

Blueprint For a Stronger Ogden

Our First 100 Days Together



Mayor Ben Nadolski

Ogden
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A Letter From The Mayor

Dear Ogden City Employees and Residents,

After a long journey to arrive at this moment together, it's an honor and privilege to address you as your friend, neighbor, community partner and now, as your Mayor. I am acutely aware of the challenges, responsibilities and expectations that come with this position, as well as the pressures that come with this moment and opportunity for our city. While leading our staff, listening in our community and setting policy priorities, my commitment is to make you, and all of our people, my number one priority.

As we step into this new era, I am honored to present to you my Blueprint for a Stronger Ogden - Our First 100 Days Together. While this Blueprint is not all encompassing, it is a launching point that will provide a cornerstone of expectations for my tenure and the success of Ogden City. It includes a review of the steps I have taken to prepare for this office, the vision I have for our future together, and how we'll create opportunities for you and your families to achieve your greatest potential. The Blueprint outlines community values that facilitate and support success, and the policy priorities we'll focus on to achieve our vision together. Finally, it highlights the areas where I'll invest my time and energy in my early tenure, how those efforts will set a foundation for our future, and how you can support our efforts to achieve our greatest individual and collective potential.



My priorities in these crucial first 100 days include building a trustworthy, collaborative and transparent leadership team within the City, affirming and reinforcing a collaborative culture with our people and partners, and engaging with the community authentically, broadly and transparently. My leadership and vision for Ogden's future must be aligned across all departments and to ensure collaborative execution for years to come. I am committed to swift and early wins that earn the support and trust of our people, and which set a clear direction for our future, and contribute to making Ogden a world-class American city for all of our staff and residents.

I am filled with gratitude and excitement for this honor and opportunity, and for the potential that lies within all of us, both individually and collectively. I hope you'll take time to not just read the blueprint, but to internalize its tenets and consider how you will fit into our culture, values, and goals. I look forward to working with you to help Ogden step into its greatness.

Sincerely,
Mayor Benjamin K. Nadolski

A handwritten signature in black ink, appearing to read "Benjamin K. Nadolski".

A Vision for Ogden

Ogden is a community that is built by our people and for our people. All of our people. It is with pride that we boast about our blue-collar work ethic, grit, self-determination and fierce independence, combined with our culture of community and selfless service to others. As a result of those qualities and the efforts of the countless leaders and citizens that came before us, we are amongst the most charitable, equitable and hardest working communities in the United States. These are our community values, competitive advantages, and the qualities that we will cherish, nurture and build upon.

My vision for Ogden builds on that history, culture and ethos to foster the **health** and **wellness** of our people, and create a **physical, social, political, cultural and economic** environment that creates opportunities for all of our people to achieve their greatest potential. It is my expectation that our staff and residents achieve their potential through their own commitment and hard work, while also having the support of their friends, colleagues, neighbors, family, city staff and community partners along the way. Central to this vision is a city administration that is not just working on behalf of the people, but is dedicated to their service. We envision a community

of people and partners that are hungry to invest in their own growth and in the prosperity of one another.

To achieve this vision, we must create and nurture unprecedented partnerships between our staff, residents, local, state, and federal elected officials, our community of partners, anchor institutions, stakeholders, and service providers. Through collaborative efforts, we will move beyond the confines of partisan politics to set a tone of community dedicated to lifting each other. We will prioritize community engagement and communication to connect all people from all socio-economic backgrounds with opportunities for growth. Our focus will be on fiscally responsible and sustainable economic development that supports small businesses, job creation, workforce training, as well as attainable and stable housing and home ownership opportunities. We'll emphasize opportunities

for parks, recreation, and community health, especially for our youth. Ensuring the safety of our city, including schools, neighborhoods, and places of worship, remains a top priority. We are committed to strengthening our city's infrastructure, laying a solid foundation that supports and enhances every aspect of our citizens' lives.

"Ogden is a community that is built by our people and for our people. All of our people."



Prior to Taking Office

To be clear, the entirety of my election campaign, and the time between the General Election and my first day in office have been focused on how to best lead our city through our current and upcoming challenges, and how to effectively govern and serve our citizens. To that end, I have spent the last six weeks preparing myself to hit the ground running upon taking office. The following list of completed tasks is not exhaustive, but hits on several key preparations:

- Evaluated transition best practices from across the country, informing a transition plan/blueprint for my first 100 days;
- Attended Program for New Mayors hosted by Harvard's Kennedy School of Government;
- Met with key constituents and stakeholders to prepare for early and contentious issues and interventions;
- Established norms for routine tasks, scheduling expectations and directives with Mayor's Assistant;
- Met with emergency response team, including communications team, to learn protocols, roles and responsibilities during a crisis;
- Retirement/exit interview with outgoing Public Works Director;
- Prepared logistics for inauguration event;
- Prepared letter to employees to be sent on Day 1;
- Drafted oped to introduce my Blueprint to the community ahead of inauguration event;
- Prepared press release for the inauguration events on January 2nd, and invited media to interviews after the event;
- Scheduled key meetings with key staff, residents, partners and stakeholders to execute on 100 day Blueprint;
- Began to gather community and stakeholder input on priority policy areas;
- Coordinated project details and travel logistics for three Graduate Fellows provided by Harvard's Transition Term Project to gather and analyze baseline community data;
- Finalized and formatted First 100 Days Blueprint;
- Invested in relationships with peer mayors from across the country and across bi-partisan cities, to draw leadership experiences and guidance from a cohort of new mayors;
- Prepared agenda and supportive materials for Team Launch on January 3rd;
- Met with various local and state elected officials to gain support on issues, key legislative items and transition processes;
- Visited various work units, met team members and received early input to gauge workforce energy and engagement;
- Evaluated communications and media protocols to ensure that resources were aligned early in my tenure so we can share information openly and transparently starting on Day 1;
- Identified opportunities for early wins and cross-department alignment;
- Reviewed tenets and goals of the General Plan update, as well as other current and ongoing projects;
- Met with department directors and staff.

These efforts have helped prepare me to lead our City effectively from Day One. This assurance should instill confidence in our community that I am up to the task and ready to embrace the responsibility of this office. I am excited for this new chapter in my life and the lives of our staff and our citizens, and I am keenly aware that the work is just beginning. Drawing from my personal experiences, the insights gained from engaging with our citizens, staff, and experts during the campaign and over the past six weeks of transition, I have honed in on the core values and policy priorities that will guide my tenure and commitment to serving Ogden City.

Shared Values

Shared values are the cornerstone of effective leadership, in setting clear expectations, and fostering cohesive teamwork. They also serve as a compass for setting expectations, providing a framework for the standards and norms that shape individual and collective performance. When we embrace common values, it creates a foundation of shared principles that guide decision-making and behavior. This alignment ensures that everyone is working towards common objectives and promotes a sense of unity and purpose. In a team environment, these shared values cultivate a culture of trust, mutual understanding and respect, enabling a culture of collaboration and efficient problem-solving.



As your Mayor, I commit to maintaining high ethical standards for myself and the staff in all city operations, ensuring that every decision is honest, principled, and morally upright. This commitment includes creating a transparent decision-making process where actions are consistent with our words, and ethical dilemmas are navigated with a steadfast adherence to the values outlined below.

Integrity

Integrity is fundamental to our governance in Ogden City, embodying unwavering honesty, fairness, and sincerity. Our commitment is to align actions with words, ensuring ethical conduct in all decisions. This steadfast dedication to integrity establishes a culture of trust within our community and institutions, setting a standard for our collective endeavors. It is the foundation and unchanging benchmark that guides our service to the community and each other. We start with integrity and end with integrity. Anything less is a disservice to the community, to our partners and to ourselves.

Trust

Trust is the cornerstone of our relationships in Ogden City, both within government and with our citizens. We commit to building and maintaining trust through clear, transparent communication and by consistently meeting our commitments. Trust is also recognized as the bedrock of positive interactions, founded on the belief in the integrity, competence, and goodwill of all involved. While it requires time to cultivate, trust is vital for fostering collaboration, cooperation, and a secure community, making Ogden a model for strong and trustworthy civic relationships.

Transparency

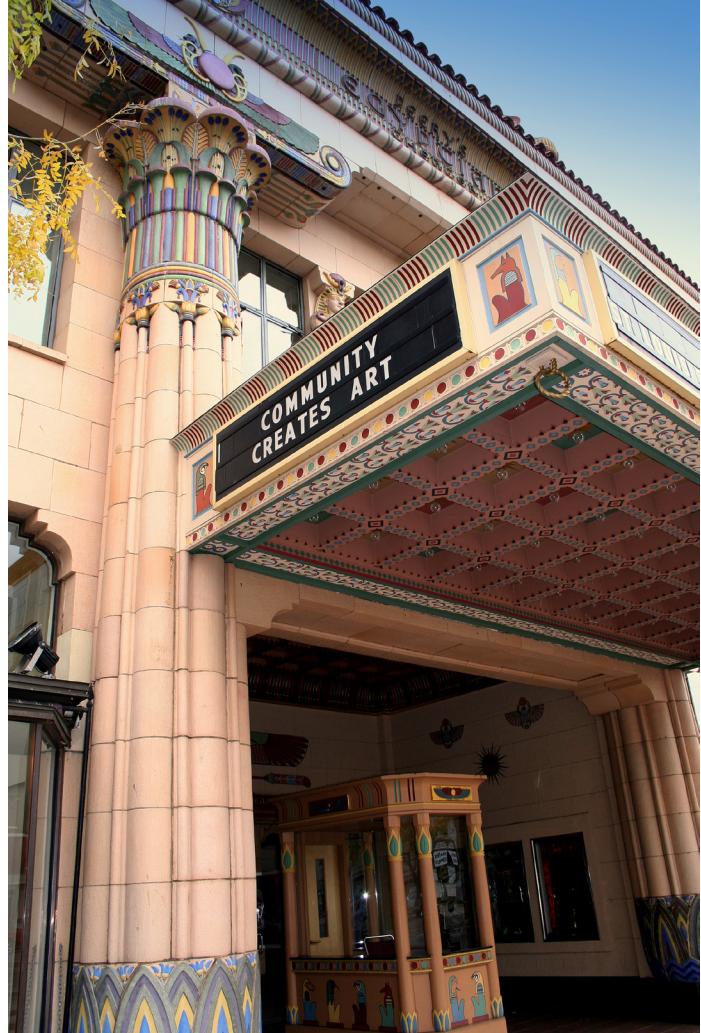
Transparency is a key value in Ogden City's governance. We commit to openness and clarity in all our communications and decisions, proactively sharing information and the reasoning behind our actions. This approach not only builds trust among staff, residents, and partners, including the City Council, but also ensures our processes are transparent and understandable. Our focus on transparency fosters an accountable environment that encourages public participation and informed engagement. As Mayor, it is my expectation that Ogden City administrators and staff feel confident in our direction together. This will allow staff to be open and provide clarity in government operations, thus ensuring our processes and decisions are accessible and understandable by those affected by our decisions. We will proactively share information in a timely manner, and provide the rationale behind our decisions, the methods used to reach them, and their anticipated impacts. Through this process, we will foster an environment where accountability is paramount, and public participation is encouraged.

Growth Mindset

A growth mindset is central to our vision for Ogden City. It's about more than just individual development; it enhances our collective well-being, work, and community purpose. We are committed to nurturing this mindset, focusing on both personal and professional growth for all residents and staff. This involves creating opportunities for skill and knowledge enhancement, encouraging goal-setting, learning from experiences, and adapting to change. By fostering a culture of growth, we not only strengthen our team's capacity to serve our city but also build a more resilient and supportive community.

Service

It will be my expectation that Ogden City leadership and staff will seek to understand and meet the needs of all of our residents, as well as those who do business in Ogden. This includes actively seeking community input and ensuring our policies and actions reflect the community's best interests. We will demonstrate a selfless commitment to providing support, and value to others, with the goal of meeting their needs or enhancing their well-being. We will encourage a genuine dedication to contributing positively to our citizens and prioritize the greater good, with empathy, compassion, and a sense of purpose and responsibility. At the same time, we will encourage our residents to do the same for our city staff, and for their neighbors, as we seek to build unity and strength through our service.



Collaboration

By recognizing the strength of our community and its people, we will encourage collaboration across all sectors of Ogden City. We will pool our diverse skills, perspectives, and resources to enhance creativity, efficiency, and overall effectiveness. I firmly believe that successful collaboration relies on effective communication, mutual respect, and a shared commitment to the collective objective. We will work to leverage the strength of our staff and community by fostering innovation to address issues effectively and with vigor.

Humility

It is important that we understand that effective governance requires a modest and unpretentious approach, acknowledging our limitations and being open to learning from others. Humility is a guiding principle in my leadership and community interactions and as Mayor, I will reinforce this value and demonstrate that we must not be driven by arrogance or a need for validation. Rather, we must be motivated by a commitment to collaboration, a willingness to receive and act on feedback, and a readiness to adapt and improve. We must balance our strengths and weaknesses and foster an attitude of respect toward others and a willingness to embrace diverse perspectives.

Innovation and Data Driven Decision-Making

Fostering a culture of innovation involves embracing risk, learning from failures, and encouraging collaboration among diverse minds. By valuing innovation, we will adapt to evolving landscapes, stay ahead in competitive environments, and contribute meaningfully to the advancement of our community. Ogden City will improve our use of data analytics and evidence-based strategies to make informed, objective and adaptive decisions that reflect our community's needs and opportunities. This approach will enable us to optimize resources, anticipate future challenges, adapt to changing landscapes and realities, measure our progress towards achieving our goals, and respond effectively to the dynamic landscape of community leadership. These are the catalysts for progress and transformation, representing the relentless pursuit of novel ideas, processes, and solutions to address challenges and create positive change. Innovation involves a mindset of curiosity, creativity, and a willingness to challenge the status quo, and seeks out fresh perspectives and inventive thinking leads to improvements. As part of this initiative, we have been fortunate to be chosen to host a team of graduate fellows, graciously funded and provided by The Transition Term Program at Harvard's Kennedy School of Government, and the Taubman Center for State and Local Government. This collaboration is not about replacing or overshadowing our current efforts, but enriching them. These individuals have experience steeped in public policy and education and will work hand-in-hand with staff to meet with experts, community members and stakeholders. Their primary task will be to review current operations and help us define and measure key performance categories that align with our policy objectives. It's about bringing new insights and working with our dedicated staff to compile and analyze crucial data. This partnership will yield key performance indicators and policy priorities, providing valuable guidance not just for the immediate future but also for our government's long-term efficacy and success. This data will serve as the baseline metrics for a Mayor's State of the City Address at the conclusion of our first 100 days together, and a community dashboard moving forward.

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Policy Priorities

Priorities are rooted in our vision and our values, and the details of our priorities will be informed in our first 100 days through expert advice, and input from residents and stakeholders via community engagement and collaboration. These priorities will be complementary and synergistic with each other, and will form the basis of our efforts moving forward. Every city department will play a shared role in addressing these priorities, which will be adjusted and informed through data driven decisions and adaptive management. As I shared during the campaign and as outlined below, my priority is on the people of our great city, and everything that impacts them and helps them achieve their own greatness.



Health and Wellness

We live in a time of mental and emotional crisis and worsening physical health and wellness across our country. Access to the outdoors, to programs and opportunities for sports and recreation, active transportation, and physical and mental wellness have never been more important, especially for our youth. We will make the health and wellness of our people, especially our youth, a top priority. We'll evaluate our city-sponsored youth programs, as well as those offered by service providers and private industry. We will identify gaps in city-wide resources and services, and develop programming that increases participation across all socio-economic backgrounds, while ensuring that community health, as measured by key metrics, is improving as a result of our efforts.

Physical Environment

Our city's infrastructure forms the backbone of our physical environment. Our network of roads, sidewalks, water lines, sewer lines, storm drain, curbs and gutters provide for and protect our fundamental human needs every day. We'll make investments in our infrastructure a top priority, especially our roads and sidewalks. We will conduct a thorough review of infrastructure budgets and if necessary complete audits and inventories of every infrastructure type. This will help us build upon existing long-term plans that will accelerate our efforts to overcome our decades-long backlog of deferred maintenance.



Economic Environment

We will work toward fiscal sustainability with stabilized tax rates that keep hard earned money in the pockets of our citizens, while providing revenues that fund essential city services, and market-based cost-of-living adjustments that keep pace with inflationary pressures and demands for growing city services. We'll support small businesses with a collaborative business development team, development projects that facilitate success. This team will help improve

business licensing, building and permitting policies and processes that facilitate a collaborative business environment. We'll serve our unsheltered residents with compassion, and we'll acknowledge their inherent dignity, potential and accountability. We will collaborate with neighboring communities and partners to implement solutions that provide opportunities for safe, stable and attainable housing options and support services. Finally, we'll analyze business and economic trends and opportunities and invest in workforce development to meet the workforce demands of today, and the workforce needs of tomorrow. These efforts are critical to building a successful community that every individual and family can live in and call home.



Social Environment

We'll maintain our focus on keeping businesses, neighborhoods, schools and places of worship safe. And we'll continue to invest in our police officers and firefighters to ensure that our first responders are well-staffed, well-trained, and well-supported in our community. We'll look for ways to connect our first responders with opportunities to serve and mentor our youth. We'll make sure that our first responders have the world-class training and equipment they need to keep our city safe. And we'll create a community of support through trust building and accountability. We will continue to hire, train, and retain the best, and we'll commit to integrity and transparency to build trust. We'll support, celebrate, and defend those who serve with honor and integrity, and we'll embrace accountability by continuously evaluating our actions and committing to necessary improvements to better serve our community. We will actively recognize and prioritize the involvement of our community in our governance and decision-making. We'll elevate and empower the role of communications in our day-to-day governance, and seek public input early in our decision-making processes. We'll activate our communications team and networks to share information widely, including opportunities for our staff and residents to invest in their own greatness. Finally, we will focus on previously unengaged segments of our community, creating avenues for these groups to contribute their voices and perspectives. This approach aims to foster a more connected, safe, and supportive social environment, where every resident feels empowered to participate and grow within Ogden.

Cultural Environment

We'll respect, value, and learn from all people from all faiths and all nations. Whether it be arts, economics, cuisine, or recreation, we'll make sure our friends and neighbors from all faiths and all nations have opportunities to be heard, to be involved, and to thrive in Ogden.

Political Environment

Collaboration will be the key to shaping a community-focused governance in our political environment. Our decisions will prioritize the needs and well-being of Ogden's residents above partisan considerations or political ambitions. This approach will set a tone for community building and evolve into a consistent practice connecting all our activities. By continually practicing this approach, we aim to cultivate a culture where individual and collective accountability and achievements are paramount. This culture will extend to every aspect of civic engagement, fostering transparent communication and ensuring that every voice is heard and valued. Such a culture will lay a strong foundation for our community, aligning with our shared vision of a city where every individual thrives, supported by a government that represents and responds to their needs.

Summary of Anticipated Outcomes

At the end of our 100-day journey, we will have accomplished a number of key steps. These steps will serve as the foundation that we will build upon for the duration of our time and tenure together and will include:

1. Establishing trust and support amongst city employees across all departments, divisions, and programs, and learned areas of responsibility for executing our shared vision.
2. Elevating the role and importance of communications and community engagement. This will improve transparency and two-way conversations between the Mayor's Office and the public. This will include, but is not limited to:
 - Establishing and publishing clear communication channels and points of contact.
 - Providing updates to the community on city administration plans, decisions, vision, and developments to foster transparency.
 - Hosting regular community conversations with the Mayor, both in-person and online.
 - Publishing regular reports from the Mayor's Office detailing accomplishments, ongoing projects, and future plans.
 - Regularly updated Mayor's Office section of the city website with news, initiatives, and resources.
 - Active use of social media platforms like Facebook, X, and Instagram to share updates and engage with residents.
 - Establish a good working relationship with local media, including print, broadcast, local social media channels and influencers.
3. We will establish an Administrative Leadership Team that is focused on our core values of integrity, trust, transparency, collaboration, humility, and service and innovation. This team will embody and promote these values across all city departments, fostering a culture where leadership is not just top-down but also nurtures bottom-up initiatives and ideas. By doing so, we aim to create an environment of mutual empowerment where every member feels valued and has a voice in decision-making. This dynamic is a reflection of organizational alignment, and such alignment will be the basis for cross-department collaboration and teamwork, which are essential for delivering effective and cohesive city services.
4. Enhanced working relationship with City Council members. We will support both current and new Council members and cultivate open communication and collaboration with the Mayor and department directors. We will further identify opportunities to achieve proactive policy alignment across priority areas and issues (e.g., housing and economic development).
5. Ensuring that Ogden is represented at all levels of government and decision-making by building support amongst local, state and federal government officials.
6. Encouraging engagement with our community and building public confidence with community leaders, partners, interest groups, and community organizations, including those who supported other candidates.
7. Seek broad community and stakeholder input to inform our city's emerging and most pressing issues in the areas that are consistent with and supportive of our vision, including community engagement, responsible and sustainable economic development, building a strong infrastructure, public safety, and community health and wellness, especially for our youth.



8. Ensure community safety and response apparatus remains in-place and prepared to activate, in case of a man-made or natural crisis. Ensure Crisis Management plans continue to be regularly reviewed and updated to reflect new risks, lessons learned from past incidents, and changes in the community.
9. We will ensure the resilience and reliability of our city's critical infrastructure. This will encompass thorough evaluations of bridges, roads, utility networks, and communication systems. We aim to proactively identify and address vulnerabilities, strengthening these essential assets against various natural, technological, or other challenges. This initiative is integral to our pledge to provide a secure and dependable foundation for our city's daily operations and long-term growth.
10. Accomplish legislative priorities, with emphasis on housing legislation and funding the 36" waterline in Ogden Canyon.

The above list is ambitious, no doubt. But I believe it is reachable with the right personnel, attitude and schedule. It is crucial that our staff and our citizens embrace this Blueprint for us to be successful and to do it not as one person with a title, but as a community. To that end, I have laid out my anticipated schedule for the first 100 days below.



100 Day Schedule

The first 100 days will be a grind and I encourage everyone to be prepared for change and enhancement. As indicated in the values I have outlined, a growth mindset will be key to the success of our city and our experience. While it is not all-encompassing, the schedule below highlights my expectations for myself, our staff, and our citizens.

Day One: January 2, 2023

- Participate in inaugural ceremonies, and share vision and priorities for the City, including priorities for the first 100 days in office.
- Invite youth to attend the ceremonial activities, setting the tone and expectation that they are a priority in our city and our future.
- Engage with various media outlets to share my vision and expectations for our first 100 days.
- Community emergencies and crises are inevitable, so readiness and preparedness to respond to emergency issues and community crises, should they arise.



Day Two: January 3, 2023

- Team Launch - Convene the Mayor's Cabinet to set vision, goals, and begin to establish a culture of transparency, accessibility and a proactive governance.
- Budget review and deep dive with the Director of Management Services and relevant support staff.

Week One (Jan 2-5)

- Meet with our region's elected officials to establish a culture of collaboration. Emphasize meetings with County Commissioners and local legislators to prepare for the upcoming legislative session.
- Establish communication protocols with leadership team, community, and media partners.
- Meet one-on-one with cabinet members and review Blueprint to gain understanding of each department's most pressing priorities, and discuss ways their department can support my vision.
- Charter and launch Harvard Transition Term project and team.
- Comprehensive Budget Meeting with key staff to gain insights into the FY24 financial landscape and consider priorities and opportunities for FY25.

Week Two (Jan 8-12)

- Complete Transition Term project, including a report to the City Council on January 16th.
- Legislative session begins.
- Engage with local lawmakers, attend caucus meetings and work toward priority funding issues, starting with funding for the canyon waterline project.
- Meetings with community members and partners
- Refine Budget priorities with key staff in preparation for budget retreat.

Week Three (Jan 15-19, no work Monday, Martin Luther King Day)

- Legislative session continues.
- Kick off community conversations.
- Continued meetings with key community members, partners, and stakeholders.
- Budget Retreat with all Directors and key staff to prepare for FY25 Mayor's Proposed Budget. (Wednesday, Thursday, Friday).

Weeks Four and Five (January 22-February 2)

- Legislative session continues.
- Continued meetings with key community members, partners, and stakeholders.

Months Two and Three (February and March)

- This period will focus on short term progress, building momentum for larger initiatives, and gaining traction for long-term success. The list below is not exhaustive, but offers a blueprint to how our administration will lead and begin to tackle the growing challenges facing Ogden City;
- Launch Mayoral 2024 Strategic Plan Process;
 - Vision and goals will be developed in alignment with community priorities and will formulate a long-term strategic vision for the city. This will guide policy and decision-making beyond the first 100 days, setting a clear direction for the future of Ogden;
- Launch listening tours and engage resident feedback by hosting events, meetings, town halls and hearings;
- Evaluate positions to emphasize communications, community engagement efforts and governmental affairs;
- Initiate improved language access efforts including Spanish translation for priority information both in print and online;
- Host inaugural Mayor's Monthly Media Briefing for press & public. This will create opportunities for regular, direct engagement with my office and local media;
- Develop employee engagement strategies to create a positive culture, increase employee engagement and improve work performance;
- Develop systems for ongoing feedback and evaluation of initiatives and policies to help in making data-driven adjustments and ensuring continuous improvement;
- Review existing budget and financial projections, and develop the Mayor's Proposed Budget for FY2025 that reflects priority issues and vision;
- Launch a data-driven government program to drive strategic decisions, increase transparency and improve residents' experience with the government.
- Conduct a thorough analysis of existing city data and research to understand the current state of various city metrics. This may involve reviewing economic indicators, crime statistics, health and education reports, and other relevant data to inform policy decisions;
- **General Plan Review and Integration**
 - Begin a comprehensive review of existing city policies, particularly those related to planning, infrastructure, and public safety;
 - Initiate reforms where necessary to align policies with the administration's goals and values;
- **Technology and Innovation Review**
 - Explore opportunities for implementing technology to improve city services and efficiency;
 - State of the City address, delivered in the Council Chambers on April 9th.



Summary Remarks

As your Mayor, I pledge to lead with integrity, listen with empathy, and act with a deep sense of responsibility to every member of our community. I am committed to ensuring that our city administration remains transparent, accountable, and responsive to the needs of our people.

Our vision for the future is clear: to build a city that not only meets the current needs of its residents but also anticipates and prepares for the challenges of tomorrow. Our shared values of integrity, trust, transparency, growth, service, collaboration, humility, and innovation will guide us through these challenges and the often tough decisions that we must make.

Our journey over the next 100 days is just the beginning. But we embark on this journey not as isolated individuals or segmented departments, but as a community with a common purpose. While the path will require hard work, dedication, and an unwavering commitment to our goals, I am filled with excitement and inspiration that we will be together on this journey. There will no doubt be obstacles to overcome, lessons to learn, and growth to achieve, but with our plan and the collective effort of our community, we are well-equipped to face whatever is in our path.

Let us move forward with a spirit of hope and collaboration. Together, we will build a thriving and resilient Ogden City, a place where every individual has the opportunity to grow, contribute, and flourish. This is not just my vision; it is our vision, a vision we will achieve together.

Thank you for your trust, engagement, and commitment to our beloved city.

Now, let's get to work. Together.



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