

Minutes of the work session of the Ogden City Council held on Tuesday, May 19, 2026, at 4:00 p.m., in the Council Work Room, and via electronic meeting, located on the third floor of the Municipal Building, 2549 Washington Boulevard, Ogden City, Weber County, Utah.

Present:           Chair                   Richard A. Hyer  
                  Vice Chair           Dave Graf  
                  Council members   Flor Lopez  
                                         Kevin Lundell  
                                         Shaun Myers  
                                         Ken Richey  
                                         Alicia Washington

Council Executive Director Glenn Symes  
Council Assistant Executive Director Steve Burton  
Council Senior Policy Analyst Clint Yingling  
Communications Director Brandon Garside  
Communications Specialist Eric Davenport

Also present:   Chief Administrative Officer Mara A. Brown  
                  Fire Chief Mike Slater  
                  Police Chief Jacob Sube  
                  Management Services Executive Director Lisa Stout  
                  Finance Director Justin Sorensen  
                  Acting Human Resources/Risk Director Alison Workman  
                  Public Services Executive Director Justin Anderson  
                  Public Services Assistant Executive Director Edd Bridge  
                  City Engineer/Deputy CAO Taylor Nielsen  
                  Parks, Cemetery, and Trails Director Monte Stewart  
                  Recreation Director Mark Olsen  
                  Water Utility Director Brady Herd  
                  Public Works Operations Director Gage Charlesworth  
                  Golf Pro/Director Todd Brenkman  
                  Engineering Director Steve Porter  
                  Public Services Administrative Assistant Stacie Fischio  
                  Chief Deputy Recorder Lee Ann Peterson

The purpose of the work session was to review the agenda for the City Council meeting scheduled to begin at 6:00 p.m.; discuss proposed Fiscal Year (FY) 2026-2027 Budget pertaining to Fire/Medical Department, Fire/Medical Capital Improvement projects, Police Department, Public Services Department, Utilities, and Public Services Capital Improvement projects; discuss Council Business; and hear Council comments.

#### Agenda Review

Chair Hyer and members of Council staff reviewed the items listed on the agenda for the City Council meeting scheduled to begin at 6:00 p.m.

#### Proposed Fiscal Year (FY) 2026-2027 Budget

**Fire/Medical Department:** Fire Chief Slater presented the Fire/Medical Department's proposed FY 2026–2027 budget. He framed his department's approach around a mayoral directive to identify internal efficiencies rather than seek new general fund dollars. Chief Slater noted that since assuming the role in July 2025, he undertook a comprehensive review of departmental operations, staffing, and funding mechanisms. His budget presentation focused on the following:

- **Operational Efficiencies and Realignment.** The department's primary budget strategy was reallocation of existing resources. Code Services was reorganized into a new Community Risk Reduction team within the fire department, allowing for the addition of a third Deputy Fire Marshal — a critical need given the city's call volume — and two additional firefighters assigned to Station 3. These moves were accomplished without requesting new general fund appropriations. The Chief reported that the four-person staffing at Station 3 has yielded measurable improvements: 25% faster overall task completion, 7% faster water-on-fire times, and 27% faster victim removal. Utility cost increases were absorbed by reprogramming existing medical fund dollars, avoiding any new funding requests.

- **Site Safety Directive.** Chief Slater highlighted the fire watch program for construction sites as a significant recent success, crediting Mayor Nadolski and Community and Economic Development Executive Director Johnson for their roles in its development. The program, which includes combustion material controls, secured fencing, and cameras, was designed to be proactive rather than purely investigative. The City's Fire Marshal subsequently presented the program at a statewide fire marshal conference, and it has since been adopted by other Utah municipalities.
- **Outside Revenue and Grants.** The department leveraged several external funding mechanisms to support operations without burdening the general fund. The county paramedic contract yielded an additional \$123,000. Legislative work on ambulance billing (HB 301 and HB 269) resulted in bundling supply costs into the base transport rate, reducing the average patient bill by \$100 per transport while increasing city revenue by \$50 per transport. Medicaid mileage reimbursement was increased from \$11 to \$21 per mile through a state plan amendment. The department received over \$900,000 in grants, funding positions such as medical homeless advocates and nine firefighters. Chief Slater noted the department is also pursuing American Fire Assistance grants for wildland operations and exploring federal and state wildland contracts that would deploy resources during off-season months and generate revenue.

Chief Slater concluded he is not requesting any general fund increases beyond employee merit increases.

**Fire/Medical Capital Improvement Projects:** Chief Slater briefed the Council on the status of a new public safety training tower, noting that while no CIP funds were being requested this year, the Department has accumulated approximately \$8,000,000 in a dedicated fund over the past five years to initiate the project. Architectural plans are in progress and are expected within the coming weeks. The Chief described the project as intentionally phased over multiple years, eventually encompassing confined space, river rescue, aircraft/ARFF, and rail yard training components, in addition to the core fire tower. Chief Slater expressed interest in using the facility to host fire academies for other jurisdictions, potentially generating revenue. He acknowledged that while he had not yet formally approached other departments about cost-sharing, he believed there would be interest given the long wait lists at the state's three existing academies (Utah Fire and Rescue Academy, Davis ATC, and Bridgeland).

In response to a question from Council member Richey regarding preferred locations, Chief Slater indicated that the former Swift site is considered ideal due to its central location but noted that environmental remediation (PFAS contamination from legacy foam use) and infrastructure improvements would be required before construction. He stated that the plans being developed are not site-specific so that the department retains flexibility if another suitable parcel becomes available. Chief Slater noted that plans include shared use of the training facility with the Police Department, consistent with the close operational collaboration that already exists between the two public safety departments.

Council members expressed support for the training tower concept and the revenue-generation idea, while noting that formal buy-in from partner jurisdictions would be needed before that model could be relied upon. Vice Chair Graf sought clarification on the medical services enterprise fund structure and the relationship between paramedic and firefighter positions. Chief Slater explained that all Ogden City firefighters are dual-credentialed — either paramedic/firefighter or EMT/firefighter — and that costs are split between the medical and general funds accordingly. He walked the Council through a scenario illustrating how calls are triaged, how patient billing is handled post-transport through a billing company, and why both a fire engine and ambulance respond to many calls (crew requirements for patient lifting, scene management, and the "two-in, two-out" OSHA standard). Council member Lundell asked about the status of four-handed engine staffing. Chief Slater affirmed the need, citing NFPA recommendations and comparisons to other major Utah departments, and described the ongoing effort to move toward four-person engines as a balance between public safety benefit and cost.

**Police Department:** Police Chief Sube presented the Police Department's proposed FY 2026–2027 budget, organized around the Mayor's directive of no tax increase, maximizing external funding, identifying internal efficiencies, and prioritizing public safety. His presentation focused on the following:

- **Crime Reduction and Community Outcomes.** Chief Sube reported continued significant crime reductions: a 14% reduction in Part 1 crimes, a 10% reduction in NIBRS crimes against property, and a 3% reduction in NIBRS crimes against persons. He emphasized that Ogden is meaningfully safer than in prior decades, and that community perception of crime lags behind reality. Individual officer satisfaction surveys averaged a 4.59 out of 5 across more than 5,200 community responses. The department received recognition as Department of the Year through the Standard-Examiner's Readers' Choice Awards; Officer Brianna Bakker was named Officer of the Year through YUCOPA; and Chief Sube received the Chief of the Year award.
- **Community Engagement.** Chief Sube outlined the department's three-pronged community engagement strategy: partnership and outreach, youth and education, and community events. The RAD Kids program grew from a few sessions last year to six sessions this summer, distributed geographically across the city to improve accessibility. School Resource Officers (SROs) were retained in their youth-focused roles through the summer months rather than reassigned to patrol, allowing them to serve as RAD Kids instructors and maintain relationships with students identified as at-risk. Bike safety programming and helmet distribution continued, with four bike rodeos planned.
- **Homeless Service Advocates.** The department's Homeless Service Advocate (HSA) program saw a 48% increase in contacts, resulting in 88 individuals housed during the past year. Chief Sube noted that Ogden's rate of individuals remaining housed after placement exceeds the state average. He described the HSA program as

integral to shifting the department's default response to homeless individuals from enforcement toward intervention and resource connection.

- **Training and Use of Force.** Officers averaged 118 hours of training in the past year, nearly three times the POST minimum of 40 hours. Chief Sube attributed a 22% reduction in use-of-force incidents directly to this investment in training, combined with full staffing and the influx of experienced lateral hires.
- **Recruitment and Retention.** The department hired 30 individuals over the past year, 25 of whom were lateral transfers — more laterals than had been hired in the previous ten years combined. Lateral departures dropped 63% year-over-year. Average staffing operated at approximately 155 officers throughout the year, above the previous target of 150.

Council member Lundell asked about the budget impact of hiring laterals at higher salaries versus training new recruits. Chief Sube acknowledged the upfront cost differential but argued that laterals deliver a faster and more reliable return on investment: the FTO timeline for a lateral is approximately four weeks versus nine months for a new hire, lateral attrition through the FTO program has been zero compared to a meaningfully higher rate for new hires, and the experience laterals bring has contributed to measurable improvements in investigations and community outcomes. He affirmed that the department continues to hire new recruits as well, noting three recent new hires currently in or completing the Weber State Academy.

- **Investigations Improvements.** Chief Sube reported a 39% reduction in Major Crimes detective annual caseload (from approximately 120 cases to 73) and a 43% reduction in SVU caseload (from 119 to 72), attributable to patrol officers — better staffed and more experienced — completing more thorough field investigations before cases reach detectives.
- **Proactive Policing and Response Times.** Proactive policing activity increased 22%, representing approximately 9,000 additional proactive contacts — the highest in five years. Overall pending call times dropped by an average of 3.5 minutes, with priority 3, 4, and 6 calls seeing reductions of up to 10 minutes. Calls per officer per day fell from a historical range of 5–6 (and sometimes 8–10 at peak understaffing) to approximately 3.2.
- **Quality Neighborhoods Initiative.** Chief Sube highlighted the Mayor's Quality Neighborhoods Initiative as an illustration of how staffing levels enable community-responsive policing. He described a specific engagement with a neighborhood experiencing open-air drug sales and abandoned vehicle congestion. In the 90 days following the initial community meeting, dispatch calls for service in that area dropped from 353 (same period the prior year) to 269, while proactive policing contacts in the area increased from 889 to over 1,300.
- **Budget Efficiencies.** The department eliminated two civilian positions — an Administrative Assistant II and an Equipment Manager — after determining that the work could be absorbed by existing staff. These reductions, along with a review of three-year spending averages and software consolidation opportunities, were presented as part of the department's commitment to internal efficiency.

Vice Chair Graf noted significant apparent increases in the Department Administration and Field Operations budget line items compared to FY 2025. Finance Director Sorensen explained that the increases were not substantive but reflect a restructuring of the chart of accounts undertaken by Chief Sube and Deputy Chief Ziegler to consolidate previously fragmented budget lines (e.g., separate small tools and equipment accounts across multiple units) into broader departmental categories for easier management and accountability. Legacy budget lines will roll off in subsequent years.

- **External Funding.** Approximately \$2,500,000 in personnel costs are funded through external grants, covering positions including victim advocates, homeless service advocates, and community policing officers. SROs are partially funded through the Ogden School District and OPA. Grant funding also supports body cameras, investigative technologies, firearms, ammunition, tactical equipment, and community programs including the bike safety initiative and officer wellness program. Finance staff member Kevin Cottrell was credited for his ongoing efforts to identify and secure grant opportunities.

Chief Sube concluded his budget includes a request for the formal addition of five sworn officer positions, moving the authorized staffing level from 150 to 155 — reflecting the level at which the department operated during FY 2025–2026, and consistent with a federal guideline of approximately 1.67 officers per 1,000 residents (which 155 officers would satisfy at approximately 1.7 per 1,000). Chair Hyer and Vice Chair Graf asked clarifying questions about the float strategy, with Chief Sube confirming that the department would aim to hire up to 160 at times to maintain a working complement at or near 155 but would be more disciplined in managing that ceiling than in the prior year's aggressive hiring campaign. Chair Hyer acknowledged visible improvement in street racing enforcement since previous legislative and media scrutiny on citation practices. Chief Sube clarified that the department does not track citations by officer, does not include citation counts in performance evaluations, and relies instead on messaging to officers about community quality-of-life needs to drive appropriate enforcement activity.

**Public Services Department:** Public Services Executive Director Anderson presented the department's proposed FY 2026–2027 budget. He introduced his leadership team, including Assistant Executive Director Bridge, Recreation Director Olsen, Water Utility Director Herd, Engineering Director Porter, Parks/Cemetery/Trails Director Stuart, Public Works Director Charlesworth, and Golf Director Brenkman. He noted that the department encompasses approximately 467 employees (174 full time, 102 part time, 191 seasonal), representing roughly 43.5% of all City employees. His presentation focused on the following areas of his department/budget:

- **Employee Turnover.** Mr. Anderson reported that while turnover has improved significantly in Parks and Recreation (within or near the 10% threshold considered healthy), voluntary turnover in Water and Public Works remains elevated. He attributed this in part to compensation positioning in the middle-to-lower end of the market following the McGrath compensation study.

- Budget Adjustments — General Fund Savings. Mr. Anderson proposed shifting approximately \$280,000 in costs for his position and his department's administrative staff from the general fund to enterprise funds, reflecting the proportion of time actually spent managing enterprise fund operations. Vice Chair Graf raised a question about whether this shift would remain within state-allowable parameters for enterprise fund administrative overhead transfers, given that a 5% transfer is already applied. Finance Director Sorensen and Mr. Anderson affirmed that the reallocation is intended to more accurately reflect the true cost of administrative time dedicated to enterprise fund management, and that it remains compliant with state requirements.
- Recreation Enterprise Fund Consolidation. Mr. Anderson proposed moving all recreation activities (specifically competitive and adult sports, which had been tracked as a small enterprise fund) into the general fund, resulting in a projected net revenue increase of approximately \$55,000 to the general fund. Finance Director Sorensen explained that this change was recommended following an audit finding and clarified that the department will retain separate accounting org codes for competitive sports and Marshall White Center, so individual program performance can still be tracked and reported. Vice Chair Graf expressed concern about maintaining financial visibility into recreation program performance — including Marshall White Center — and requested that those individual reporting lines be preserved and available to Council upon request. Mr. Sorensen confirmed this capability would be maintained.
- Parks, Cemetery, and Trails. Mr. Anderson noted a one-time fund adjustment of \$154,000 to support part-time staff in Parks, Cemetery, and Trails, primarily to offset staff time spent supporting city events. He indicated that a longer-term structural solution is under development and will be presented in next year's budget.
- Cemetery Plot Buyback. A one-time fund allocation was proposed to establish a cemetery plot buyback program, allowing the city to repurchase plots from private holders at current market value and resell them, thereby extending the operational longevity of the cemetery.

Mr. Anderson provided updates on several major projects in his Department:

- Ogden Canyon Waterline: The largest active project, running from the well field to the 23rd Street Reservoir. A critical component involves replacing aging infrastructure that passes beneath Pineview Reservoir — infrastructure installed around the time the dam was raised in 1970 that has not been inspectable since. Mr. Anderson indicated that, due to unusually low reservoir levels this year, the department is evaluating whether to accelerate the Pineview crossing from its planned fall 2027 timeline to this calendar year, potentially drawing the reservoir down to approximately 5% capacity. He confirmed that discussions are underway with the Ogden River Water Users Association and affected stakeholders. Council members noted the significant implications for recreation and water access and expressed support for acting opportunistically while the reservoir is already reduced.
- WonderBlock Parking Garage: Phase one opened in December. The department is overseeing construction of the second phase (city-owned west parking area).
- Ogden Business Exchange / Surf Wave: Improvements to river embankments along the former Safeway corridor, combined with installation of a controllable surf wave using a bladder system tied to Ogden River flow. The project includes \$1,300,000 in grant funding and will be one of only a handful of such installations in the western United States.
- Lester Park Upgrades: Pickleball courts are currently being installed. Bio-retention rain gardens are scheduled June through mid-August. Playground construction is anticipated to begin August 1. Secured funding totals approximately \$1,900,000 (including ~\$900,000 dedicated to the playground), with \$1,250,000 in CIP funding requested this budget cycle and an additional \$500,000 in Utah Outdoor Recreation grant funding pending allocation. In response to Council member Lundell's question about the pickleball court surface colors depicted in renderings, Mr. Anderson confirmed the courts will be standard green, not the pink shown in certain design images.
- New Baseball Field (4<sup>th</sup> Street): The city acquired property from the school district for a new baseball field east of the existing 4<sup>th</sup> Street ball field off Grant Avenue. A conceptual rendering was shared; the project is awaiting budget approval.
- Gramercy Bridge: Reconstruction of a 1930s-era bridge was completed using over \$3,000,000 in state/UDOT funding, with no cost to city taxpayers.
- Jefferson Avenue Street Lighting: Aging streetlights were replaced with new upgraded fixtures, receiving strong community feedback. The department plans to expand this style of lighting to additional locations.
- Valley Drive Hillside Stabilization: A long-standing hillside sloughing issue dating to the early 1990s was permanently addressed using driven steel piles, regraded embankments, and improved drainage to control groundwater movement.
- 24<sup>th</sup> Street / I-15 Interchange: UDOT's environmental review and redesign are expected to conclude in October. Design could follow, with potential construction beginning around 2029, though right-of-way acquisition may begin sooner.

Mr. Anderson then noted that the bike share system's busiest station systemwide — including all Salt Lake stations — is located at Ogden's Botanical Gardens. In 2025, Ogden riders offset an estimated 65,000 pounds of carbon. Program infrastructure is funded primarily through Wasatch Front Regional Council CMAQ grants and Transportation Improvement Program funds.

Chair Hyer raised the issue of the 12<sup>th</sup> Street at-grade rail crossing, which generates significant traffic complaints. Mr. Anderson confirmed the department is in active communication with UDOT regarding available crossing improvement funding and is pursuing that opportunity.

Mr. Anderson informed the Council that, in response to Weber County's December notification that it was reworking or potentially closing its transfer station, the department has secured an agreement with the Ogden Transfer Station (operated by Republic Services on Midland Drive) to accept residential solid waste, recycling (including glass and cardboard), and hazardous waste at a rate lower than the city had previously been paying. He noted that information about the new drop-off location will be widely communicated to residents starting in June. Chair Hyer indicated that discussions are ongoing around potential continuity of the Weber County transfer station under different management, but that nothing is finalized. Council member Richey asked about traffic queuing concerns at the Midland Drive facility; Mr. Anderson confirmed he has communicated those concerns to facility management and received assurances they can accommodate residential traffic.

Vice Chair Graf noted that a constituent inquiry about recycling program integrity had been followed up and resolved, with confirmation that recyclables collected in blue bins are processed at Waste Management's \$18,000,000 Salt Lake facility and are not being burned. Mr. Anderson acknowledged that contamination (particularly non-recyclable materials placed in blue bins) remains an ongoing concern and that the department will be launching an education campaign for residents.

Mr. Anderson noted that a management audit focused on the general fund portions of Public Services is ongoing under Council oversight.

Chair Hyer recessed the work session meeting at 5:55 p.m., noting the intent to resume the work session immediately following the City Council meeting to complete the discussion of the Public Services Department budget and other items.

When the work session resumed at 8:37 p.m., Mr. Anderson continued discussion with the Council regarding the transfer station matter; he noted that Ogden City residents will continue to be able to deliver loads to the Ogden transfer station. He acknowledged uncertainty regarding Weber County's separate arrangement but indicated that staff is prepared to communicate direction to residents via the City's newspaper and website, targeting the first week of June for public outreach. Mr. Anderson anticipated that individual load fees would increase to at least \$15 for standard pickup trucks and single-axle trailers, which would not be subject to weighing.

Mr. Anderson then used the aid of a PowerPoint presentation to report on operational matters in his Department, including discolored water complaints, emergency water leaks, volunteer support, sustainability and air quality monitors, conversion of the Mound Fort church building, the one-year anniversary of the grand re-opening of the Marshall White Center, the Untamed Sports Academy, grant funding, the financial position of the Water and Sewer Funds, cost efficiencies and budget savings, parks operation including watering costs and proposed restructuring of the Division, the vehicle fleet for the Department and acquisition of a new track hoe, and compliance with Senate Bill (SB) 80 – state drinking water fee.

**Public Services Capital Improvement Projects:** Mr. Anderson and other representatives of his Department then reported on the following Capital Improvement Plan projects:

- **Golf Course Irrigation System Replacement** — to be funded through a bond/revenue obligation (BDO).
- **25th Street — Jefferson to Harrison** — funded primarily through Wasatch Front Regional Council funds with a 6.67 percent city match.
- **Barrier Study.**
- **1100 North at Monroe Boulevard — Traffic Signal** — Mr. Anderson indicated the adopted General Plan calls for a roundabout at this location, but that installing one would require acquiring approximately four homes. Staff intends to pursue a General Plan amendment to designate a traffic signal instead. He also reiterated a long-standing desire to pursue a traffic signal at Washington Boulevard and 1100 North with UDOT to improve east-west connectivity to Highway 89.
- **Grand View Park** — additional funding requested to complete the ongoing improvements, including drainage, parking lot, and field work. Completion of the full facility is anticipated in spring of the following year. Council members inquired about netting to prevent errant balls from reaching the parking lot; Parks and Recreation staff indicated that vegetation, strategic tree placement, and fencing are the primary planned mitigation measures, with netting to be considered if budget allows.
- **Lester Park Improvements** — \$500,000, substantially supported by an outdoor recreation grant recently awarded.
- **Dinosaur Park Building Roof Replacement.**
- **Sidewalk, Curb, and Gutter** — funded through Proposition 1 funds, with work continuing in concentrated geographic zones to reduce contractor mobilization costs. The upcoming year's focus will shift toward the north end of the city, with some continued work in east-central areas. Mr. Anderson presented before-and-after photographs of completed work near multiple elementary schools, noting a Council-initiated project near Odyssey Elementary. A Council member raised the need for similar ADA ramp improvements in the Newbridge area, and Mr. Anderson committed to adding the location to the list.
- **Street Construction and Citywide Lighting.**
- **Weber River Bank Restoration.**
- **Distribution, Fire Flow, and Pressure Improvements** — water line replacement.

- **Green Bike Share Program** — primarily grant-funded with a small city match.
- **Pioneer Stadium** — \$50,000 city contribution to be matched by the Pioneer Rodeo Foundation.
- **Wayfinding Signage** — Mr. Anderson noted remaining installations on Harrison Boulevard and 12th Street are pending power connections and are expected to be completed within approximately one month.
- **Parker Drive Bridge Study.**
- **Nicholas Park Improvements** — play equipment funded from a dedicated city fund administered by Parks staff.
- **Recreation Improvements** — a consolidated CIP combining recreation improvements, basketball courts, and multi-sport enhancement for park spaces, including planned improvements at Lions Park for soccer and flag football.
- **Lorne Farr Pool Improvements.**
- **Ogden River Parkway.**
- **Sanitary and Storm Sewer Master Plan Projects.**
- **RAMP Grant Reserve** — funds held in reserve to support annual RAMP grant applications, with the city typically alternating between recreation-focused and parks-focused submissions in successive years.

Mr. Anderson then reported on challenges in his Department, including the aging well field and Pineview waterline issues; graffiti and vandalism at City facilities; and ongoing needed sidewalk repairs. For a copy of Mr. Anderson's presentation in its entirety, see the information packet for the meeting.

Council member Myers recognized the approximately \$6,000,000 in savings identified by staff in the Public Services Department in the design and construction of the WonderBlock parking structure, crediting the team's diligence in cost efficiency and waste reduction.

Vice Chair Graf asked if the mild winter weather has benefitted the Public Services Department in any way. Mr. Anderson stated the mild winter accelerated the pace of pipe installation in the Ogden Canyon waterline project, and that meaningful cost savings are anticipated as a result. He noted that the final connection is imminent and that water flow through the new line is expected shortly.

The meeting adjourned at 9:30 p.m.

---

LEE ANN PETERSON, MMC  
CHIEF DEPUTY CITY RECORDER

---

RICHARD A. HYER, CHAIR

APPROVED: June 16, 2026