



Final Fiscal Year 2021 Budget **OVERVIEW**



Budget Overview | Fiscal Year 2021

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Message from the City Council Chair

The Ogden City Fiscal Year 2020-2021 Budget serves as the City's primary policy document. It not only serves as a statement of current priorities for the City, but also as a planning tool for the future. The Administration and the City Council have worked tirelessly to ensure that, despite the economic challenges amid the COVID-19 pandemic, the budget reflects the Strategic Directives outlined in the Five-Year Strategic Plan and provides the resources needed to accomplish those directives. The Council has also worked hard to provide opportunities for citizens to provide meaningful input throughout the process. Fiscal sustainability and transparency continue to be the key budget priorities for the Council.

There isn't a city in the country that hasn't felt the significant impact that COVID-19 has had on our economy. Prior to the pandemic, Ogden City enjoyed growth and prosperity. As a result, merit and cost of living increases were consistently given to Ogden City employees, who are the life blood of city services. After careful consideration and in-depth discussion with the Administration and department directors, it was determined that the City is unable to provide increases with the initial adoption of the budget. However, as we begin to emerge from the wake of the pandemic, we will reevaluate that possibility on a quarterly basis in hopes of incrementally providing increases. The importance of providing competitive wages is critical to attract and retain talented individuals who keep Ogden running smoothly and provide critical services for residents.

This year's budget process is the first in which the Council has a unique tool in hand – the Five-Year Strategic Plan. Developed by the volunteer-led Strategic Plan Advisory Committee, the Five-Year Strategic Plan took the input from Ogden residents and translated it into four Strategic Directives – Economic Development, Community Safety, Recreation, and City Image & Appearance. As a Council, we considered the FY21 Budget with these directives in mind.

We wish to thank all who participated in the budget process. We, as a Council, have strove to make rational, informed decisions because of the tremendous support we receive from both the Council and Administrative Staff and most importantly, the citizens of Ogden.

Best Regards,



Angela Choberka
City Council Chair



Budget Snapshot

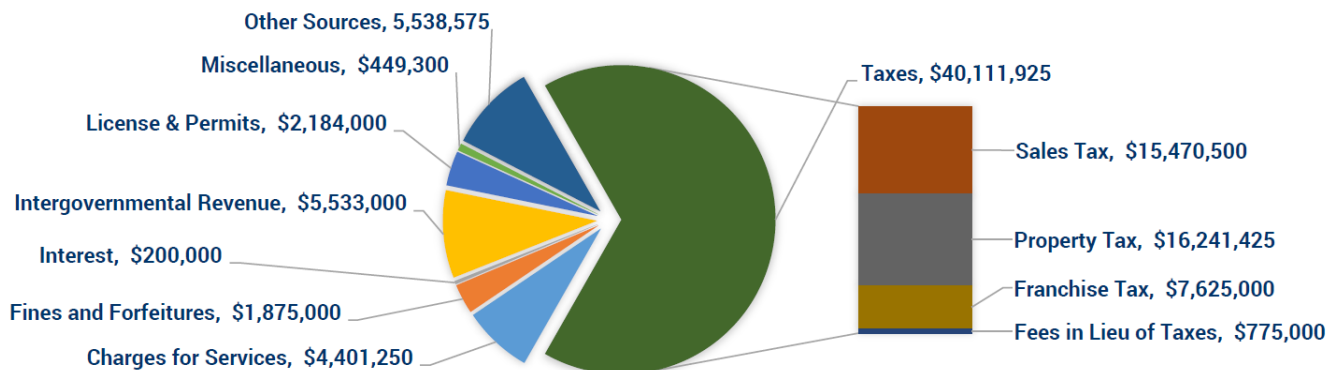
TOTAL CITY BUDGET
\$186,926,175

EMPLOYEE COMPENSATION
32.55%
OF THE BUDGET

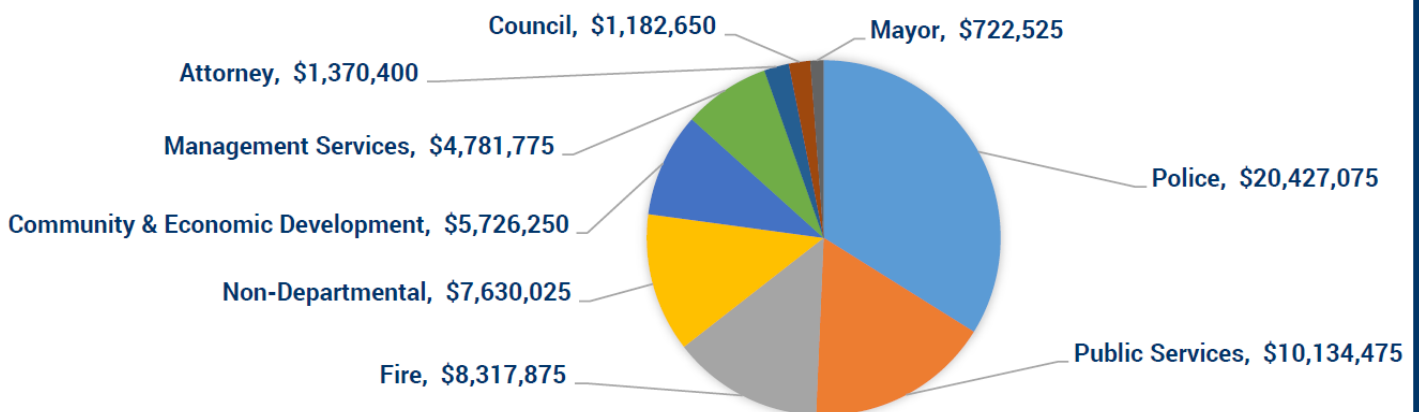
TAX REVENUE CHANGES
-\$3,340,625 IN SALES TAX
+\$2,029,875 PROPERTY TAX

TOTAL GENERAL FUND
\$60,293,050

GENERAL FUND REVENUE



GENERAL FUND EXPENDITURES



Five-Year Strategic Plan

Last year, the City Council received the findings of a study conducted by the Strategic Planning Advisory Committee (SPAC) to determine the priorities of Ogden residents. The committee reviewed information from thousands of written responses and evaluated feedback from hundreds of residents that participated in-person through community dialogue sessions. The Four Strategic Directives summarized below were developed as a direct result of the study and stand as the basis by which financial decisions for the City are made for the foreseeable future.

STRATEGIC DIRECTIVES

ECONOMIC DEVELOPMENT

"Ogden is home to an array of successful businesses and a diversely talented workforce. However, Ogden faces the challenges associated with growth: housing affordability, transportation, responsive wage and job growth, and spreading the benefits of growth throughout the community. Critical to success in every other area of the strategic plan is the imperative to foster growth-minded economic development and bring in more high-paying jobs to support the growing population, and fund public services required to maintain quality of life during growth."

COMMUNITY SAFETY

"This directive focuses first and foremost on making needed improvements to enhance public safety. This includes things such as maintained and well-defined driving and biking lanes, well-conditioned sidewalks suitable for pedestrians of various mobilities, and street lights that illuminate neighborhoods during night hours, help prevent accidents and encourage residents to be out and about. Residents also expressed a desire for more of a positive police presence in the community to reinforce the perception of law enforcement as respected public servants."

RECREATION

"The City plays an important role by maintaining recreational facilities and open spaces. Recreational activities are a unique tool in connecting various members of the community and creating meaningful experiences. Parks and facilities should be more accessible for organized public use. The City will also be a catalyst for the growth of youth recreation programs and adult sports leagues, helping to bring people from all walks of life together."

CITY IMAGE AND REPUTATION

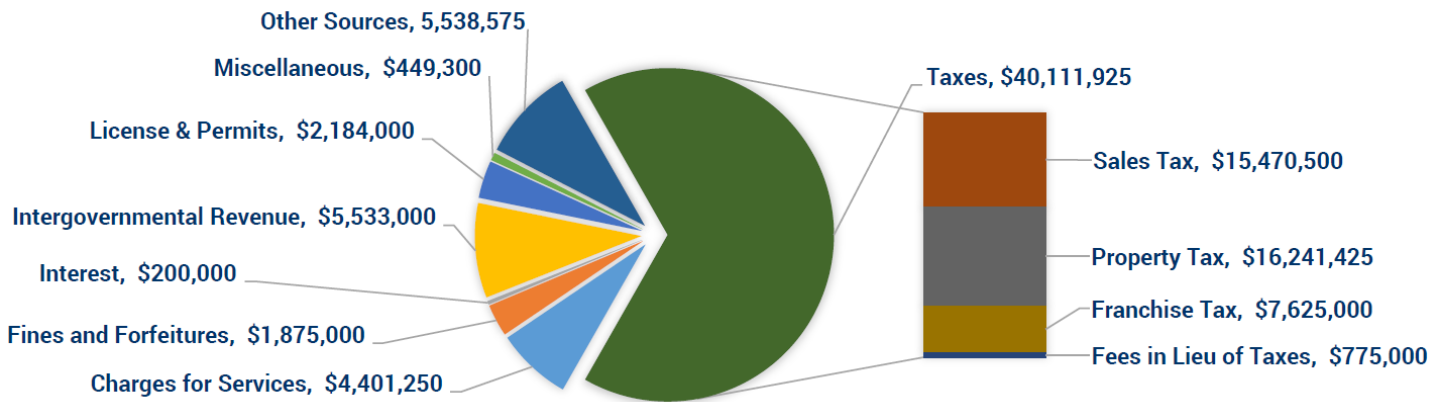
"Focusing resources towards improving the overall appearance of the City will enhance the community's reputation with visitors and make it easier to attract potential residents and businesses. In addition, a beautiful neighborhoods, business and retail districts provide solid support for economic growth and fosters the special sense of community that has developed in Ogden over many years. Outsiders will see the what residents already see in Ogden: a beautiful community they call home."

FISCAL SUSTAINABILITY AND TRANSPARENCY

While the Strategic Plan does not specifically address Fiscal Sustainability and Transparency, many of the directives that were formed in the plan are complementary to this. It's always been a Council priority to ensure that the City's financial future is secure and sustainable, and that financial information is transparent and readily available to our residents and city employees.

General Fund Revenue

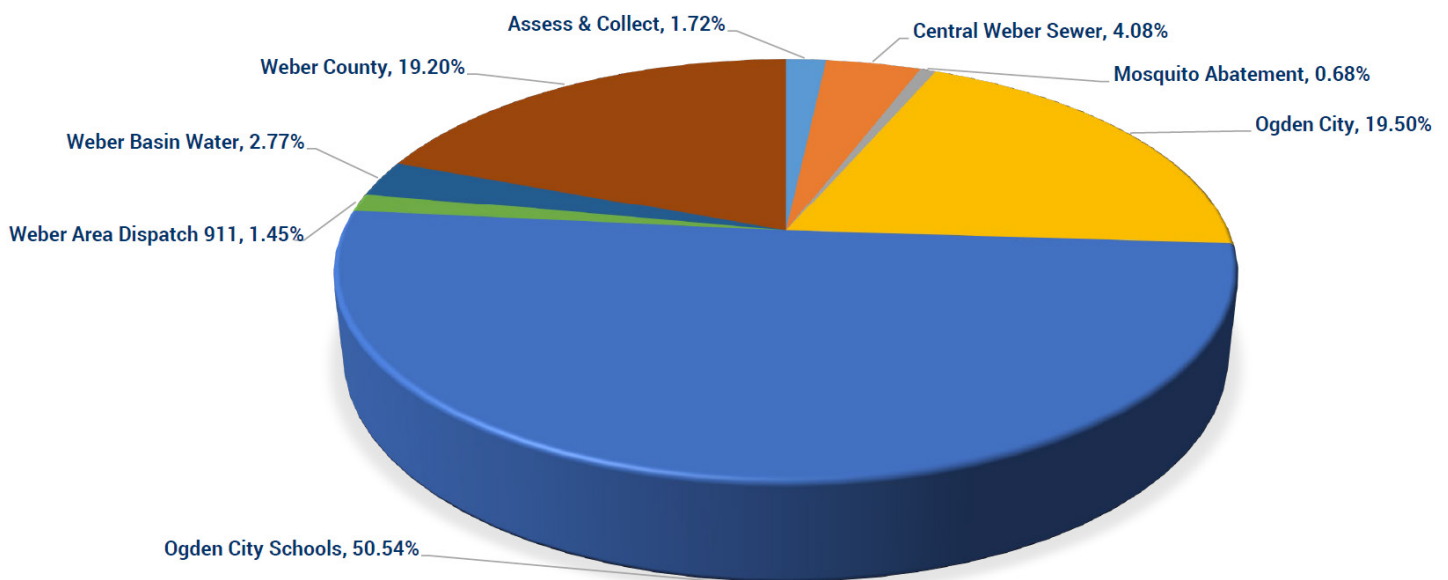
Revenue growth is vital to continue maintaining levels of service. Taxes, charges for services, and economic development all contribute to the City's growth in revenue.



Property Taxes

Property taxes are assessed by Weber County and collected for various local taxing entities. This rate may be impacted by one or more taxing entities. The amount of money the City receives is fixed, and there is no "cost-of-living" or inflation adjustment to property tax. The only adjustment that is accounted for is new growth.

2019 WEBER COUNTY PROPERTY TAX DISBURSEMENT*



*** THIS GRAPHIC REFLECTS 2019 PROPERTY TAX DISTRIBUTIONS.**

Budget Highlights

The Fiscal Year 2021 budget focuses on maintaining services by offering competitive wages. Due to the economic impact of COVID-19, step pay increases for public safety employees and merit increases for eligible general employee salaries will not be included. This will be reevaluated periodically throughout the year.

The budget funds six new positions, one of which is budget neutral with the other five positions within the Police Department funded through grants. No positions were eliminated and there is no hiring freeze.

OGDEN CITY EMPLOYEE DETAILS

639

FULL-TIME POSITIONS (+6 NET)

5

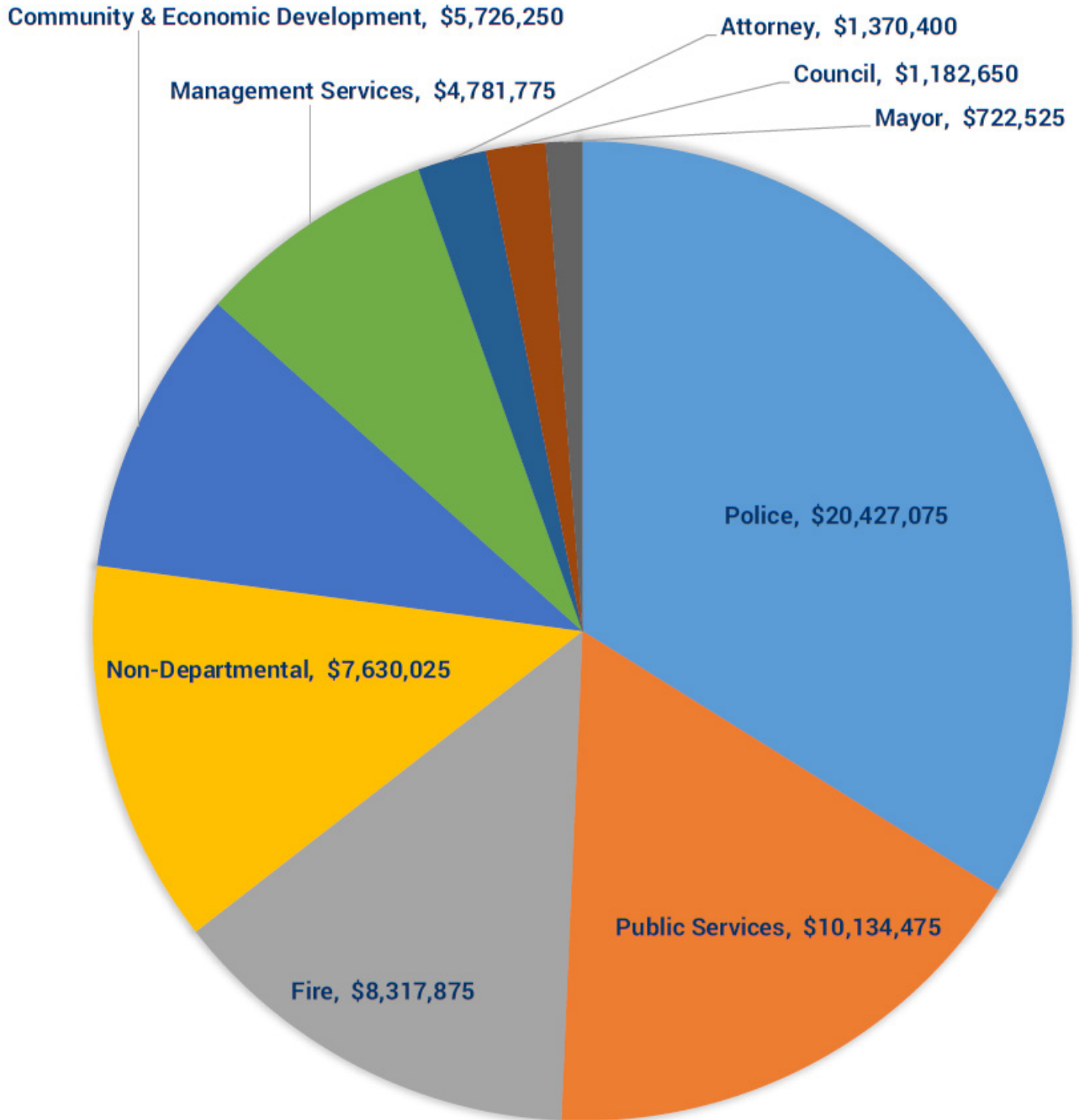
NEW POSITIONS IN THE POLICE DEPARTMENT

Compensation Study

The City is conducting a comprehensive study to review all job classifications and responsibilities to update the City's pay scale and ensure positions are classified and paid appropriately.



General Fund Expenditures



Capital Improvement Plan

The Capital Improvement Plan (CIP) highlights and identifies city infrastructure investments and projects that are most important to the community. Objectives from the City's Strategic Plan are identified throughout the CIP.

There is \$5.7 Million included in the Fiscal Year 2021 budget for projects to improve the City's infrastructure, with more than \$2 Million of these projects being funded through grant revenues.

Funding is designated to address the following major projects:

- Sidewalk, Curb and Gutter Replacement
- Street Construction and Improvements
- Marshall White Center Redesign
- Marshall White Center Improvements
- General Facilities Improvements
- Critical Project Contingency
- Bonneville Park
- East Side Dog Park and Park Renovation
- Serge Simmons Light Enhancement
- Centennial Trail Construction & Acquisition
- Union Station Improvements
- 50/50 City Citizen Sidewalk Program
- Gomer Nicholas
- Airport Rehabilitation Apron Improvements



Economic Development

"Critical to success in every other area of the strategic plan is the imperative to foster growth-minded economic development and bring in more high-paying jobs to support the growing population, and fund public services required to maintain quality of life during growth."

Although COVID-19 has slowed the growth Ogden has steadily enjoyed over the past few years, many programs and initiatives will continue to help our City be a desirable place to both live and conduct business.

Housing

Adopted in 2015, the mission of Quality Neighborhoods Program is to stabilize and revitalize Ogden's neighborhoods as "neighborhoods of choice" by establishing a pattern of public investment that catalyzes desirable and appropriate community development. Support of this program is a top budget priority for Economic Development in FY2021, with \$1 million allocated for its continuation.



RICHARD A. HYER
Council Member | District 4

"As we continue through the uncharted territory of this unprecedented pandemic, it's comforting to know that the planning and preparation of our Community and Economic Development Department will not only help the City endure this hardship, but even continue the growth and development that was already established."

The FY2021 Budget also includes several housing projects funded through funds in the Consolidated Plan and Annual Action Plan.

Businesses

Entrepreneurship is a crucial part of Ogden's makeup as a community. To support local businesses the City will continue to provide resources such as the Business Information Center. The FY2021 Budget includes \$50,000 to fund the Business Loans of Utah program to help emerging businesses.

Airport

The \$1 million-plus increase for the airport comes from FAA grant funds and increased revenues from lease payments. The FAA grant money will be used to make needed runway and infrastructure improvements. To receive this grant, the FAA required a match of \$202,225 that will come from BDO Lease Revenue funds. The Airport was also awarded COVID grant funds of more than \$1 million which have been placed in Fund Balance until it is determined how best to use those funds.



DOUG STEPHENS
Council Member | District 3

"We're very excited and grateful that the federal government has granted us and our partners with the funds needed to begin the Bus Rapid Transit route. Our community and economy will benefit greatly from the ease of moving from one part of town to the other."

Transportation

Ogden City, the Utah Transit Authority, and the Utah Department of Transportation are expected to receive federal grant funds to begin construction on the Bus Rapid Transit (BRT) in the fall of 2020. Upon completion, the BRT will provide a seamless connection between downtown Ogden, Weber State University, and McKay-Dee Hospital.

Community Safety

"This directive includes well-defined driving and biking lanes, well-conditioned sidewalks, and street lights that illuminate neighborhoods during night hours.

Residents also expressed a desire for more of a positive police presence in the community to reinforce the perception of law enforcement as respected public servants."

Pedestrian & Vehicle Safety

Ogden City is committed to improve and maintain streets and sidewalks, especially near schools, and support the installation of more operating streetlights. This will improve the walk-ability and safety of pedestrians within the City. The FY2021 Public Services budget has an increase of \$63,100 from the previous year for Street maintenance and repair.



BART BLAIR
Vice Chair | At Large B

"As elected officials, we prioritize the safety of our community. It is important that the budget reflects the City's commitment to keep members of the community safe and secure. It is crucial that members of the Ogden Community have safe avenues of travel, feel comfortable walking across town at any time of day, and know they can get help if they need it."

School Safety

For the second consecutive year, the City has invested more than \$700,000 in sidewalk improvements. The Public Services Department plans to fix sidewalks at different schools within the City. These projects include, Wasatch Elementary – Polk Ave, FTA 5310 Project – 36th Street – Harrison to Polk, Heritage Elementary – 2nd & Wall, and Horace Mann Elementary – 9th Street.

Police & Fire

The Police and Fire Department play a key role in ensuring the safety of our community. Using grant funding awarded by the State of Utah, the Police Department added five positions, including four new police officers, and an Audit & Inspections Administrator. The Fire Department did not have any staffing changes. Their budget is down \$567,275 from the previous year, and Medical Services had a \$100,000 increase in anticipated revenues.

Due to the COVID-19 Pandemic, the FY2021 budget does not include compensation step increases for Police, Fire, or Medical Services Enterprise. The City will review the budget at a later date to determine if increases can be given.



Recreation

"Ogden plays an important role by maintaining recreational facilities and open spaces. The City will be a catalyst for the growth of youth recreation programs and adult sports leagues, helping to bring people from all walks of life together."

The health and well-being of residents is critical. The Council continues to support programs and policies that provide opportunities for recreation and other leisure activities.

While there were significant reductions in recreation revenues due to the anticipated impacts of COVID-19, Ogden City will continue to support youth and adult recreation programs, arts and cultural events, and an increase in resident awareness and participation in city-programmed events and entertainment.



BEN NADOLSKI
Council Member | District 4

"Ogden has a renowned reputation for its many offerings of outdoor recreation. In addition to capitalizing on that natural resource for the community and visitors to enjoy, we also want to provide quality recreation programs. We are undoubtedly limited given the circumstances but are proud to continue support where possible."

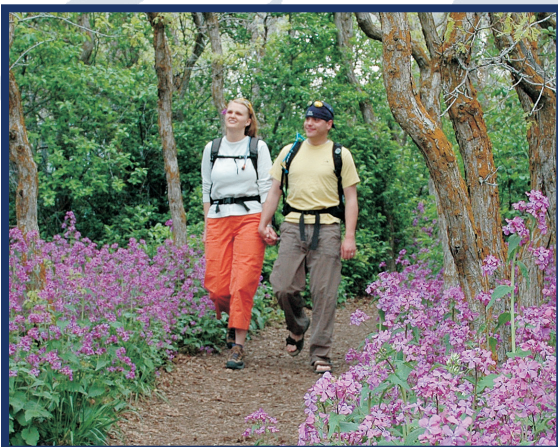
Marshall White Center Improvements

The FY2021 Budget has allocated \$90,000 Marshall White Center facility improvements, in addition to \$300,000 for a study to evaluate redesign options for the facility. These upgrades are anticipated to allow this important facility to serve residents for many years to come.

Recreational and Park Improvements

The City is focused on making needed improvements to parks and open spaces for all to enjoy. The City has proactively applied for and received Recreation, arts and Museum Projects (RAMP) grants available through Weber County.

To ensure the safety of those who use Serge Simmons Ball Field, the FY2021 Budget includes \$250,850 to update the lights of the field. This project not only provides a safer environment for youth, but the energy efficient LED light technology will also be a long-term, cost-saving measure.



Bonneville Park will also see \$210,000 in improvements including a covered play area that will make it safer for spectators during baseball games. Dilapidated asphalt between the fields will also be replaced with sidewalk, irrigation, and sod.

The City is a recipient of a \$130,625 RAMP grant to incorporate an off-leash dog park on the east side of Ogden. Unfortunately, due to COVID-19, the City's ability to provide a grant match is limited at this time. The City is working closely with ramp to ensure this project can move forward at a later time.

City Image & Reputation

"Beautiful neighborhoods, business and retail districts provide solid support for economic growth and fosters the special sense of community that has developed in Ogden over many years. Outsiders will see what residents already see in Ogden: a beautiful community they call home."



Diversity & Public Engagement

Ogden City is ramping up its efforts to communicate with residents and increase the access of information on social media and through the city's website. The FY2021 Management Services budget added \$350,675 to the City's Marketing Division. The City has launched a new community magazine and has actively promoted participation in the upcoming 2020 Census. Collaborating with Ogden Diversity's Commission, Ogden City will continue to look for opportunities to better recognize and support diversity throughout the community. Funding from the budget will go towards Spanish Translation Services.

Capital Improvements & City Infrastructure

Through proposed Capital Improvement Projects (CIP), the City ensures adequate resources are committed to improving and maintaining infrastructure needs throughout the city. The Public Services Department's CIP budget proposed \$2.9 Million in funding for roadway and sidewalk repairs, and various city-wide infrastructure needs and ongoing maintenance. This will help Ogden's appearance and reputation as a clean and well-kept City.



LUIS LOPEZ
Council Member | At Large

"Ogden City is known for its diversity and sense of community. We have things to offer that no other city has. As a Council, we are constantly looking for new ways to improve Ogden City. The budget is a great opportunity to do so. As we work together as a community, Ogden City will continue to be a great place to live, work and visit."

Union Station

Community and Economic Development's (CED) budget for FY2021 proposed a \$20,175 increase to Union Station, an Ogden City landmark and staple in the community. These funds will assist in the efforts of renovating Union Station and surrounding properties to ensure the viability of the structure, and to create a world-class home for the Railroad.

Fiscal Sustainability & Transparency

Though it may not be included as a Strategic Directive, fiscal sustainability and transparency remain a key priority when considering the budget. Part of the City Council's focus is to ensure that the financial future of Ogden is secure and that financial information is transparent and readily available to residents and City employees.



MARCIA L. WHITE
Council Member | At Large A

"The Council is excited to finally have the Strategic Plan in hand, but understand the limitations under the current circumstances. The City's resources are being stretched to ensure residents don't experience interruptions. Through effective planning, we can ensure the fiscal health of the City for decades to come."

Enterprise Resource Program (ERP)

The City's Enterprise Resource Program system improves transparency and efficiency as it helps manage several day-to-day operations of the City, including human resources and technology services.

The program was financed for a five-year period, and the FY2021 budget includes the fifth and final payment (\$413,350).

Five-Year Strategic Plan

The City Council used funds from the Study account in FY2019 to hire a consultant to facilitate development of the Five Year Strategic Plan. Although the study is complete and the Strategic Directives are established, the ability to fully implement the Strategic Plan is hindered by the projected revenue loss due to COVID-19. As the economy rebuilds, larger steps towards to fulfill the Strategic Directives will be able to be made.





Budget Goals & Guidelines

Fiscal Year 2021

Budget Goals

Budget Goals are annually established by the City Council to define budgetary intents and priorities. These are provided to assist in the development, review, approval and implementation of the annual Ogden City, Redevelopment Agency and Municipal Building Authority budgets. Budget Goals align with strategic plan initiatives and other services, plans and programs that are essential to city operations.

The Council's budget goals include five areas of focus:

Economic Development (*Strategic Plan Directive*)

FY 2021 Priority: Quality Neighborhoods Program

Community Safety (*Strategic Plan Directive*)

FY 2021 Priority: Fire and Police Salaries

Recreation (*Strategic Plan Directive*)

FY 2021 Priority: Youth Recreation

City Image and Reputation (*Strategic Plan Directive*)

FY 2021 Priority: Diversity and Public Engagement

Fiscal Sustainability and Transparency

FY 2021 Priority: City Employees and Essential Services

Strategic Plan Directives

On September 10, 2019, the Ogden City Council adopted a five-year community led strategic plan. The plan was developed through an ad-hoc Strategic Plan Advisory Committee (SPAC) comprised of community volunteers and through extensive community outreach. Feedback was gathered through surveys and meetings where residents, businesses, service organizations and various local groups discussed the future of Ogden. The plan serves as a guide as considerations are made to best allocate city resources. The plan includes four identified strategic directives to define quality of life in Ogden: Economic Development; Community Safety; Recreation; and City Image and Reputation.

Economic Development

FY 2021 Budget Priority

Quality Neighborhoods Program. Continue to support Quality Neighborhoods programs and city housing initiatives.

Additional Budget Goals

Building Permits. Ensure adequate resources are available for increased customer service and public education.

Business Information Center. Continue to support small businesses and participating in the Business Loans of Utah (BLU) program to help emerging businesses.

Commercial Property. Increase square footage of commercial property and reduce vacant buildings downtown.

Consolidated Plan and Annual Action Plan. Review specific annual action plan elements for possible funding.

Economic Development Partnerships. Continue to support multi-county economic development partnerships. Continue participating in the Ogden Civic Action Network (Ogden CAN).

Employment. Increase local job growth and median wage growth.

Local Economy. Increase economic activity, tax base, Gross Domestic Product (GDP) and revenue.

Transit Project. Continue efforts to secure funding for the Bus Rapid Transit (BRT) system from the Intermodal Hub to Weber State University and McKay-Dee Hospital.

Strategic Plan Directives

- o Business retention, growth and recruitment
- o Multi-county economic development strategy
- o Quality Neighborhoods Program expansion
- o Utah Transit Authority (UTA) Partnership
- o Sector-specific business recruitment
- o Customer service and education for residential building permits
- o West Ogden Revitalization along 12th Street
- o Utah Department of Transportation (UDOT) interchange renovations

Recreation

FY 2021 Budget Priority

Youth Recreation. Support youth recreation through ensuring adequate staffing, access to recreational facilities and availability of resources. Ensure programs remain affordable and accessible. Support city-sponsored competitive youth athletics programs.

Additional Budget Goals

Adult Recreation. Support organized adult recreation leagues and other adult recreation opportunities.

Arts and Cultural Events. Continue support of local arts, events, initiatives and grant programming. Consider and pursue new cultural events that reflect the fabric of Ogden's diverse community (Ballet Folklorico Ozomatli)

Downtown Events. Continue support of the Ogden Marathon, Ogden Farmers Market, Twilight Concert series and other efforts that provide quality downtown events.

Event Participation. Increase resident awareness and participation in city-programmed events and entertainment.

Recreational Amenities. Maximize access to city parks and natural amenities. Use the Recreation Master Plan to improve, strengthen and enhance a broad range of recreational programs, infrastructure and facilities. Consider the addition of new recreational assets (splash pad). Promote resident engagement in park cleanliness and increased access to park restroom facilities.

Strategic Plan Directives

- o Community gatherings through inclusive celebrations and festivals
- o Ogden School District partnership to increase public access to facilities
- o Weber Pathways partnership
- o Highlight and celebrate Ogden River Parkway
- o Continue marquee events (Marathon, Mt Ogden Bike Race, Twilight Series)
- o Continue cross-seasonal Farmers Markets
- o City park use by 3rd party leagues (Adult Soccer)
- o Trail maintenance and improvements
- o Youth recreation expansion in partnership with the Competitive Sports Board
- o Recreational resources to support city-sponsored competitive youth programs

City Image and Reputation

FY 2021 Budget Priority

Diversity & Public Engagement. Fund additional efforts to communicate with residents and Spanish language translation services. Continue to increase the ease of access to information through the city's website and social media. Continue to support diverse groups throughout the community and coordinating with Ogden's Diversity Commission to engage residents and better recognize and support diversity.

Additional Budget Goals

Capital Improvements. Strategically fund Capital Improvement Plan (CIP) projects to ensure adequate resources are committed to address pressing city construction and maintenance needs for infrastructure city-wide.

Citizen Survey. Use a community survey to measure resident satisfaction and inclusion.

City Infrastructure. Continue to address infrastructure needs through master planning and dedicated funding to address general needs and ongoing maintenance, including review of city-wide master plans for water, sanitary sewer, storm sewer, transportation and streets, street lighting and landscaping and curb/gutter/sidewalk.

Neighbor Up Grants. Continue implementing the Council's grant program for residents to host neighborhood gatherings or events.

Sustainability. Engage the Natural Resources and Sustainability Stewardship Committee to help with sustainability education programs. Pursue the possible creation of a new Sustainable Energy Position.

Union Station. Support efforts to renovate Union Station and surrounding properties to create a world-class home for the Railroad, Browning and Cowboy museums through considering infrastructure improvements and recommendations identified in facility audits and management studies.

Strategic Plan Directives

- o Communicate announcements/ decisions with residents through live streaming and media
- o Showcase local successes and uniqueness of education with Ogden School District
- o Consistent enforcement of city code for neighborhood appearance
- o Highlight growth metrics and recent successes
- o Complete branding efforts
- o Annual survey of citizen satisfaction
- o Gateways Initiative starting with the 24th Street interchange
- o Bilingual communication plan (Spanish)
- o Quarterly town halls between City Council and Spanish-speaking community
- o Environmental sustainability efforts with Sustainability Committee
- o Wage and staffing assessment for Ogden City staff
- o Inclusive public arts and murals to beautify the community

Fiscal Sustainability and Transparency*

FY 2021 Budget Priority

City Employees and Essential Services. Strive for competitive salaries to retain skilled and qualified personnel by completing a city-wide salary study. Ensure each department is adequately staffed with the appropriate positions to provide quality and professional service. Maintain current staffing levels and consider reducing the number of city services in an effort to reduce employee fatigue and improve the overall quality of services

Additional Budget Goals

Budget Development. Strategically fund Capital Improvement Plan (CIP) projects to ensure adequate resources are committed to address pressing city construction and maintenance needs for infrastructure city-wide.

City Utilities. The city will continue to evaluate utility rates and infrastructure improvement needs to ensure the long-term financial health of city utility services.

Comprehensive Financial Sustainability Model. Use the financial sustainability model, proactively generated by the city, as a resource to plan for future city general fund revenues and expenditures.

Cost-Saving Measures. Evaluate and pursue opportunities to increase efficiencies and cost savings measures throughout the city. Use the new Enterprise Resource Planning (ERP) system to provide improved software management and to identify future opportunities for cost savings. Continue to pursue an online transparency module for residents to readily access city financial information.

Fleet Management. Support the Administration's ongoing efforts to improve the condition of the city's fleet and implement Fleet Management Study recommendations. The Council encourages not only transitioning the fleet to more fuel-efficient vehicles, but also exploring alternative fuel options, use of electric vehicles and other methods for reducing vehicle emissions.

* The Strategic Plan did not specifically address Fiscal Sustainability and Transparency; nonetheless, many of the directives that were formed in the Strategic Plan are complementary to this.

More Information:
ogdencity.com/budgetprocess



Ogden City Budget Guidelines

The City Council annually establishes Budget Guidelines to further define goals and assist in the development, review and approval of the annual budget and future budget amendments. These guidelines provide direction and are policy of the city in these specific areas. Budget related action items are included to identify information that is being requested and considered as well as follow-up items related to various stages of the budget.

1. **Annual Budget Development.** Each Fall, the City Council holds strategy sessions to discuss priorities for the upcoming budget process. These priorities are adopted as budget goals and submitted to the Administration for its information. The proposed budget is submitted to the Council by the Mayor annually on the first Tuesday of May. All ordinances, resolutions, fee studies, other studies and supporting documentation will accompany the proposed budget for consideration during the budget process and subsequent amendments. The quantity of documentation, explanation and detail will be commensurate with the size, scope or complexity of each proposal. Revenue forecasts are to include the rationale and assumptions made for each of the significant revenue sources forecast in each proposed budget.

In addition, the following items are requested to accompany the annual proposed budget:

- Proposed Capital Improvement Projects at Business Depot Ogden
- Crime Reduction Unit report
- Fleet Division business plan
- Recycling and Water Conservation Education programs
- Recommendations for eligible roadway reconstruction projects (B&C fund or transportation tax eligible)
- Sidewalk Replacement Program project recommendations

Action Items

- **Proposed Budget.** The Mayor submits the proposed budget and all associated information/materials on the first Tuesday in May.

2. **Annual Reports.** The City Council receives annual reports on items requested or required by statute and/or city ordinance. These reports provide helpful information and address the status of budget revenues, expenditures and programming.

Action Items

- **Business Information Center (BIC).** An annual report is submitted regarding operations, including the efforts of non-profit organizations providing financial assistance to small businesses in the city.
- **Business Depot Ogden (BDO).** Annual report including an overview of projects, activities and overall direction to be submitted by February 15.
- **Emergency Preparedness Plan (EOP).** Annual updates provided each October.
- **Grants Report.** An annual Grants Report outlining grant revenues, expenditures and city-match is to be provided to the Council in January each year.

3. **Quarterly Reports.** The City Council receives quarterly reports on items requested or required by statute and/or city ordinance. These reports provide helpful information and address the status of budget revenues, expenditures and programming.

Action Items

- **General Fund.** Quarterly financial reports outlining the revenues and expenditures for each quarter.
- **Capital Improvement Plan.** Quarterly financial reports, including Capital Improvements for Business Depot Ogden (BDO).
- **Enterprise and Special Revenue Funds.** Quarterly financial reports for each enterprise and special revenue fund.

4. **Salaries and Benefits.** In keeping with the intent of maintaining levels of service and the pay-for performance system, the Council desires that all salaries and benefits are spent for this purpose. Notice of all budget transfers from salaries and benefits shall be provided to the Council within 15 days of the actual transfer of funds. The notice is to include the dollar amount being transferred, where it is being transferred and for what purpose. As a result of prospective economic uncertainties due to the Coronavirus Pandemic (COVID-19), salary increases for employees are not included in the Fiscal Year 2021 City Budget at this time. The City Council intends to reevaluate possible raises following receipt of the 2nd Quarter Financial Report as this will provide more clarity of budgetary circumstances.

Action Items

- **Council Notification.** Council notice is required within 15 days of all salary and benefit fund transfers.
- **Review of 2nd Quarter Financial Data.** The Council will review the 2nd Quarter Financial Report upon receipt and make a determination whether to pursue possible salary increases based on economic circumstances and the health of the overall city budget.

5. **Capital Improvement Plan.** The Capital Improvement Plan (CIP) is to be submitted, along with the Mayor's proposed CIP priorities, for Council review no later than November 1 of each year. The Planning Commission's recommendations are to be provided to the Council within 45 days (December 15th) after the CIP is submitted to the Council. The Council expects to adopt the CIP by March 31st each year.

Action Items

- **Annual Submittal.** Proposed CIP plan to be submitted to Council by November 1; and Planning Commission recommendations provided within 45 days following.

6. **Consolidated Plan and Annual Action Plan.** The consolidated plan will be reviewed and adopted every five years and the action plans annually. Specific annual action plan elements may be identified as requiring Council review and approval prior to the expenditure of funds.

Action Items

- **Annual Submittal.** Proposed Annual Action Plan to be submitted in accordance with U.S. Department of Housing and Urban Development (HUD) requirements.

7. **Council Notification.** All significant changes to city programs and services that impact city employees, citizens or businesses (e.g., new programs, changes in level of service to existing programs or services, city events, contracting out of city services, reorganizations, layoffs, reductions in force, etc.) will be communicated to the Council through Council Leadership or the Council Executive Director. This communication is to occur at least ninety (90) days prior to implementation or amendment to allow adequate time for the Council's

review and public process.

Action Items

- **Council Notification.** City Council notice is required at least 90 days prior to significant changes to city programs or services.

8. **Enterprise and Special Revenue Funds.** Enterprise funds will operate without city financial contributions. Any enterprise fund that requires City financial contributions will be carefully reviewed and appropriate actions considered. Notice of transfers from Enterprise Fund Return to Fund Balance line item or transfers from Fund Balance to an Enterprise Expenditure Fund account, shall be given to the City Council within fifteen (15) days of the occurrence of the transfer. Notice shall include the amount, the purpose and a statement of justification for the transfer.

Action Items

- **Council Notification.** City Council notice is required of any transfers from Enterprise Fund Return to Fund Balance or transfers from Fund Balance to an Enterprise Expenditure Fund account within 15 days of the transfer.

9. **Fee Changes.** Proposed fee changes are to be adopted as part of the budget review process. City Financial Principles related to fees are to be followed. The Council recognizes that some fees are impacted by the calendar year, by seasonal activity or by the calendars or scheduling constraints of other government agencies or businesses. Certain fees may need to be amended during the fiscal year and therefore cannot be amended with the annual budget process. Mid-year fee increase requests are due October 1 accompanied by sufficient rationale and justification. Fees to be implemented in January (excluding utilities) will be considered by the Council in December if all applicable information is received.

Action Items

- **Mid-Year Fee Adjustments.** Proposals are due by October 1.

10. **Utility Fees.** The recommendations of the 2012 Utility Rate Study, also known as the Comprehensive Financial Sustainability Plan, are to be followed. A review of the proposed changes included in the Utility Rate Study will be performed in a joint effort beginning in November each year. Fee changes that are submitted without a detailed analysis will not be considered by the Council. The calendar fourth quarter consumer price index from United States Bureau of Labor Statistics – West Region will be used to determine annual increases in utility rates. The measure to be used will be the percentage increase of the index for January in the year in which the budget is prepared over the index for January of the prior year or the most recent available. The Council must review and approve or deny the ordinance that increases the fees associated with this indexing.

Action Items

- **Utility Rate Study.** Joint effort beginning November of each year.

11. **Non-Profits.** Contracts with the various foundations operating city facilities or receiving city funds will be monitored to ensure that management of the operations is consistent with the terms of the associated agreement. The Council will meet with or request an annual report from representatives of the foundations annually to discuss short-term and long-term goals for the respective operations. The current foundations include: Dinosaur Park, Get Out and Live (GOAL), Ogden Downtown Alliance, Ogden Nature Center, Ogden Pioneer Days,

Union Station and Wildlife Rehabilitation Center.

12. **Grant Reporting and Monitoring.** Grants are evaluated annually including grants received, the amount and source of city match if applicable, grant applications requiring a city match and the expected date of award.
13. **Policy Development.** The City Council will consider all other major policy issues, including budgetary proposals, during the fiscal year rather than during the budgetary process. This allows time to explore the details of all policy recommendations and options, and to estimate the impacts of the proposed decisions.
14. **Certified Tax Rate Evaluation.** The City Council requests that the Certified Tax Rate and revenues be evaluated every other year, beginning with the Fiscal Year 2023 budget. This may include scheduling a Truth in Taxation hearing biannually to consider incremental Certified Tax Rate adjustments in an effort to capture inflationary changes and long-term fiscal sustainability.

Action Items

- **Truth in Taxation.** Truth in Taxation hearings may be scheduled biannually, beginning FY 2023, to consider incremental Certified Tax Rate adjustments.

15. **RAMP Tax Projects.** All proposed Ogden City projects to be submitted by application for RAMP funding are prioritized by the City Council in December of each year prior to submission in January. Early Council involvement in the city's process is important and provides the opportunity for input on potential RAMP projects. The Council will provide input to the Administration each year in August and prior to submission of the applications as appropriate.
16. **Tourism and Marketing—Transient Room Tax (Hotel Tax).** Tax revenues collected from the Transient Room Tax will be restricted to a special revenue fund known as "Tourism and Marketing Fund." Expenditures from the fund are limited to 'return to retained earnings' unless otherwise approved by the City Council. The Council will monitor the Ogden Weber Convention and Visitors Bureau contract to ensure compliance with the terms authorized by the Council.

More Information:
ogdencity.com/budgetprocess

Fiscal Year 2021

Redevelopment Agency Budget Guidelines

Each year the Redevelopment Agency (RDA) establishes Budget Guidelines to assist in the development, review and approval of the RDA annual budget and future budget amendments. These guidelines provide direction and are policy of the city in these specific areas. Quarterly, annual and periodic reports are to be provided as defined by the Board.

1. **Periodic Reports.** The details of the periodic reports will depend on the complexity of the specific project. The details and reporting frequency will be determined by the Board with input from the Administration.
 - a. Information on projects of specific interest to the Board
 - b. A written report is not required
2. **Quarterly Reports.** The quarterly reports regarding the status and progress for RDA projects may be presented at a work session and should address specific projects of interest to the Board. A list of projects to be addressed will be provided to the Administrative staff at least three (3) days prior to the work session.
 - a. Major projects
 - b. Status and progress of projects as requested by the Board
 - c. A written report is not required

Action Items

- **Quarterly Reports.** Submission of RDA project reports each quarter.

3. **Annual Report.** The Annual Report shall cover information for the prior fiscal year and shall include audited financial information. The annual report shall be presented at the RDA Meeting held in January.
 - a. Accomplishments
 - b. Activity in each project area
 - c. Financial position of each project area (audited)
 - d. Budget to actual comparison for each project area

Action Items

- **Presentation.** RDA meeting scheduled each January.

4. **Financial Tracking of RDA Project Areas and Projects.** The financial progress of each major RDA project within each RDA project area will be monitored. Summary reports will be submitted every April 1 and October 1. The Administration will provide information regarding all new projects as such projects are proposed. All reports should include the approved sources and proposed uses of funds to be expended (RDA and City).

Action Items

- **Summary Reports.** Reports to be submitted every April 1 and October 1.

More Information:
ogdencity.com/rda



