Findings re: General Support Funding

Arts Grant Recommendations: FY 2017

SUMMARY of FINDINGS

It is encouraging for the Ogden City Arts Advisory Committee that over the years of the City's Arts Granting program the applicant pool in the category of General Support continues to grow. We believe that this is a sign of the organizational strength that comes with municipal support. This year a total of seven organizations sought general support for their arts programs and six are recommended for funding. As this pool grows we find that the effect has been a community of arts organizations that are generously collaborating from organization to organization and who continually share their knowledge base, professional best practices and creative experience. This type of collaboration can only serve to grow an interconnected, creative community. On the National stage this type of collaboration is something that is sought, but not always attained. Ogden can be proud of this atmosphere of generous mentorship and collaboration. The continued financial support of the City of Ogden for these organizations provides an important financial base and credibility as they promote their programs to the community and seek funding from private, state and federal funding sources.

General Support Summery

Eccles Community Art Center	$7,333
Treehouse Children's Museum	$6,333
WSU Shaw Gallery	$5,333
Ogden Friends of Acoustic Music	$6,333
Chamber Orchestra Ogden	$4,333
Ogden Symphony Ballet Assn.	$3,333
WSU Strings Project	$1,233
Imagine Ballet Theater	$3,333
Total General Support	**$37,564**

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Ogden Nature Center – Birdhouse Exhibit
966 W. 12th Street
Ogden UT 84408

Project Budget: $8,000
Request: $3,000 Recommended: $2,334
City Council Ward: 2 (1,2,3,4 through outreach programming)

The Ogden Nature Center is a 152 acre nature preserve and outdoor classroom in the heart of urban Ogden. One of our organizational goals includes providing inspiring, cultural, and educational experiences for all populations. This annual Birdhouse Competition brings art and nature together in a unique, fun, and useful way. Visitors consistently make many positive comments on the annual exhibit. The Center's permanent collection grows larger every year, creating a warm and friendly approach to our preserve.

The annual Birdhouse Competition and Exhibit will run from March 20 through June 24, 2017 for members of the community. This competition has become an annual tradition at the Nature Center, encouraging appreciation of the arts through the creation of whimsical birdhouses and inspiring an understanding of birds and wildlife habitat.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The goals of this exhibit are: To encourage artistic approaches to designing birdhouses along with appreciation for practical and sustainable use; To serve as a demonstration of backyard habitats and the attraction of birds in both urban and rural environments; To inspire visitors to use the resources of artists in designing backyard structures; To foster the use of recycled and reclaimed materials; To identify Utah artists who are interested in designing wildlife habitats or other types of environmental art for use here at the Nature Center; develop and inspire community involvement in a nature and art project, especially engaging the youth of Northern Utah and To include new birdhouses in our permanent collection and display

Entries will be received at the Ogden Nature Center and will be displayed along Birdhouse Trail, a 1/8th mile paved path, extending from the parking lot to the Visitor Center.

The Ogden Nature Center will collaborate with Weber State University, Wasatch Audubon Society, and the Eccles Community Art Center as judges for the competition. Participants include professional artists, bird lovers, and children and families who enjoy creating art and habitat for wild birds.

Project provides tangible and intangible benefit to Ogden City:

In addition to the general public, visitors to the exhibit include hundreds of multi-culturally diverse children from Ogden's underserved communities. In total, several thousand visitors will enjoy the birdhouses on exhibit in the spring and early summer alone.

Estimated number of individuals to benefit from project/grant:16,000
Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Ogden Nature Center – Earth Day Celebration
966 W. 12th Street
Ogden UT 84408

Project Budget: $8,000
Request: $3,000 Recommended: $2,334
City Council Ward: 2 (1, 2, 3, 4 through outreach programming)

All Earth Day public performances will take place on April 15, 2017 at the Ogden Nature Center. Our goal for this project is to keep our Earth Day Celebration affordable so more families can attend, learn, and enjoy the festivities. We only charge $2 person for admissions and children under two are free.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The public performances, crafts, and activities encourage citizens to create a greener society through the art poster contest, nature crafts, demonstrations, workshops focused on sustainable practices, live music, earth friendly exhibitors, and dance performances. Individuals and community partners such as Weber State University work closely with the Events Coordinator to ensure a quality experience for all.

The Art Poster Contest inspires children's artistic expression through promoting their roles as active citizens of the world and allows them to show their understanding through unique works of art.

Close to 27,000 calls for entries will be distributed to local elementary, private, and charter schools in Weber and Ogden School Districts. The top four winners in Kindergarten through sixth grade will be honored at a special awards ceremony before the Earth Day festivities on April 15, 2017. All entries will be on display from April 15 through May 20, 2017.

Families of the art poster contest winners are invited to the awards ceremony and are admitted to our Earth day event free of charge. Most award winners and their families stay and enjoy the day's activities. Since Ogden City Schools have such a high percentage of underserved and diverse students, and all school children receive an entry form, many of Ogden's underserved families participate.

Project provides tangible and intangible benefit to Ogden City:

Our Earth Day event highlights works of art from local school children through creative expression of their views about nature, the environment, and their roles as citizens. Local, statewide, and national organizations will help educate the community about green practices through the arts, demonstrations, workshops, and hands-on activities.
Other goals that will serve as signs of success include: The ability to use nature as inspiration for art; Laying the foundation for an environmentally educated citizenry;Building community awareness about the land we live in.

Estimated number of individuals to benefit from project/grant:2,300

Project Support Grant
Historic 25th Street Foundation – dba Ogden Downtown Alliance
2562 Washington Blvd, Ogden, UT 84401
Ogden UT 84408

Project Budget: $4,000
Request: $2,000 Recommended: $2,000
City Council Ward: 1

The Mission of the Ogden Downtown Alliance is to increase economic vitality and community vibrancy throughout the Central Business District in Ogden. Using arts, entertainment and cultural experiences to establish place branding and destination marketing in conjunction with focused community programs and events.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The proposal is to build a moveable green space Art Garden for use at the summer time Farmer's Market. The concept is based on the Fractal Garden designed by Legge Lewis Legge. Funds would be used to commission the design and construction of a local variation to be located at the intersection of Lincoln Street and 25th Street during market days. This is the location of the main stage and 50 Adirondack chairs will be placed around it creating the hub for food vendors, and music and allowing people to sit and enjoy the market. The new Music at the Market program features a main stage performances by local performers and groups each Saturday from 11:30 am to 1:30 pm. Additionally, street performers (buskers) have an opportunity to perform at designated locations throughout the market. There is an allowance for both main stage and street performances. The Art Garden will provided and ephemeral arts environment to enhance the whole market experience.

Project provides tangible and intangible benefit to Ogden City:

The Farmers Market runs for 13 weeks during the summer from June 25 to September 19.

Estimated number of individuals to benefit from project/grant:35,000

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Nurture the Creative Mind – Ogden Arts Festival
2501 Wall Avenue, Ogden, UT

Project Budget: $8,000
Request: $4,000 Recommended: $4,000
City Council Ward: 1

Nurture the Creative Mind is a 501 (c)(3) youth non profit that is focused on the establishment of self empowerment and self value through the means of creativity. It has impacted over 10,000 youth since its inception 9 years ago and is dedicated to youth empowerment and the establishment of self-value through the exploration of creativity while developing marketable skills.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The organization's main branch is after school programing, but they also have a scholarship and mentorship program that serves first generation and low income college bound students. They have recently become the management organization for the Ogden Arts Festival.

The targeted audience for the Ogden Arts Festival is the community at large and visitors to Ogden. It will be held in the Ogden Amphitheater, a venue of approximately 6,000 have challenged ourselves to help nurture, cultivate, and grow the art culture within Ogden so we will provide a creative and fun experience for those who have an existing connection to art as well as introduce and create a strong connection for those who currently do not.

Project provides tangible and intangible benefit to Ogden City

This year's Ogden Arts Festival will have a strong array of artistic talents and performances to showcase a wide spectrum of arts in hopes that there would be something for everyone. There will be roaming street performers, theater, dance, and musical performances. There will also be an area dedicated to and for kids. The festival runs June 11 &12,

Nurture the Creative Mind is also partnering with galleries on Historic 25th street to promote the Arts Festival. Other community partners include 4 local venues (Brewskis, Alleged, Lighthouse, and the Funk-n-Dive) to put together a promotional music series to for the Ogden Arts Festival and the partnering venues. Expect reach through the promotional shows and gallery partnerships is of 2,500 community members.

Estimated number of individuals to benefit from project/grant: 1,300

Study of Municipal Funding-State Ann: 10:8:2
Project Support Grant

Good Company Theatre – "Pirated"
260 25th Street, Ogden, UT

Project Budget: $46,500
Request: $11,000 Recommended: $9,334
City Council Ward: 1

Good Company Theatre develops and promotes high-quality, eclectic theatrical productions and events forging new relationships between audiences, performers and spaces in the process. Founded in 2012, Good Company Theater with the intent of offer alternative ways of viewing live theater.

Project enhances the safety, health, prosperity, moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

They have now completed three full seasons of fully staged plays and musicals. In addition to their own five scheduled productions each year, they have produced over fifteen cabarets and non-seasonal productions, staged readings and workshops. They have also produced three original shows by local artists, collaborated with local and Salt Lake City agencies and hosted fundraisers and events for service oriented non-profits in Ogden.

Project provides tangible and intangible benefit to Ogden City

The project proposed is a full production with live music (Chamber Orchestra Ogden) of Jim Christian's original musical "Pirated" to take place in the Ogden Amphitheater. The targeted audience is the general public and the show will run August 12 (special preview) 13, 15, 18, 19, 20 and 22. The production will offer internship opportunities to local young people (ages 17-22) in areas of costume design, lighting design, set design and stage management.

Their marketing campaign will include targeted print media, social media, television and radio. Using a combination of social media analytics and ticket sales analysis as well as a review of media response and ticket sales, they will evaluate the success of the production and the marketing for it.

Estimated number of individuals to benefit from project/grant:3,250

Weber-Morgan Health Department
477 23rd Street, Ogden, UT

Project Budget: $3,450
Request: $1,725 Recommended: $1,725
City Council Ward: 1

The Weber –Morgan Health Department (WMHD) aims to promote, support, develop, finance and/or expand activities and programs consistent with the strategic plan of the Weber-Morgan Health Department in the areas of environmental protection, health care access, health promotion including suicide prevention and violence prevention.

Project enhances the safety, health, prosperity moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

To promote awareness of suicide and suicide prevention in the community WMHD plans to partner with local junior high and high school in Ogden City School District. Students in partnering schools will create visual arts projects promoting suicide awareness. The artwork will be on display at community Town Hall Meeting. The Town Hall Meeting will also include local resources for suicide and mental health information.

Project provides tangible and intangible benefit to Ogden City

According to the American Foundation for Suicide Prevention, in Utah in 2015 was the leading cause of death for ages 10 to 14. The target audience for the art projects will be youth in Ogden School District and their parents but the Town Hall event will be open to the entire community. The exact nature of the art projects is still in development.

Estimated number of individuals to benefit from project/grant 5,300

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Ogden School Foundation
1950 Monroe Blvd, room 107, Ogden, UT

Project Budget: $5,900
Request: $2,000 Recommended: $1,833
City Council Ward: 1

The Ogden School Foundation (OSF) was created in 1980 under the direction of the Board of Education of the Ogden City Schools. Its mission is to enhance educational opportunities for the students of the Ogden City School District. We raise and distribute funds for enhancement programs in the areas of the arts, literacy, technology and math/science.

In the Spring of 2017 the Ogden School District will once again support and coordinate the annual Festival of the Arts. During the spring the Ogden District Festival of the Arts begins in the schools with students creating projects using a variety of mediums. Professional artists also visit up to eight of our schools to give demonstrations in their disciplines. Juried competitions at the schools select winners who are invited to attend the District-wide festival at Union Station where they are once again judged. Cash prizes are awarded to the top seven winners in elementary categories and the top three in secondary school categories

Project enhances the safety, health, prosperity moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

Over 75% of the students in the Ogden District come from low income homes and half belong to minority populations. Many of our students do not get any type of "arts" enhancement from home and if the schools do not provide these experiences, they may never be given the opportunity to work in the visual or performing arts. Our students benefit greatly from the Festival of the Arts. The exposure to the visiting artists and having the opportunity to have a student's work exhibited publically and to receive recognition can literally keep kids in school and change their lives.

Project provides tangible and intangible benefit to Ogden City

During the exhibition at the Union Station, students from the schools give performances. We typically see choirs and dance groups. With the addition of our elementary music project, guitar and ukulele groups have been added to the performance schedule. Readers' theaters and Storytelling are also popular presentations. Success in the arts can provide the self-esteem necessary to achieve in other areas of education and in life. Involvement in the arts can also keep students coming to school and working in other areas of their education.

The Festival of the Arts program has proven to be very inspirational to our students and certainly helps us fulfill our mission of "enhancing educational opportunities for our students."

Estimated number of individuals to benefit from project/grant 5,300

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Kase Johnstun & Alison L. McLennan – Ogden Inspired (literary)
2805 Polk Avenue, Ogden UT 84403

Project Budget: $6,900
Request: 2,000 Recommended: $1,833
City Council Ward: 1

Kase Johnstun and Alison McLennan are both local writers, authors, and teachers who are collaborating in response to community requests for writing workshops.

Project enhances the safety, health, prosperity moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

One six week workshop on Ekphrastic Poetry (poetry inspired by art) will be offered in conjunction with the First Friday Art Stroll. Inspired by any artwork at the First Friday Art stroll chosen by the workshop participants, a poem or poems will be developed, revised, performed and possibly published. Ongoing instruction on poetic craft and revision will be taught and practiced during the workshop. A poetry contest with a cash prize will be open to the whole community. Anyone visiting Ogden who writes a poem inspired by Ogden art is eligible to participate. Contest submissions are not limited to those participating in workshop. Ads will be placed in regional and possibly national publications targeting poets and the general public.

Another six week workshop on short stories will be offered in spring. This workshop will focus on short stories inspired by Ogden's historic places, people, and legends. The participants will tour these historic places and learn about Ogden history. Ongoing instruction on short story craft and revision will be taught and practiced throughout the workshop. A short story contest with a cash prize will be open to the whole community, as well as, workshop participants in the same process as the poetry contest.

The contests will be judged blind by impartial parties with literary credentials.

20 people are anticipated in each workshop and many more for the public events (50 -100).

Project provides tangible and intangible benefit to Ogden City

The Ogden Inspired writing series will encourage writers to develop work inspired by Ogden art and history. By using Ogden artwork and history as a basis for inspiration, and teaching specific craft elements, emerging writers will generate higher quality material, which resonates with a broader audience. Also, by running writing contests in conjunction with the First Friday Art Stroll and Ogden historic places, more community members will be actively involved in Ogden area arts, literature, lore, and history.

Estimated number of individuals to benefit from project/grant:250

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Ogden Pioneer Heritage Foundation – Traces of the West
PO Box 150092 Ogden, UT

Project Budget: $1,750
Request: $875 Recommended: $875
City Council Ward: 1

The Ogden Pioneers Days began in 1934, the Ogden Pioneer Heritage Foundation has supported arts events as part of the celebration for the last 30 years. Traces of the West is now in its seventeenth year. The art community and Ogden Pioneers Days Foundation are passionate about showcasing great art and artists. They are committed to making the Traces of the West exhibit one of the premier events in the Western United States.

Project enhances the safety, health, prosperity moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The Traces of the West strives to bring citizens from the Intermountain West to not only participate and vie the exhibit but to have them join in other Pioneer Day evens including concerts, the parade, the farmer's market and the rodeo. Community partners include the Eccles Community Art Center and Cowboy Museum at the Union Station.

Project provides tangible and intangible benefit to Ogden City

Aside from the artistic merit of the exhibit and the quality of artists who participate an outreach packet is being developed to go into the schools highlighting the art, history and landscape of the west. The packet will be presented through the Eccles Community Art Center's Art to Go Outreach program.

Estimated number of individuals to benefit from project/grant 1,200

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Suzanne Storer – visual arts, sculptor
1799 Navajo Drive, Ogden, UT

Project Budget: $10,000
Request: $5,000 Recommended: $3,334
City Council Ward: 4

Ms Storer worked many years as a potter and sculptor creating art for the home. Her focus now is on creating sculptures of compassion for public spaces. These sculptures are in high relief and project out from the wall. They are large and more suitable for public spaces or very large homes. Each sculpture is based upon a real person and speaks to our human condition physically, psychologically and emotionally. I make use of all the technical skills I've accrued over 30 years working with clay. These sculptures often compassionately emphasize our positive oh-so-human qualities that can be squashed by our current ways of living.

Proposal is to create high relief artwork for permanent display in the Lantern House/St. Anne's center cafeteria based on interviews with residents of the homeless shelter. Unclear how many are served. Request represents 50% of project budget. Ms. Storer has a piece of artwork already at the center and this proposal has been put together with them seeking input from residents.

Project enhances the safety, health, prosperity moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

The homeless patrons at Lantern House who dine in the cafeteria. They are a perfect fit for being the recipients of art that compassionately reflects their circumstance. The wall space designated for these sculptures will be a nice fit aesthetically for the size and shape of the work.

Project provides tangible and intangible benefit to Ogden City

It has only been in the last several years that I have made the conscious decision to devote my skills as an artist towards creating works of compassion. These sculptures for the wall at Lantern House will enlarge my own sensibilities towards this end and at the same time, hopefully assist the community in which I have lived and worked for the past 34 years.

Lantern House receiving positive publicity for having installed these sculptures would also be a sign of success.

Estimated number of individuals to benefit from project/grant 1,650

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
St. Anne's Center – Lantern House
269 W. 33rd Stree, Ogden, UT

Project Budget: $10,000
Request: $2,000 Recommended: $1,834
City Council Ward: 1

St. Anne's Center exists to aid the poor, needy and homeless by providing them food, shelter and critical emergency services. We provide a hand up rather than a hand out. Our goal is to transition residents from shelter to housing; encouraging their sense of independence, self-sufficiency and self-confidence. We are committed to carry out this mission while treating those who come to us with compassion, dignity and respect.

St. Anne's Center is a nonprofit agency providing food, shelter and emergency services to thousands of men, women, and children in crisis. Since opening our door in 1982 the faces of homelessness have changed dramatically. Over the past several years, we have experienced a staggering increasing in the number of families finding themselves homeless. More notably are families that consist of fathers with children and no mother.

Project enhances the safety, health, prosperity moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

All funds will go towards providing homeless children the opportunity to experience different forms of art. We partner with local artists, dance schools, musicians and other volunteers to provide hands on art projects and musical and dance instruction. Funds will be used towards staff, supplies, equipment and outside services if needed. This program will help homeless children explore natural outlet of emotions they may have while facing new surrounding of being in a shelter.

Project provides tangible and intangible benefit to Ogden City

What is invisible, can be made visible. Homelessness can be invisible but through art it can be seen. Our mission is to help these children develop personal creativity and learn to be seen through art, dance, music and play. To express their emotions on a canvas, dance floor, through and instrument and not hide, feel unwanted or different because of their circumstances

Estimated number of individuals to benefit from project/grant 65

Study of Municipal Funding-State Ann: 10:8:2

Project Support Grant
Ogden Opera Guild
2590 Jefferson Avenue, Ogden, UT

Project Budget: $2,000
Request: $1,000 Recommended: $1,000
City Council Ward: 1

The objectives of the Ogden Opera Guild are to support the growth and expansion of the Utah Opera Company through education, volunteer activities and financial support.

Project enhances the safety, health, prosperity moral well-being, peace, order, comfort and convenience of the inhabitants of Ogden:

Working with the Utah Opera Company the guild annually takes a group of students and chaperones to a dress rehearsal in Salt Lake at the Capitol Theater. The Guild works with Weber State University, the Artistic Director of the Utah Opera, the Dean of Arts & Humanities at Weber State, the principal of St. Joseph's High School and the music faculty there.

Project provides tangible and intangible benefit to Ogden City

A public performance by Utah Opera Resident Artists is presented at Weber State. Exposure to opera is a great value to the education of our students and the quality of life available to us in Ogden.

Estimated number of individuals to benefit from project/grant 65

Study of Municipal Funding-State Ann: 10:8:2

Findings re: Project Support Funding

Arts Grant Recommendations: FY 2017

SUMMARY of FINDINGS

After reviewing the twelve Project Support applicants for FY 2017 the Ogden City Arts Advisory Committee has unanimously determined that all were worthy of funding based on the merit of the proposal and the value and benefit they will bring to Ogden. As outlined in the studies above, and in compliance with Ogden City's Resolution governing disbursement of city funds, the twelve projects represent diverse areas of the arts & humanities and further the use of arts in areas of social impact by non-traditional recipients as well as display community partnerships, multiple sources of funding while reaching out to all segments of our community by providing specific projects for arts enrichment and education. Many of these projects are unique to Ogden and not available in other communities, as such they benefit local residents by providing arts experiences here at home, reaching out within our community to groups using arts in new ways and encouraging increased visitors and economic revenue. They encourage home town pride, identity and a sense of place.

Project Support	**Requested**	**Recommended**
Ogden Nature Center – Birdhouses	$3,000	$2,334
Ogden Nature Center – Earth Day	$3,000	$2,334
Historic 25 – Farmer's Market	$2,000	$2,000
Nurture the Creative Mind – Arts Festival	$4,000	$4,000
Good Company Theater- "Pirated"	$11,000	$9,334
Weber Morgan Health Dept.	$1,725	$1,725
Ogden School Foundation	$2,000	$1,833
Ogden Inspired	$2,000	$1,833
Traces of the West	$ 875	$ 875
Suzanne Storer	$5,000	$3,334
St. Anne's Lantern House	$2,000	$1,834
Ogden Opera Guild	$1,000	$1,000
Total	**$37,600**	**$32,436**

Ogden City Arts Grant Review Results 2016-17

Ogden City Arts Grants 2016-17															Additional Funding	Revised Totals
General Support	Sandy Ha	Brandi B	Glenn S	Clint S	Shane C	Wes W	Admin	Total	Average	Total benefitting	$ per person	% ofAnnual budget	requested	recommended		
Eccles Community Art Center	35	34	31	34	34	30	34	232	38.6667	32,500	$ 0.46	2%	$ 15,000	$ 7,000	$ 333	$ 7,333
Treehouse Children's Museum	35	36	33	30	29	-	28	191	38.2	168,465	$ 0.09	2%	$ 15,000	$ 6,000	$ 333	$ 6,333
WSU Shaw Gallery	30	33	30	32	33	35	30	223	37.1667	12,000	$ 0.98	15%	$ 15,000	$ 5,000	$ 333	$ 5,333
Ogden Friends of Acoustic Music	25	34	34	35	32	36	25	221	36.8333	5,613	$ 3.56	9%	$ 20,000	$ 6,000	$ 333	$ 6,333
Chamber Orchestra Ogden	30	36	33	30	30	34	27	220	36.6667	2,500	$ 2.00	11%	$ 5,000	$ 4,000	$ 333	$ 4,333
Ogden Symphony Ballet Assn.	30	34	29	34	29	28	28	212	35.3333	17,500	$ 0.29	1%	$ 5,000	$ 3,000	$ 333	$ 3,333
WSU Strings Project	28	30	30	30	28	29	22	197	32.8333	5,900	$ 0.25	16%	$ 4,050	$ 900	$ 333	$ 1,233
Imagine Ballet Theater	20	28	31	30	29	28	24	190	31.6667	24,000	$ 0.21	2%	$ 5,000	$ 3,000	$ 333	$ 3,333
Totals													**$ 84,050**	**$ 34,900**	**$ 2,664**	**$ 37,564**
Project Support										Total benefitting	$ per person	% of Project budget	requested	recommended		
Ogden Nature Center- Birdhouses	40	-	36	36	36	36	38	222	44.4	16,000	0.19	38%	$ 3,000	$ 2,000	$ 334	$ 2,334
Ogden Nature Center-Earth Day	35	-	35	36	34	36	35	211	42.2	2,300	1.3	38%	$ 3,000	$ 2,000	$ 334	$ 2,334
Historic 25 - Farmer's Market	35	41	32	34	36	36	36	250	41.6667	35,000	0.06	50%	$ 2,000	$ 2,000		$ 2,000
NCM - Arts Festival	30	38	33	36	34	32	34	237	39.5	1,300	3.08	7%	$ 4,000	$ 4,000		$ 4,000
Good Company Theatre	30	37	31	34	34	34	35	235	39.1667	3,250	3.38	24%	$ 11,000	$ 9,000	$ 334	$ 9,334
Weber Morgan Health Dept	32	40	34	36	32	30	30	234	39	5,300	0.33	50%	$ 1,725	$ 1,725		$ 1,725
Ogden School Foundation	32	41	33	32	32	34	29	233	38.8333	4,200	0.48	34%	$ 2,000	$ 1,500	$ 333	$ 1,833
Kase Johnstun-Ogden Inspired	30	40	32	32	32	32	34	232	38.6667	250	8	29%	$ 2,000	$ 1,500	$ 333	$ 1,833
Traces of the West	32	34	30	32	28	32	30	218	36.3333	1,200	1	69%	$ 875	$ 875		$ 875
Suzanne Storer	25	32	31	34	27	24	29	202	33.6667	1,650	3.03	50%	$ 5,000	$ 3,000	$ 334	$ 3,334
St. Anne's Center/Lantern House	23	30	29	34	32	22	27	197	32.8333	65	33.33		$ 2,000	$ 1,500	$ 334	$ 1,834
Ogden Opera Guild	22	36	31	27	25	27	24	192	32	134	8.33	50%	$ 1,000	$ 1,000		$ 1,000
															$ 2,336	$ 32,436
Total				**Reviewers**		**Ogden City Arts admin**							**$ 37,600**	**$ 30,100**	**$ 5,000**	
				Sandy Havas		Diane Stern										
				Brandi Bosworth												
				Clint Spencer										$ 34,900		$ 37,564
				Shane Osguthorpe										$ 30,100		$ 32,436
				Wes Whitby										$ 65,000		**$ 70,000**
				Glenn Symnes												

City of Ogden Arts Grant History

Fiscal Years 2006-2017

	Total Requested FY06-FY17	Total Granted and Recommended FY06-FY17	FY'17		FY'16		FY'15		FY'14		FY'13		FY'12		FY'11	
General Support			**Requested**	**Recommended**	**Requested**	**Granted**	**Requested**	**Granted**	**Requested**	**Granted**	**Requested**	**Granted**	**Requested**	**Granted**	**Requested**	**Granted**
Chamber Orchestra Ogden	**$ 9,000.00**	**$ 4,000.00**	**$ 5,000.00**	**$ 4,333.00**	$ 4,000.00	$ 4,000.00										
DaVinci Academy	$ 5,850.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Eccles Community Art Center	**$ 53,000.00**	**$ 42,833.00**	**$ 15,000.00**	**$ 7,333.00**	$ 7,000.00	$ 7,000.00	$ 7,000.00	$ 7,000.00	$ 6,000.00	$ 5,000.00	$ 6,000.00	$ 5,500.00	$ 5,000.00	$ 5,000.00	$ 3,000.00	$ 3,000.00
Egyptian Theater Foundation	$ 5,000.00	$ 1,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000.00	$ 1,000.00						
Foursite Film Festival	$ 38,000.00	$ 22,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,000.00	$ 3,000.00		
Imagine Ballet Theater	**$ 72,000.00**	**$ 26,733.00**	**$ 5,000.00**	**$ 3,333.00**	$ -	$ -	$ 10,000.00	$ 2,400.00	$ 10,000.00	$ 1,000.00	$ -	$ -	$ 10,000.00	$ 3,000.00	$ 10,000.00	$ 4,500.00
Nurture the Creative Mind	$ 8,000.00	$ 6,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000.00	$ 2,500.00	$ 2,500.00	$ 2,000.00	$ 2,500.00	$ 2,000.00		
Ogden Dinosaur Park	$ 1,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500.00	$ -						
Ogden Friends of Acoustic Music	**$ 72,000.00**	**$ 42,193.00**	**$ 20,000.00**	**$ 6,333.00**	$ 20,000.00	$ 16,860.00	$ 11,000.00	$ 8,000.00	$ 11,000.00	$ 5,500.00	$ 10,000.00	$ 5,500.00				
Ogden Symphony Ballet Association	**$ 55,000.00**	**$ 45,283.00**	**$ 5,000.00**	**$ 3,333.00**	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 4,500.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 3,500.00
Redemption Art	$ 5,000.00	$ 1,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000.00	$ -			$ 3,000.00	$ 1,000.00
Treehouse Children's Museum	**$ 101,138.00**	**$ 75,633.00**	**$ 15,000.00**	**$ 6,333.00**	$ 12,000.00	$ 12,000.00	$ 9,100.00	$ 9,100.00	$ 9,100.00	$ 8,000.00	$ 9,200.00	$ 9,000.00	$ 9,200.00	$ 9,000.00	$ 8,200.00	$ 3,500.00
Utah Musical Theater	$ 10,000.00	$ 2,300.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
WSU - Shaw Gallery	**$ 27,000.00**	**$ 5,333.00**	**$ 15,000.00**	**$ 5,333.00**	$ 12,000.00	$ -										
WSU - String Project	**$ 9,050.00**	**$ 3,873.00**	**$ 4,050.00**	**$ 1,233.00**	$ 5,000.00	$ 2,640.00										
Project Support																
America Dream Foundation	$ 10,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000.00	$ -						
Chamber Orchestra Ogden	$ 8,000.00	$ 5,500.00	**$ -**	$ -	$ -	$ -	$ 4,000.00	$ 3,000.00	$ 4,000.00	$ 2,500.00						
DaVinci Academy	$ 35,825.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 35,825.00	$ -		
Eccles Community Art Center	$ 6,000.00	$ 6,250.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Egyptian Theater Foundation - Friday Concerts	$ 9,900.00	$ 1,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,900.00	$ 1,000.00				
Egyptian Theater Foundation - M.O.V.I.E.	$ 3,990.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,990.00	$ -				
Egyptian Theater Foundation--Kids Act Up	$ 1,500.00	$ 900.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Egyptian Theatre Foundation	$ 8,496.00	$ 4,000.00	**$ -**	$ -	$ -	$ -	$ 8,496.00	$ 4,000.00								
Good Company Theater - "High Hopes"	$ 7,000.00	$ 7,000.00	**$ -**	$ -	$ 7,000.00	$ 7,000.00										
Good Company Theater - "Pirated"	**$ 22,000.00**	**$ 9,334.00**	**$ 11,000.00**	**$ 9,334.00**	$ 11,000.00	$ -										
Historic 25th Street Foundation	**$ 4,500.00**	**$ 2,000.00**	**$ 2,000.00**	**$ 2,000.00**	$ 2,500.00	$ -										
Imagine Ballet Theater	$ 16,450.00	$ 1,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000.00	$ 1,500.00				
Mary Elizabeth Dee Shaw Gallery--WSU	$ 1,000.00	$ 1,700.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
National String Project Consortium	$ 5,000.00	$ 4,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000.00	$ 4,000.00						
Nurture the Creative Mind	$ 4,000.00	$ 4,000.00	**$ 4,000.00**	**$ 4,000.00**												
Ogden Arts Festival at Union Station	$ 48,000.00	$ 35,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,000.00	$ 6,500.00	$ 7,000.00	$ 7,000.00	$ 7,000.00	$ 6,000.00	$ 7,000.00	$ 3,500.00
Ogden Eccles Conference Center	$ 2,000.00	$ 2,000.00	**$ -**	$ -	$ -	$ -	$ 2,000.00	$ 2,000.00								
Ogden Friends of Acoustic Music	$ 24,000.00	$ 11,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,000.00	$ 5,000.00	$ 8,000.00	$ 3,000.00
Ogden Inspired	$ 2,000.00	$ 1,833.00	**$ 2,000.00**	**$ 1,833.00**												
Ogden Nature Center	$ 16,000.00	$ 14,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 1,500.00
Ogden Nature Center/Birdhouse Project	**$ 5,000.00**	**$ 4,334.00**	**$ 3,000.00**	**$ 2,334.00**	$ 2,000.00	$ 2,000.00										
Ogden Nature Center/Earth Day Poster Contest	**$ 10,396.00**	**$ 9,334.00**	**$ 3,000.00**	**$ 2,334.00**	$ 2,000.00	$ 2,000.00	$ 2,500.00	$ 2,500.00	$ 2,896.00	$ 2,500.00						
Ogden Opera Guild	**$ 9,135.00**	**$ 9,400.00**	**$ 1,000.00**	**$ 1,000.00**	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,100.00	$ 1,000.00	$ 1,100.00	$ 1,100.00	$ 1,000.00	$ 1,000.00
Ogden School Foundation	$ 17,700.00	$ 17,300.00	**$ 2,000.00**	**$ 1,833.00**	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,500.00	$ 2,000.00	$ 2,500.00	$ 2,200.00	$ 2,500.00	$ 2,500.00
Palette Club of Ogden	$ 3,000.00	$ 500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Pioneer Heritage Foundation	$ 2,000.00	$ 500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Project Success Coalition/ Juneteenth Festival	$ 23,000.00	$ 11,400.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000.00	$ -	$ 3,000.00	$ 500.00	$ 3,000.00	$ 1,500.00
St. Anne's Center	$ 3,600.00	$ 2,000.00	**$ 2,000.00**	**$ 1,834.00**	$ -	$ -	$ -	$ -	$ 3,600.00	$ 2,000.00						
Suzanne Storer			**$ 5,000.00**	**$ 3,334.00**												
Traces of the West	$ 875.00	$ 875.00	**$ 875.00**	**$ 875.00**												
United Way of Northern Utah	$ 3,500.00	$ 1,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ 3,500.00	$ 1,000.00
Utah Film Center	$ 16,000.00	$ -	**$ -**	$ -	$ -	$ -	$ 8,000.00	$ -	$ 8,000.00	$ -						
Weber/Morgan Health Department	**$ 2,225.00**	**$ 2,225.00**	**$ 1,725.00**	**$ 1,725.00**	$ 500.00	$ 500.00										
WSU String Project	$ 32,000.00	$ 23,400.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000.00	$ 4,200.00	$ 5,000.00	$ 4,200.00	$ 5,000.00	$ 2,500.00
Development Support																
Ars Visualis L3C (d/b/a Whitespace)	$ 10,200.00	$ 3,000.00	**$ -**	$ -	$ -	$ -	$ 7,500.00	$ 2,000.00	$ 2,700.00	$ 1,000.00						
Beehive Theatre Company	$ 20,000.00	$ 4,500.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Foursite Film Festival	$ 4,400.00	$ 700.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Foursite Film Festival	$ 6,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Good Company Theater	$ 13,585.00	$ 9,500.00	**$ -**	$ -	$ -	$ -	$ 5,840.00	$ 4,000.00	$ 4,070.00	$ 3,000.00	$ 3,675.00	$ 2,500.00				
Imagine Ballet Theater	$ 4,000.00	$ 1,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Junction City Theatre Company	$ 8,100.00	$ 5,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000.00	$ 2,000.00	$ 5,100.00	$ 3,000.00
Movement Coalition	$ 6,800.00	$ 1,800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Ogden Chamber Orchestra	$ 4,000.00	$ 1,800.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,000.00	$ 1,800.00				
Ogden Friends of Acoustic Music	$ 6,000.00	$ 2,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Ogden Repertory Theater	$ 12,000.00	$ 5,200.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -				
Mini Grant																
Richard Milner	$ 200.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 200.00	$ -				
Totals	$ 818,265.00	$ 506,466	**$ 121,650**	**$ 70,000**	**$ 91,000**	**$ 60,000**	**$ 81,436**	**$ 50,000**	**$ 98,866**	**$ 50,000**	**$ 87,065**	**$ 50,000**	**$ 105,125**	**$ 50,000**	**$ 66,300**	**$ 35,000**

Note 1: Column highlighted in yellow represents the current year's Administration recommendations, and are not yet final.

Note 2: Please be aware that Organizations may be represented in multiple categories over the years represented.

Note 3: Beehive Theatre Company was renamed Junction City Theatre Company in 2010.

THE OGDEN CITY ARTS GRANTS PROGRAM

GRANT APPLICATON GUIDELINES – Read this carefully!

Ogden City Arts Advisory Committee

OGDEN CITY ARTS, a Citizen Advisory Committee of Ogden City, is given the authority to recommend grant funds provided by Ogden City in Fiscal Year 2016 to support arts organizations and artists in Ogden City and to provide access to the arts for the people of Ogden City.

OGDEN CITY ARTS provides all persons with equal access to programs without regard to race, religion, gender, national origin, disability, age, or sexual orientation.

The OGDEN CITY ARTS GRANTS PROGRAM, funded through an annual appropriation from Ogden City, makes direct grants to individuals and organizations that contribute to the cultural life of our community. OGDEN CITY ARTS GRANTS support projects in every art form, for both well-established institutions and emerging artists and arts projects. The OGDEN CITY ARTS GRANTS PROGRAM is competitive. The award of these grants is made at the sole discretion of OGDEN CITY.

All grants are made on a yearly basis, and new applications must be submitted each year.

All grant applications require at least a 1:1 cash funding match. In-kind contributions are not allowable as a portion of the required match, although they will be considered by the committee when reviewing applications as evidence of commitment to the applicant and project by others.

Please read carefully the Legal Assurances on the last page of the application before signing the application. In the event that a grant is awarded, these assurances become part of the legally binding contract between the applicant and OGDEN CITY ARTS.

Grants are made in two areas: **GENERAL SUPPORT GRANTS** and **PROJECT GRANTS.**

GENERAL SUPPORT GRANTS

GENERAL SUPPORT GRANTS offer general, and project support to Ogden City's established arts organizations which have developed a broad range of programming and have contributed extensively to the cultural life of the city. GENERAL SUPPORT GRANTS assist arts organizations with general operating expenses and the continuation or expansion of arts programming for the people of Ogden.

ELIGABILITY

In order to be eligible for a GENERAL SUPPORT GRANT, the applicant must:

• Be a nonprofit, 501(c)(3) tax-exempt arts organization for at least three years, whose primary purpose is arts programming, support, or services.

• Be based in Ogden City.

• Have a record of professional management and programming.

• Show determination to present professional quality arts experiences as evidenced by paid performers, fair honoraria to artists, staff, etc. Guidelines

• Applicants for GENERAL SUPPORT are limited to requests of no more than 15% of their preceding year's total operating budget.

• GENERAL SUPPORT GRANTS are awarded on a yearly basis. Services must be performed within a twelve-month (grant year) period beginning no earlier than July 1 and ending by June 30 of each year.

• Applicants for GENERAL SUPPORT must make two free admission tickets available to OGDEN CITY ARTS for on-site evaluations of program activity.

• Applicant must submit copy of IRS 501© tax exemption letter with application.

• Recipients of other OGDEN CITY ARTS GRANTS during the same grant year are ineligible for GENERAL SUPPORT GRANTS.

• Only completed forms will be reviewed. Applications submitted that are determined to be incomplete at the time of application may be ruled ineligible for funding.

• GENERAL SUPPORT GRANTS must be matched with cash on at least a 1:1 ratio. Matching funds may be anticipated at time of application but must be received and obligated by the ending date of the grant as indicated in the application. In kind services and goods may not be used in the match.

PROJECT SUPPORT GRANTS

PROJECT SUPPORT GRANTS are available to nonprofit organizations for specific arts projects and programs that have been determined to be of value to the community. Exhibits, concerts, performances, festivals, shows, workshops, and readings are among projects eligible for funding through PROJECT SUPPORT GRANTS. Projects may also include consultant assistance related to improving the quality or management of arts or cultural programs, such as program planning, marketing, facility design, fundraising, long-range planning, and board development.

ELIGABILITY

In order to be eligible for a PROJECT SUPPORT GRANT, the applicant must:

• Request support only for arts projects.

• Have a record of professional management and programming.

• Show determination to present professional quality arts experiences as evidenced by paid performers, fair honoraria to artists, staff, etc.

• Be based in Ogden City.

• PROJECT SUPPORT GRANTS must be matched with cash on at least a 1:1 ratio. Matching funds may be anticipated at time of application but must be received and obligated by the ending date of the grant as indicated in the application. In kind services and goods may not be used in the match.

• Applicants for PROJECT SUPPORT are limited to requests of no more than 25% of their project budget

• In addition to project budget information, applicants for PROJECT SUPPORT GRANTS must include in their application the organization's total estimated current fiscal year budget, showing all revenue and expenditures anticipated.

• Service must be performed within a period beginning July 1st, and ending by June 30th of the fiscal year. A request for an extension on the completion date for a project may be requested and will be granted at the sole discretion of Ogden City Arts.

• Applicants for PROJECT SUPPORT GRANTS must make two free admission tickets available to OGDEN CITY ARTS for on-site evaluations of program activity.

• Only completed applications will be reviewed. Applications submitted that are determined to be incomplete at the time of application may be ruled ineligible for funding.

REVIEW CRITERIA

The following criteria are considered during the review and approval process for applications in both categories:

— Artistic quality.

— Ability to administer and implement the project, including the development of a realistic budget.

— Projected income that reflects cash and in-kind match from a broad range of sources.

— Constituency served and number of people served through this project.

— Sound organizational planning and fiscal management.

— Community impact as evidenced by community support, public profile, types of programs, and services offered.

— Payment of professional fees to artists.

— Programs and services open to the public and not restricted to members only.

— Access for underserved and general populations (e.g., disabled, minority, senior, at risk youth, lower income, rehabilitative, etc.).

— Demonstration of professional community relations and support for artists and the arts community as it relates to this project.

— Completeness and clarity of application.

Major changes in scope, budget, or schedule must be submitted in writing and approved.

TAX EXEMPTION

As verification of tax exemption, GENERAL SUPPORT GRANT applicants must submit with their application a copy of their Internal Revenue Service letter granting 501(c)(3) federal tax exempt status or a Utah Non profit charter.

Non profit charter information:

Articles of Incorporation Nonprofit form:
http://corporations.utah.gov/pdf/incnonprofit.pdf

Fax/email cover sheet: http://corporations.utah.gov/pdf/FaxCoverLetter.pdf

Email address: corpucc@utah.gov

CONFIRMATION OF AWARD

Upon receipt of the OGDEN CITY ARTS notification of award, the grantee must confirm acceptance of the grant by returning the **Request for Release of the Grant Funds.**

PAYMENT OF GRANT FUNDS

50% of the grant award will be paid after receipt of the Request for Release of the Grant Funds and the Summary of Standards forms from the Grant recipient.

The final 50% payment will be made to all grantees upon completion of the project/season and receipt of the Final Report form at OGDEN CITY ARTS. Grantees should be aware that the final 50% payment will be available not less than two weeks following receipt of the Final Report form. In case of non-compliance with the conditions of the grant, OGDEN CITY ARTS reserves the right to refuse payment of the grant.

ON-SITE REVIEW

All grantees will be required to submit to OGDEN CITY ARTS the dates, times, and locations of their project or events. Every effort will be made by OGDEN CITY ARTS, Grants Committee, and staff members to evaluate grantees. Grantees will be requested to admit reviewers to their projects/ events free of charge.

DOCUMENTATION

The grantee shall give credit to OGDEN CITY CORPORATION in promotion, publicity, advertising, and programs. Copies of these materials should accompany the Evaluation Report form.

All grant recipients are required to document their projects and submit such documentation with their Final Report. Documentation should consist of photographs and/or video and a written description

FINAL REPORT

All grant recipients are required to submit a FINAL REPORT form to OGDEN CITY ARTS within thirty (30) days of project/season completion and no later than July 30, 2015. Grantees must request an extension in writing by June 30, 2015 if their projects have not been completed. **Please read through this form before initiating your project and create assessment tools that relate to it.** The form will be mailed to grantees with the notice of the grant award. Copies can also be requested from the Ogden City Arts.

INSURANCE

OGDEN CITY ARTS strongly encourages all applicants to pursue on their own some form of insurance coverage, both for project participants and for audience members, as a good business practice.

CANCELLATION

In cases where documents are not submitted in a timely manner, OGDEN CITY ARTS may, without notice, withhold or cancel grant funds. This includes the SUMMARY OF STANDARDS form and the FINAL REPORT form.

ACUMULATED DEFICIT

An organization that has sustained, increased, or failed to reduce an operating or capital budget deficit must demonstrate that it has made a significant effort to address this deficit. A deficit elimination plan, reviewed and approved by the organization's governing body, must accompany the application.

OGDEN CITY ARTS FUNDING LIMITATIONS

OGDEN CITY ARTS cannot fund:

1. Projects that do not demonstrate a broad base of funding from sources other than OGDEN CITY ARTS.
2. Projects completed prior to application date.
3. Travel or programming outside of Ogden.
4. Tuition for college/university study in the U. S. and abroad.
5. Deficits.

HOW TO APPLY

All applicants, but especially first-time applicants, are invited and strongly encouraged to contact the Arts Director of OGDEN CITY ARTS. Late applications will not be reviewed. For further information about the grants program, or if you have questions regarding preparation of your application, please call or write:

Diane Stern, Ogden City Arts Coordinator (801) 629-8719 dianestern@ogdencity.com

Robin McCaul, Associate Ogden City Arts Coordinator (801)629-8718 robinmccaul@ogdencity.com

Download application to your desktop, fill it out completely and email to arts@ogdencity.com or mail to:

Ogden City Arts, 2549 Washington Boulevard, Suite 915 Ogden, Utah 84401 to arrive BEFORE the deadline.

PUBLIC HEARING

In compliance with Utah State Code 10-2-8, a public hearing must be conducted prior to awarding grant funds to selected applicants. Therefore, applicants may be requested to attend a public hearing that will be held in conjunction with an Ogden City Council meeting. A notice of date and time will be sent to all applicants at least two weeks prior to the hearing.

FAQs

Who evaluates the grants applications?

Applications are first reviewed by the Grants Committee, composed of OGDEN CITY ARTS ADVISORY COMMITTEE sub-members with a representative from the Community and Business Development office and a City Council member. Recommendations for funding are submitted to the full membership for final approval.

Those recommendations then go to the Ogden City Director of Community and Business Development for approval.

They then go to the City Council in a work session for their review and recommendations

Based upon City Council's advice, the awards are amended as necessary by the Ogden City Arts Advisory Committee and are presented in a public hearing held in conjunction with a normal City Council meeting. The hearing date will be determined by the Ogden City Council. Applicants will be notified of the public hearing two weeks prior and are encouraged to attend for input to the City Council and City Administration. However, attendance is not mandatory.

Does submitting additional printed materials with my application improve my chances for getting a grant?

No -- supplementary materials that are not specifically requested will not be mailed to the review committee.

When will the awards be announced and delivered to the successful grantees?

After the City Council has approved the awards, the successful grantees will be mailed a packet with a Letter of Agreement and a Request for Release of Funds form.

FY2017 BUDGET AMENDMENT ($1,257,015)

– Revenue

- ***Grant Funds from Administrative Office of the Courts ($3,015)***
- ***Developer Loan Repayment and Interest ($643,000)***
- ***RDA Loan Repayment and Interest ($342,000)***
- ***Retained Earnings from Sanitary Sewer Utility ($269,000)***

--Appropriations

- ***Machinery and Equipment – Cameras ($3,015)***
- ***Loan to RDA for Future Property Purchase ($912,00)***
- ***HELP Program ($342,000)***

--Transfers

- ***Quality Neighborhoods Funds to RDA ($1,000,000)***
- ***Contingency Funds to Professional and Technical- General Fund Financial Model (45,000)***

DETERMINATION: **Set or Not Set Public Hearing for October 4, 2016**

Executive Summary

The Council will consider setting a public hearing on an Ordinance that authorizes budget amendments totaling $1,257,015. The budget amendment recognizes revenue from a small grant and funds for a repayment of a loan from the RDA and a Developer. The budget amendment also transfers funds from contingency funds to pay for the General Fund Financial Model, transfers loan funds to the RDA for future property purchases, and transfers the Quality Neighborhoods funds to the RDA.

Background

During the fiscal year, the Council entertains requests for budget adjustments to allow for the following:

1. Entering grant or other special purpose revenues into the budget prior to expenditure.
2. Making mid-course corrections to avoid budget overruns.
3. Forwarding encumbrances from the previous fiscal year.
4. Other items dealing with special circumstances or opportunities.

The Uniform Fiscal Procedures Act for Utah Cities requires that a public hearing be held on all budget adjustments where the budget of one or more funds is increased. (Utah Code Ann. §10-6-127.) Notice of the public hearing must be given seven (7) days prior to the hearing. (Utah Code Ann. §10-6-113.) For year-end adjustments, the hearing must be held before June 30.

September 7, 2016
A transmittal outlining the Administration's request for a budget adjustment was received.

September 13, 2016
The City Council will review the proposed budget amendment prior to the regular meeting The Council will also consider setting a public hearing on the proposed budget amendment for October 4, 2016.

Proposal

The proposal is to amend the FY2017 budget to provide for additional revenues in the amount of $1,257,015 not previously anticipated and to appropriate the additional funds for various expenditures. A summary of the Revenues and Appropriations is shown below:

Summary of Revenues			Notes
Fund/ Source	**Amount**	**Total**	
General Fund			
Miscellaneous Grants	$ 3,015		Cameras - Admin Office of Courts
Sub-Total		**$ 3,015**	
Sanitary Sewer Utility Fund			
Interest Income	$ 93,000		From Developer Loan
Loan Repayment Proceeds	$ 550,000		From Developer Loan
Use of Retained Earnings	$ 269,000		For Transfer to RDA (Loan)
Sub-Total		**$ 912,000**	
Major Grants Fund			
Interest Income	$ 2,000		From RDA Loan
Loan Repayment Proceeds	$ 340,000		From RDA Loan
Sub-Total		**$ 342,000**	
TOTAL		**$ 915,015**	

Summary of Appropriations			Notes
Fund/ Source	**Amount**	**Total**	
General Fund			
Machinery and Equipment	$ 3,015		Cameras - Admin Office of Courts
Contingent	$ (45,000)		
Professional and Technical	$ 45,000		
Sub-Total		**$ 3,015**	
Sanitary Sewer Utility Fund			
Loan	$ 912,000		Loan to RDA
Sub-Total		**$ 912,000**	
Major Grants Fund			
Quality Neighborhoods Funds	$ (1,000,000)		
Transfer to RDA for QNI	$ 1,000,000		For Transfer to RDA
HELP Program	$ 342,000		HELP Program
Sub-Total		$ 342,000	
TOTAL		**$ 1,257,015**	

The loan to the RDA will facilitate future property purchases. The Quality Neighborhoods Funds are being transferred to the RDA because those funds were meant to fund housing developments associated with QNI that may be assisted with other RDA funds or development agreements with the RDA.

Question

Please review the proposed budget amendment and highlight the revenues and expenditures.

.

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

OGDEN CITY TRANSMITTAL

Date:	September 1, 2016
To:	Ogden City Council
From:	Lisa Stout, Comptroller
RE:	BUDGET OPENING – FY 2017 INTERFUND LOANS AND QN TRANSFER
Staff Contact:	Lisa Stout, Comptroller, ext. 8713
Recommendation:	Set public hearing and adopt ordinance
Documents:	- Ordinance - Schedule A (Revenue) - Revenue Detail Schedule - Schedule B (Appropriations) - Appropriation Detail Schedule

Executive Summary

This proposed action is to recognize the appropriations of new revenue or expected activities by Ogden City.

The City has been awarded one time funds for surveillance cameras at the Justice Court. This is a State of Utah technology grant the Justice Court receives annually. The FY17 award is in the amount of $3,015. This ordinance recognizes this revenue and an appropriation in the General Fund for Machinery and Equipment at the Justice Court.

The City is also proposing a transfer from the General Fund Contingency account to the Management Services Department professional and technical account in the amount of $45,000, this budget is to pay for the Fiscal Sustainability Plan developed for the City's General Fund. This transfer does not increase the overall City budget, but moves this budget from Non-Departmental to Management Services.

The Sanitary Sewer fund loaned $550,000 in FY12 to a developer for improvements in the CBD area. The terms of the loans required repayment of principal and interest to the City by July 2016. The repayment of this loan is pending and the City is proposing a budget opening to recognize the receipt of these funds in the amount of $550,000 with interest earnings of $93,000 in the Refuse fund. The City is proposing the entire amount of $550,000 principal and $93,000 interest then be appropriated, with an additional $269,000 from fund balance, for a total of $912,000. This $912,000 is being proposed as a loan from the Sanitary Sewer fund to the Redevelopment Agency for use in the purchase of property by the RDA. The loan agreement will come to the City Council for their approval, in connection with this budget opening.

The Quality Neighborhoods program has been funded by the City Council for FY17, in the amount of $1,000,000. This budget is currently in the City's Major Grants fund. The City is proposing transferring the $1,000,000 from the Major Grants fund to the Redevelopment Agency's Housing fund. This transfer does not increase the overall City budget, but allows for the City to transfer these funds to the RDA.

The City loaned $340,000 out of the HELP program to the Redevelopment Agency in FY16. The terms of this loan required the Agency to repay the City in July 2016. The City is proposing a budget opening in the Major Grants fund to recognize the repayment of this loan principal in the amount of $340,000 and interest in the

amount of $2,000. Additionally, an expenditure appropriation of $342,000 is proposed to increase the funding in the HELP program so these funds can be returned to this program.

Background

Council action is required to appropriate.

Proposal

Review and adopt ordinance.

Fiscal Impact

An increase to the City Budget of $1,257,015.

ORDINANCE NO. 2016-49

AN ORDINANCE OF OGDEN CITY AMENDING THE BUDGET FOR THE FISCAL YEAR JULY 1, 2016 TO JUNE 30, 2017 BY INCREASING THE ANTICIPATED REVENUES FOR A GROSS INCREASE OF $1,257,015 FROM SOURCES AS DETAILED IN THE BODY OF THIS ORDINANCE; AND INCREASING THE APPROPRIATIONS FOR A GROSS INCREASE OF $1,257,015 AS DETAILED IN THE BODY OF THIS ORDINANCE; AND PROVIDING THAT THIS ORDINANCE SHALL BECOME EFFECTIVE IMMEDIATELY UPON POSTING AFTER FINAL PASSAGE.

WHEREAS, after due consideration, the Council of Ogden City has approved the proposed modifications as described herein.

The Council of Ogden City hereby ordains:

SECTION 1. Anticipated revenues, transfers and adjustments for the 2016-2017 budget altered, increased and decreased. The anticipated revenues, transfers and adjustments for the various funds of the 2016-2017 budget are hereby changed as hereinafter set forth, with net adjustments of $1,257,015, as detailed in Schedule "A", which is attached hereto and made a part by reference.

SECTION 2. Appropriations from the 2016-2017 budget altered, increased and decreased. The appropriations for various funds of the 2016-2017 budget are herein altered, increased and decreased by net adjustments of $1,257,015, as follows:

Appropriations increased since June 30, 2016 as detailed in Schedule "B", which is attached hereto and made a part hereof by reference.

SECTION 3. Effective date. This ordinance shall become effective immediately upon posting after final passage.

PASSED, ADOPTED AND ORDERED POSTED by the Council of Ogden City, Utah, this _____ day of _____, 2016.

_____
CHAIR

ATTEST:

_____
Tracy Hansen, City Recorder

Transmitted to the Mayor on _____

Mayor's Action: ____ Approved ____ Vetoed

_____
Michael P. Caldwell, Mayor

ATTEST:

_____
Tracy Hansen, City Recorder

Posting Date: _____

Effective Date: _____

Approved as to Form: MAB 9-8-16
Legal Date

OGDEN CITY
BUDGET OPENING - FY 2017 INTERFUND LOANS AND QN TRANSFER
REVENUE SCHEDULE
SCHEDULE "A"

Account Title	Account Number	Amount
GENERAL FUND		
MISCELLANEOUS GRANT & DONATIONS REVENUE	1000-1-37003	$ 3,015
SUB TOTAL GENERAL FUND		**$ 3,015**
SANITARY SEWER FUND		
INTEREST INCOME	5110-1-61000	$ 93,000
LOAN REPAYMENT PROCEEDS	5110-1-85000	$ 550,000
USE OF RETAINED EARNINGS	5110-1-83003	$ 269,000
SUB TOTAL REFUSE FUND		**$ 912,000**
MAJOR GRANTS FUND		
INTEREST INCOME	7130-1-61000	$ 2,000
LOAN REPAYMENT PROCEEDS	7130-1-85000	$ 340,000
SUB TOTAL MAJOR GRANTS FUND		**$ 342,000**
TOTAL REVENUE BUDGET		**$ 1,257,015**

OGDEN CITY
BUDGET OPENING - FY 2017 INTERFUND LOANS AND QN TRANSFER
REVENUE DETAIL SCHEDULE

Item Title	Description	Amount
GENERAL FUND		
MISCELLANEOUS GRANT & DONATIONS REVENUE	Administrative Office of the Courts one time funds for surveillance cameras.	3,015
	SUB TOTAL GENERAL FUND	**$ 3,015**
SANITARY SEWER FUND		
INTEREST INCOME	The City loaned funds to a developer in fiscal year 2016, in the amount of $550,000. The terms of the note required the developer to repay the City July 2016, with interest. This recognizes the interest income from this loan.	$ 93,000
LOAN REPAYMENT PROCEEDS	The City loaned funds to a developer in fiscal year 2016, in the amount of $550,000. The terms of the note required the developer to repay the City July 2016, with interest. This recognizes the principal repyament of this loan.	$ 550,000
USE OF RETAINED EARNINGS	The City is proposing an interfund loan to the Redvelopment Agency for the purchase of property in the amount of $912,000. The repayment of a developer loan is being proposed to fund the majority of the interfund loan. Use of Retained Earnings in the amount of $269,000 would need to be appropriated to fund the total interfund loan.	$ 269,000
	SUB TOTAL REFUSE FUND	**$ 912,000**
MAJOR GRANTS FUND		
INTEREST INCOME	The City loaned funds to the RDA in fiscal year 2016, in the amount of $340,000. The terms of the note required the RDA to repay the City July 31,2016, with interest. These funds will be budgeted in the HELP program to be loaned again based on the terms of the HELP program.	$ 2,000
LOAN REPAYMENT PROCEEDS	The City loaned funds to the RDA in fiscal year 2016, in the amount of $340,000. The terms of the note required the RDA to repay the City July 31,2016, with interest. These funds will be budgeted in the HELP program to be loaned again based on the terms of the HELP program.	$ 340,000
	SUB TOTAL MAJOR GRANTS FUND	**$ 342,000**
	TOTAL REVENUE BUDGET	**$ 1,257,015**

OGDEN CITY
BUDGET OPENING - FY 2017 INTERFUND LOANS AND QN TRANSFER
APPROPRIATION SCHEDULE
SCHEDULE "B"

Account Title	Account Number	CIP #	Amount
GENERAL FUND			
MACHINERY AND EQUIPMENT	1000-1-01-200150-34000		$ 3,015
CONTINGENT	1000-1-01-300300-14412		(45,000)
PROFESSIONAL AND TECH	1000-1-01-200100-13406		45,000
SUB TOTAL GENERAL FUND			**$ 3,015**
SANITARY SEWER FUND			
LOAN TO REDEVELOPMENT AGENCY	5110-1-09-855603-51000		$ 912,000
SUB TOTAL REFUSE FUND			**$ 912,000**
MAJOR GRANTS FUND			
Quality Neighborhoods Funds	7130-1-06-550406-14610		$ (1,000,000)
Transfer to RDA for Quality Neighborhoods	7130-1-09-550406-52000		$ 1,000,000
HELP program	7130-1-06-550408-14880		$ 342,000
SUB TOTAL MAJOR GRANTS FUND			**$ 342,000**
TOTAL APPROPRIATIONS			**$ 1,257,015**

OGDEN CITY
BUDGET OPENING - FY 2017 INTERFUND LOANS AND QN TRANSFER
APPROPRIATION DETAIL SCHEDULE

	Item Title	Description	Amount
GENERAL FUND			
Management Services	MACHINERY AND EQUIPMENT	Administrative Office of the Courts one time funds for surveillance cameras.	$ 3,015
Non-Departmental	CONTINGENT	The cost of the Fiscal Sustainability Plan was not budgeted for in FY2017. Administration would like to use contingency funds to cover the cost of the Study for FY17.	$ (45,000)
Management Services	PROFESSIONAL AND TECH	The cost of the Fiscal Sustainability Plan was not budgeted for in FY2017. Administration would like to use contingency funds to cover the cost of the Study for FY17.	$ 45,000
		SUB TOTAL GENERAL FUND	**$ 3,015**
SANITARY SEWER FUND			
Public Services	LOAN TO REDEVELOPMENT AGENCY	Loan to Redevelopment Agency for the purchase of property. Term, rate and note repayment schedule will be authorized by the Coucil in a loan agreement.	$ 912,000
		SUB TOTAL REFUSE FUND	**$ 912,000**
MAJOR GRANTS FUND			
Community and Economic Development	Quality Neighborhoods Funds	The RDA secured a revolving loan from Sychrony Bank. The repayment source for any draws of this loan is the Quality Neighborhoods Funds. This project has been budgeted in the Major Grants fund of the City. The RDA has no plans to draw against that loan at this time, however for accounting purposes, the tracking of this project will be made in the RDA housing fund. The budget for Quality Neighborhoods is being reduced and the transfers to the RDA Housing fund is being increase.	$ (1,000,000)
Community and Economic Development	Transfer to RDA for Quality Neighborhoods	The RDA secured a revolving loan from Sychrony Bank. The repayment source for any draws of this loan is the Quality Neighborhoods Funds. This project has been budgeted in the Major Grants fund of the City. The RDA has no plans to draw against that loan at this time, however for accounting purposes, the tracking of this project will be made in the RDA housing fund. The budget for Quality Neighborhoods is being reduced and the transfers to the RDA Housing fund is being increase.	$ 1,000,000
Community and Economic Development	HELP program	The City loaned funds to the RDA in fiscal year 2016, in the amount of $340,000. The terms of the note required the RDA to repay the City July 31,2016, with interest. These funds will be budgeted in the HELP program to be loaned again under the HELP program guidelines.	$ 342,000
		SUB TOTAL MAJOR GRANTS FUND	**$ 342,000**
		TOTAL APPROPRIATIONS	**$ 1,257,015**

Redevelopment Agency Meeting
BOARD STAFF REVIEW

Return to Agenda

FY2017 BUDGET AMENDMENT ($4,266,035)

- ***Revenues***
  - ***Sanitary Sewer Utility Loan Proceeds ($912,000)***
  - ***CBD Mall Loan Proceeds($1,138,000)***
  - ***Interagency Transfer from City – ANI ($1,000,000)***
  - ***Development Loan Repayment ($1,216,035)***
- ***Appropriations***
  - ***Property Purchase ($2,050,000)***
  - ***Quality Neighborhoods (1,000,000)***
  - ***Loan Repayment ($342,000)***
  - ***Fund Balance – CBD Mall Area ($78,035)***
  - ***Interfund Loan ($1,138,000)***
- ***Transfers***
  - ***Housing Funds to Debt Service ($342,000)***

DETERMINATION: **Set or Not Set Public Hearing for October 4, 2016**

Executive Summary

The Board will consider setting a public hearing on a Resolution amending the FY2017 Budget to increase the budget by $4,266,035. The budget amendment recognizes revenue from a loans from the Sanitary Sewer Utility and the CBD Mall and a Developer. These funds will be used for future property purchases. It also recognized revenue from the transfer of the Quality Neighborhood funds to the RDA. The budget amendment also appropriates funds for repayment of a loan to the City

.

Background

During the fiscal year, the Board entertains requests for budget adjustments to allow for the following:

1. Entering grant or other special purpose revenues into the budget prior to expenditure.
2. Making mid-course corrections to avoid budget overruns.
3. Forwarding encumbrances from the previous fiscal year.
4. Other items dealing with special circumstances or opportunities.

The Uniform Fiscal Procedures Act for Utah Cities requires that a public hearing be held on all budget adjustments where the budget of one or more funds is increased. (Utah Code Ann. §10-6-127.) Notice of the public hearing must be given seven (7) days prior to the hearing. (Utah Code Ann. §10-6-113.)

September 7, 2016
A transmittal outlining the Administration's request for a budget adjustment was received.

September 13, 2016
The RDA Board will review the proposed budget amendment prior to the regular meeting. The Board will also consider setting a public hearing on the proposed budget amendment for October 4, 2016.

Proposal

The proposal is to amend the FY2017 budget to provide for additional revenues in the amount of $4,266,035 not previously anticipated and to appropriate the additional funds for various expenditures. A summary of the Revenues and Appropriations is shown below:

Summary of Revenues			Notes
Fund/ Source	**Amount**	**Total**	
RDA			
Interfund Transfer	$ 912,000		Loan from Sanitary Sewer Fund
Loan Proceeds CBD Mall	$ 1,138,000		Loan from CBD Mall RDA
Sub-Total		**$2,050,000**	
Housing Fund			
Interagency Trasnfer	$ 1,000,000		QNI Funds
Sub-Total		**$1,000,000**	
CBD Mall RDA Area			
Interest Income	$ 78,035		From Developer Loan Repayment
Loan Repayment Proceeds	$ 1,138,000		From Developer Loan Repayment
Sub-Total		**$1,216,035**	
TOTAL		**$4,266,035**	

Summary of Appropriations			Notes
Fund/ Source	**Amount**	**Total**	
RDA			
Capital Outlay - Lan	$ 2,050,000		Future Land Purchase
Sub-Total		**$2,050,000**	
Housing Fund			
Quality Neighborhoods	$ 1,000,000		Transfer from City
Housing Projects	$ (342,000)		Loan Repayment to City
Debt Service - Principal	$ 340,000		Loan Repayment to City
Debt Service - Interest	$ 2,000		Loan Repayment to City
Sub-Total		**$1,000,000**	
CBD Mall RDA Area			
Return to Fund Balance	$ 78,035		
Interfund Loan to RDA	$ 1,138,000		Transfer for Property Purchase
Sub-Total		$1,216,035	
TOTAL		**$4,266,035**	

The loan from the Sanitary Sewer Utility and the CBD Mall Area will facilitate future property purchases. The Quality Neighborhoods Funds are being transferred to the RDA because those funds were meant to fund housing developments associated with QNI that may be assisted with other RDA funds or development agreements with the RDA.

Question

Please review the proposed budget adjustment to the FY2017 Budget.

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

REDEVLOPMENT AGENCY TRANSMITTAL

Date:	August 29, 2016
To:	Ogden City Redevelopment Agency Board
From:	Lisa Stout, Comptroller
RE:	Budget Opening – FY17 INTERFUND LOANS AND QN TRANSFER
Staff Contact:	Lisa Stout, Comptroller, ext. 8713
Recommendation:	Set public hearing and adopt resolution and ordinance
Documents:	- Resolution - Schedule A (Revenue) - Revenue Detail Schedule - Schedule B (Appropriations) - Appropriation Detail Schedule

Executive Summary

The purpose of this proposed resolution is to appropriation of new revenue or expected activities in the Redevelopment Agency.

The CBD Mall area in the RDA has two developer loan payments pending. This proposal increases revenue in the CBD Mall area by a total of $1,216,035 in order to recognize the repayment and interest on these loans. Additionally, the RDA is proposing an appropriation of $1,138,000 as a loan to the RDA General Fund to use for the purchase of property outside of the CBD Mall area.

The RDA is proposing recognition of loan proceeds revenue into the RDA General Fund from the Ogden City Sanitary Sewer fund in the amount of $912,000 and from the CDB Mall area in the amount of $1,138,000 that will be used to purchase property by the RDA. The details of the property purchase and loan agreements between the RDA and the Sanitary Sewer fund and the RDA General Fund and the CDB Mall area will be submitted for the RDA Boards consideration in conjunction with the budget opening. These will be interfund loans that will accrue interest rate and have a repayment term.

The Quality Neighborhoods program has been funded by the City Council for FY17, in the amount of $1,000,000. This budget is currently in the City's Major Grants fund. The City is proposing transferring the $1,000,000 from the Major Grants fund to the Redevelopment Agency's Housing fund. This transfer will be recognized as revenue in the RDA Housing fund and budgeted for Quality Neighborhoods expenditures.

The City loaned $340,000 out of the HELP program to the Redevelopment Agency in FY16. The terms of this loan required the Agency to repay the City in July 2016. The RDA is using the Housing Fund from RDA area increment to repay this loan. The principal amount is $340,000 and interest amount is $2,000. This doesn't change the overall RDA budget, but reduces Housing Funds and increases debt service.

Background

Board action is required to appropriate fund.

Proposal

Review and adopt resolution.

Fiscal Impact

Increases the RDA budget by $4,266,035.

RESOLUTION NO. 2016-17

A RESOLUTION OF OGDEN CITY REDEVLOPMENT AGENCY AMENDING THE BUDGET FOR THE FISCAL YEAR JULY 1, 2016 TO JUNE 30, 2017 BY INCREASING THE ANTICIPATED REVENUES AND TRANSFERS FOR A GROSS INCREASE OF $4,266,035 FROM SOURCES AS DETAILED IN THE BODY OF THIS RESOLUTION; AND INCREASING THE APPROPRIATIONS FOR A GROSS INCREASE OF $4,266,035 AS DETAILED IN THE BODY OF THIS RESOLUTION.

WHEREAS, additional revenue is available to the Agency and is hereby appropriated.

The Ogden City Redevelopment Agency hereby resolves:

SECTION 1. Anticipated revenues, transfers and adjustments for the 2016-2017 budget altered, increased and decreased. The anticipated revenues, transfers and adjustments for the various funds of the 2016-2017 budget are hereby changed as hereinafter set forth, with net adjustments of $4,266,035 as detailed in Schedule "A", which is attached hereto and made a part by reference.

SECTION 2. Appropriations from the 2016-2017 budget altered, increased and decreased. The appropriations for various funds of the 2016-2017 budget are herein altered, increased and decreased by net adjustments of $4,266,035 as detailed in Schedule "B", attached hereto and made a part hereof by reference.

APPROVED AND ADOPTED, this _____ day of _____, 2016.

_____
CHAIR

ATTEST:

_____
Tracy Hansen, City Recorder

Approved as to Form: MAB 9-7-16
Legal Date

OGDEN CITY REDEVELOPMENT AGENCY

BUDGET OPENING - FY17 INTERFUND LOANS AND QN TRANSFER
REVENUE SCHEDULE
SCHEDULE "A"

Account Title	Account Number	Amount
Ogden Redevelopment Agency		
INTERFUND LOAN PROCEEDS FROM SANITARY	3120-1-82000	$ 912,000
LOAN PROCEEDS CBD MALL	3120-1-82000	1,138,000
SUB TOTAL OGDEN REDEVELOPMENT AGENCY		**$ 2,050,000**
Ogden Redevelopment Agency-Housing Fund		
INTERAGENCY TRANSFER CITY	3900-2-84002	$ 1,000,000
SUB TOTAL OGDEN REDEVELOPMENT AGENCY		**$ 1,000,000**
Ogden Redevelopment Agency-CBD Mall Area		
INTEREST INCOME	3140-2-61000	$ 78,035
LOAN REPAYMENT FROM DEVELOP	3140-2-84000	$ 1,138,000
SUB TOTAL OGDEN REDEVELOPMENT AGENCY		**$ 1,216,035**
TOTAL REVENUE		**$ 4,266,035**

OGDEN CITY REDEVELOPMENT AGENCY

BUDGET OPENING - FY17 INTERFUND LOANS AND QN TRANSFER
REVENUE DETAIL SCHEDULE

District	Item Title	Description	Amount
Ogden Redevelopment Agency	INTERFUND LOAN PROCEEDS FROM SANITARY SEWER	Loan from the City Sanitary Sewer fund to Redevelopment Agency General Fund for the purchase of property. Term, rate and note repayment schedule will be authorized in a loan agreement and reolution.	$ 912,000
Ogden Redevelopment Agency	LOAN PROCEEDS CBD MALL	Loan from the RDA CBD Mall area fund to Redevelopment Agency General Fund for the purchase of property. Term, rate and note repayment schedule will be authorized in a loan agreement and reolution.	$ 1,138,000
Ogden Redevelopment Agency - Housing Fund	INTERAGENCY TRANSFER CITY	The RDA secured a revolving loan from Sychrony Bank. The repayment source for any draws of this loan is the Quality Neighborhoods Funds. This project has been budgeted in the Major Grants fund of the City. The RDA has no plans to draw against that loan at this time, however for accounting purposes, the tracking of this project will be made in the RDA housing fund.	$ 1,000,000
Ogden Redevelopment Agency-CBD Mall Area	INTEREST INCOME	The RDA CBD Mall area loaned funds to a developer in fiscal year 2012, in the amount of $1,138,000. The terms of the note required the developer to repay the City July 2016, with interest.	$ 78,035
Ogden Redevelopment Agency-CBD Mall Area	LOAN REPAYMENT FROM DEVELOP	The RDA CBD Mall area loaned funds to a developer in fiscal year 2012, in the amount of $1,138,000. The terms of the note required the developer to repay the City July 2016, with interest.	$ 1,138,000
		TOTAL REVENUE	$ 4,266,035

OGDEN CITY REDEVELOPMENT AGENCY

BUDGET OPENING - FY17 INTERFUND LOANS AND QN TRANSFER
APPROPRIATION SCHEDULE
SCHEDULE "B"

Account Title	Account Number	Amount
Ogden Redevelopment Agency		
CAPITAL OUTLAY - LAND	3120-2-06-800100-31000	$ 2,050,000
SUB TOTAL OGDEN REDEVELOPMENT AGENCY		**$ 2,050,000**
Ogden Redevelopment Agency-Housing Fund		
QUALITY NEIGHBORHOODS	3900-2-06-800100-33002	$ 1,000,000
HOUSING PROJECTS	3900-2-06-800100-33001	$ (342,000)
DEBT SERVICE - PRINCIPAL	3900-2-08-550802-22100	$ 340,000
DEBT SERVICE - INTEREST	3900-2-08-800100-22201	2,000
SUB TOTAL OGDEN REDEVELOPMENT AGENCY		**$ 1,000,000**
Ogden Redevelopment Agency-CBD Mall Area		
RETURN TO FUND BALANCE	3140-2-07-550802-43000	$ 78,035
INTERFUND LOANS TO RDA GEN	3140-2-07-550801-51000	$ 1,138,000
SUB TOTAL OGDEN REDEVELOPMENT AGENCY		**$ 1,216,035**
TOTAL APPROPRIATIONS		**$ 4,266,035**

OGDEN CITY REDEVELOPMENT AGENCY

BUDGET OPENING - FY17 INTERFUND LOANS AND QN TRANSFER
APPROPRIATION DETAIL SCHEDULE

District	Item Title	Description	Amount
Ogden Redevelopment Agency	CAPITAL OUTLAY - LAND	Loan proceeds from the Sanitary Sewer fund of $900,000 and from the CBD Mall of $1,138,000 are being appropriated for the purchase of property that is being proposed for authorization by the Board in connection with this budget opening.	$ 2,050,000
Ogden Redevelopment Agency - Housing Funds	QUALITY NEIGHBORHOODS	The RDA secured a revolving loan from Sychrony Bank. The repayment source for any draws of this loan is the Quality Neighborhoods Funds. This project has been budgeted in the Major Grants fund of the City. The RDA has no plans to draw against that loan at this time, however for accounting purposes, the tracking of this project will be made in the RDA housing fund.	$ 1,000,000
Ogden Redevelopment Agency-Housing Fund	HOUSING PROJECTS	The Housing Fund in the RDA is being reduced in order to appropriate these funds to the debt repayment to the City. The terms of the note required the RDA to repay the City by July 2016, with interest.	$ (342,000)
Ogden Redevelopment Agency - Housing Funds	DEBT SERVICE - PRINCIPAL	The City loaned funds to the RDA in fiscal year 2016, in the amount of $340,000. The terms of the note required the RDA to repay the City by July 2016, with interest.	$ 340,000
Ogden Redevelopment Agency-CBD Mall Area	DEBT SERVICE - INTEREST	The City loaned funds to the RDA in fiscal year 2016, in the amount of $340,000. The terms of the note required the RDA to repay the City by July 2016, with interest.	$ 2,000
Ogden Redevelopment Agency-CBD Mall Area	RETURN TO FUND BALANCE	The RDA CBD Mall area loaned funds to a developer in fiscal year 2012, in the amount of $1,138,000. The terms of the note required the developer to repay the City July 2016, with interest.	$ 78,035
Ogden Redevelopment Agency-CBD Mall Area	INTERFUND LOANS TO RDA GEN	The RDA CBD Mall area loaned funds to a developer in fiscal year 2012, in the amount of $1,138,000. The terms of the note required the developer to repay the City July 2016, with interest. This will reappropriate these proceeds as a loan to the RDA General Fund for the purchase of property. Term, rate and note repayment schedule will be authorized by the RDA Board in a loan agreement and resolution.	$ 1,138,000

TOTAL APPROPRIATIONS **$ 4,266,035**