



## Ogden Civic Action Network

April 2, 2018

### **ITGA Presidential Excellence Award Submission**

#### **Connection to the ITGA Mission**

The Ogden Civic Action Network (OgdenCAN) is striving to strengthen the town gown partnership between the City of Ogden, UT and Weber State University. The City of Ogden and Weber State University were recognized by ITGA in 2015 with the Larry Abernathy Award as the most robust town gown partnership in the United States and Canada. The Ogden Civic Action Network takes the partnership to a whole new level.

The vision of OgdenCAN is to improve the health, strength and engagement of our community – economically, socially, environmentally, educationally and civically. One of the goals of OgdenCAN is to support the vision, core values and mission of Weber State University by acting as a catalyst for convening anchor institutions to create a civic action plan. The strategic plan of the university includes a core theme pertaining to “community” including *“Leader for the Region: Weber State contributes to the educational, cultural and economic development of the region.”*

In 2010 the City of Ogden created a “Neighborhood Revitalization Strategy Area” as defined by the U.S. Department of Housing and Urban Development as a means to create communities of opportunity in distressed neighborhoods by stimulating the reinvestment of human and economic capital and by economically empowering low-income residents as part of an overall comprehensive community revitalization strategy. Ogden City selected the East Central Neighborhood as the focus of this plan. The purpose of the plan is to involve residents and various stakeholders in establishing priorities and making recommendations that address housing, economic development and neighborhood-related issues. The mission of OgdenCAN is to create comprehensive neighborhood revitalization in the East Central neighborhood of Ogden.

## **Award categories met**

1. Demonstrates a commitment to leadership that fosters mutually beneficial relationships between campus-communities or the ITGA.
2. Contributes to the field of town gown relations through academic research that helps identify evidence-based practices in college towns.
3. Exemplifies volunteer efforts that contribute to the quality of life in campus communities and ITGA.

## **The OgdenCAN Story**

In February, 2016 Weber State University was asked by Campus Compact, an organization with 1,100 universities as members, to create a civic action plan which was enthusiastically endorsed by Weber State University President Charles Wight. Because of the strong relationship between the university and the City of Ogden, Weber State invited Ogden City to co-author this plan. The city agreed and the Mayor and City Council pledged support with a joint resolution in June, 2016. The City of Ogden was the first and only municipality in the United States to officially endorse this approach. In July 2016, additional organizations within the community were invited to join the effort and fulfill their role as anchor institutions. Anchors are established organizations that are unlikely to move thereby contributing to the economic and social stability of a community.

The Ogden Civic Action Network was formed to develop the civic action plan as an anchor-ally-resident coalition consisting of seven anchor institutions, 22 ally organizations and 15,037 residents in the East Central Neighborhood of Ogden. There are a total of 85 individuals currently engaged in this effort with the numbers growing daily.

### **Anchor Institutions**

The seven anchor institutions include: Weber State University, Ogden City, Intermountain McKay-Dee Hospital Center, Ogden Regional Medical Center, Ogden-Weber Tech College, Ogden School District, and Weber-Morgan Health Department. Weber State University is acting as the “fiscal agent” in lieu of forming a separate 501(c)(3) nonprofit organization.

### **Ally Organizations**

The 22 ally organizations are a subset of 170 organizations providing services to or residing in this neighborhood. The ally organizations include (in alpha order): Boys and Girls Club of Weber-Davis; Circles USA; Evalogue.Life; Get Healthy Utah; GivGroup; IO Design Collaborative; Latinos United Promoting Education and Civic Engagement; Logistic Specialties Inc.; Midtown Clinic; NAACP Ogden; Northern Utah Academy for Math Engineering and Science; Ogden-Weber

Community Action Partnership; Riverdale City Recreation; Saint Joseph Catholic Church; Stevens Henager College; The Church of Jesus Christ of Latter-day Saints; United Way of Northern Utah; Utah State University Extension Service; Weber County Commission; Weber County Library; Weber Pathways; YMCA of Northern Utah.

**Placed-based Strategy**

Employing a place-based strategy, the efforts of OgdenCAN are focused on addressing social determinants of health in three major areas - education, health and housing - in the East Central neighborhood of Ogden, a 10 block by 10 block area. The East Central neighborhood is the most economically disadvantaged neighborhood in Ogden with 30% living in poverty. Forty-

five percent (45%) of the residents in this neighborhood are Hispanic-Latino with 20% of the children being English Language Learners.

During the past several years the East Central neighborhood has been a major focus for revitalization, investment and improvement. But it hasn't been enough. Only a united, concentrated, concerted, transdisciplinary effort will truly revitalize this neighborhood.

**Organization Structure**

To ensure sustainability of this effort Weber State University created the Office of Community Development which is responsible for the Ogden Civic Action Network and serves as staff to the organization. A 13-member Board of Directors guides and directs the effort and makes decisions regarding projects, funding, etc. There are seven anchor

institution representatives and six partner representatives on the Board. The partners include the Utah Alliance for the Determinants of Health, Ogden United Promise Neighborhood, Weber County Intergenerational Poverty Initiative, the Ogden Diversity Commission, the NAACP and LUPEC (Latinos United Promoting Education and Community Engagement), and Weber State University as fiscal agent. A resident advisory council and employer advisory council advise the Board and provide recommendations. A steering committee and three implementation teams, one for each priority area – health, education and housing – are responsible for creating and



implementing the civic action plan. A total of 85 individuals are currently involved in this effort and the number is growing daily.

A vision, goals, actions, indicators of success and funding needs are being identified for each priority area. The health priorities are aligned between the Ogden Civic Action Network, the Weber-Morgan Health Department, Intermountain Healthcare McKay-Dee Hospital, and the State of Utah Health Department. The Ogden Regional Medical Center, a for-profit hospital, also supports the community health priorities as described.

### **The Five Imperatives**

The civic action plan created by the Ogden Civic Action Network is consistent with the following five imperatives:

*Imperative #1 - Anchor-ally-resident:* The anchor-ally-resident imperative specifies that there are anchor institutions in the community that are immovable. This means that the well-being of the anchor institution is inextricably tied to the welfare of the community in which it is located. Allies are corporations, businesses, faith-based organizations, government entities and other organizations and groups that work together to improve the welfare of the community. Residents include all those who live within the applicable geographic boundaries.

*Imperative #2 - Place-based:* The place-based imperative requires that a specific geographic area within the community be designated for comprehensive revitalization.

*Imperative #3 - Transdisciplinary community solutions:* The transdisciplinary community solutions imperative connotes a strategy that crosses many boundaries to create a holistic approach to problem solving or to signify a unity of knowledge beyond typical boundaries. In other words, there is true collaboration between all stakeholders which becomes a way to engage in different ways of thinking about and understanding the challenges. This collaboration helps stakeholders understand the many dimensions or perspectives and how to incorporate the solution.

*Imperative #4 - Authentic partnerships:* The authentic partnerships imperative honors the fundamental belief that the work of the Office of Community Development must be pursued both within partnerships and through them. These partnerships are founded upon the guiding principles of partnership developed by *Community-Campus Partnerships for Health* including:

#### *Guiding Principles of Partnership*

- The partnership forms to serve a specific purpose and may take on new goals over time.

- The partnership agrees upon mission, values, goals, measurable outcomes and processes for accountability.
- The relationship between partners in the partnership is characterized by mutual trust, respect, genuineness, and commitment.
- The partnership builds upon identified strengths and assets, but also works to address needs and increase capacity of all partners.
- The partnership balances power among partners and enables resources among partners to be shared.
- Partners make clear and open communication an ongoing priority in the partnership by striving to understand each other’s needs and self-interests, and developing a common language.
- Principles and processes for the partnership are established with the input and agreement of all partners, especially for decision-making and conflict resolution.
- There is feedback among all stakeholders in the partnership, with the goal of continuously improving the partnership and its outcomes.
- Partners share the benefits of the partnership’s accomplishments.
- Partnerships can dissolve, and when they do, need to plan a process for closure.
- Partnerships consider the nature of the environment within which they exist as a principle of their design, evaluation, and sustainability.
- The partnership values multiple kinds of knowledge and life experiences.

*Quality processes* that are relationship focused; open, honest, respectful and ethical; trust building; acknowledging of history; committed to mutual learning and sharing credit.

*Meaningful outcomes* that are tangible and relevant to communities.

*Transformation* that occurs at multiple levels, including:

- Personal transformation, including self reflection and heightened political consciousness
- Institutional transformation, including changing policies and systems
- Community transformation, including community capacity building
- Transformation of science and knowledge, including how knowledge is generated, used and valued
- Political transformation, including social justice

*CCPH Board of Directors, Position Statement on Authentic Partnerships. Community-Campus Partnerships for Health, 2013.*

*Imperative #5 - Leveraging of existing resources:* The leveraging of existing resources imperative ensures that all stakeholders bring resources to the table and that there is a concerted effort to combine and leverage all of the resources for the community's benefit. The resources come in the form of staff time, services, contributions, etc. This leveraging includes seeking donations and grants.

### **Alignment with Related Initiatives**

It is important to align with all related initiatives that impact the footprint of the East Central Neighborhood. Currently there are three related initiatives including: Ogden United Promise Neighborhood, Utah Alliance for the Determinants of Health, and the Weber County Intergenerational Poverty Initiative.

*Ogden United Promise Neighborhood (OUPN)* – The goal of OUPN is to ensure all children and youth have access to great schools and strong systems of family and community support that will prepare them to attain an excellent education and successfully transition to college and career. The champions leading the effort include United Way of Northern Utah, Ogden School District, Weber State University, and Ogden City.

*Utah Alliance for the Determinants of Health* – Intermountain Healthcare (IHC) is leading a collaborative approach to addressing and achieving health equity in our communities. They have partnered with public entities and community partners in Weber and Washington Counties in Utah to address social determinants of health and achieve health equity. IHC has contracted with the State of Utah to coordinate and manage both medical and human services spending for SelectHealth beneficiaries based on a three year evaluation. The focus in Weber County is zip codes 84401 and 84403 which includes about 5,000 SelectHealth/Medicaid patients.

*Weber County Intergenerational Poverty Initiative (IGP)* – The vision of Weber County's IGP Initiative is to alleviate intergenerational poverty in ways not just measured by prosperity and health, but also by closing what has been called the "dignity gap," by creating a community wherein every person is a valued participant. Ten percent (10%) of children in Weber County are living in intergenerational poverty with an additional twenty-eight percent (28%) are at-risk of remaining in poverty as adults (total of 7,000 children.) In 2016 the Weber County Welfare Reform Commission (WRC) was established with the mission to provide leadership in tackling selected community social issues and economic challenges including diversity, underemployment, workforce development, and intergenerational poverty. At the same time the Intergenerational Poverty Advisory Committee (IGP AC) was formed which is responsible for identifying root causes of the poverty cycle, collecting data and developing data sharing

solutions, mapping existing resources, providing a voice to IGP families, aligning metrics, mobilizing funding to scale initiatives and recommending sustainable long-term strategies to the WRC.

### **Evidence-based Interventions**

OgdenCAN strives to identify and implement evidence-based interventions. The three implementation teams are in the process of defining these interventions. When creating metrics to improve the health, education or housing for the East Central Neighborhood it is important to apply the best available research results (evidence). There are numerous sources of evidence. Evidence-based methods and interventions are practices, procedures, programs, or policies that have been proven effective. Examples of evidence-based interventions include:

- The 6/18 Initiative which targets six common and costly health conditions and 18 proven interventions (<http://www.cdc.gov/sixeighteen/index.html>);
- The HI-5 Initiative (<http://www.cdc.gov/hi5>) which includes 14 interventions that impact social determinants of health as defined in the Community Guide (<http://www.thecommunityguide.org/about/methods.html>) and the Robert Wood Johnson County Health Rankings and Roadmaps: What Works for Health (<http://countyhealthrankings.org/roadmaps/what-works-for-health/ourmethods>).

### **Vision and Goals for the Three Areas of Focus**

Evidence-based metrics are currently being developed for all goals. The philosophy being employed is similar to the Zero Fatalities for traffic deaths in Utah – zero is the only acceptable goal. Similarly all residents in the East Central Neighborhood should have access to opportunities related to health, education and housing. The goal is to remove all barriers in order to provide access to these opportunities. The vision and goals for the three areas of focus include:

**Health Vision:** Quality of life and health are accessible to all and life expectancy increases.

*Opioid Deaths* - Reduce opioid related deaths. Reduce pain medication prescriptions, improve access to Narcan and engage the Medicaid community.

*Physical Activity* - Increase physical activity for all. Physical activity incorporated into daily living (active transportation, playing with kids, housework, etc.).

*Access to Healthcare* - Increase access to mental health resources. Mental health services integration to incorporate mental health into primary care and tele-health options.

*Healthy Foods* - Increase awareness of and use of healthy foods. Affordable food options year-round (community gardens, farmer's market in neighborhood, food vouchers, etc.).

**Education Vision:** Educational opportunities are realized by all community members to succeed in school, career, and life.

*Recognition of Need* - Educational institutions and their supporting agencies will partner with families to promote authentic engagement.

*English Language Arts* - All elementary-aged students are proficient in English Language Arts.

*Proficiency in English* - All non-native English speaking adults are provided with opportunities to become proficient in English.

*Youth Completion* - All youth receive a high school diploma or equivalent certificate of completion.

*Training and Education* - All community members will be provided with opportunities to have an improved quality of life through training and education opportunities.

*Employment* - All community members will be provided with opportunities to have an improved quality of life through employment opportunities.

**Housing Vision:** East Central is an inclusive and desirable place to live, and all residents have a safe place to call home.

*Length of Residency* - Increase the length of residency in the East Central Neighborhood.

*Fundable Projects* - Identify and prioritize feasible and fundable projects.

*Resource Development Opportunities* - Create, identify, and develop resource development opportunities that are sustainable.

*Asset-based Branding* - Further develop asset-based branding focused on East Central Neighborhood.



## Contact Information

Bill Cook

Executive Director

Ogden Civic Action Network

Weber State University

[billcook@weber.edu](mailto:billcook@weber.edu)

801-721-9382

## Attachments

East Central Neighborhood Demographics

East Central Neighborhood Baseline Data

OgdenCAN Organization Chart

*Taking Civic Action Planning Beyond the Campus: Weber State and Ogden City*, Campus Compact Blog

<https://compact.org/resource-posts/weber-state-and-ogden-city/>

*Community Group hopes to improve quality of life for central Ogden*, July 25, 2017, KSL Television

<https://www.ksl.com/?sid=45165687&nid=148>

*Community action group looks to improve central Ogden education, housing, health*, July 23, 2017, Standard Examiner

<http://www.standard.net/Local/2017/07/24/Community-action-group-looks-to-improve-Central-Ogden-education-housing-health>