

0:00:08.708,0:00:10.875

Hi. Welcome

0:00:10.875,0:00:14.333

to The Ogden Way podcast,
a place where we talk about Ogden stories.

0:00:14.625,0:00:18.500

We talk about Ogden people,
the stories around our people

0:00:19.000,0:00:22.750

that are centered around grit,
around innovation, around service,

0:00:23.333,0:00:27.083

around the heart of who
we are as a community, not just as a city.

0:00:27.791,0:00:31.208

This is the place where we represent
everything that we believe,

0:00:31.833,0:00:34.833

everything that we love
about our community.

0:00:35.083,0:00:40.000

With me
today is my wife, Jaynee Nadolski. Hi.

0:00:40.125,0:00:42.750

Welcome. Oh thank you. Yeah.

0:00:42.750,0:00:45.750

So what we're going to find in episodes
moving forward

0:00:46.041,0:00:48.708

is that there will be times
where I'm interviewing somebody

0:00:48.708,0:00:51.791

in our community to talk about their story
around the Ogden Way,

0:00:52.666,0:00:55.083

and then there'll be times
that you're going to be interviewing me

0:00:55.083,0:00:58.083

about my experience
and the vision that I have for Ogden,

0:00:58.416,0:01:01.416

and why we're doing the things that we are
and what priorities we have,

0:01:01.625,0:01:04.416

and times that you're going to be
interviewing people in that community.

0:01:04.416,0:01:05.625

Right? Yeah.

0:01:05.625,0:01:07.916

So thanks for being willing to do that.

0:01:07.916,0:01:09.208

Absolutely. Appreciate it.

0:01:09.208,0:01:12.291

So but today you're going to be kind of
interviewing me.

0:01:12.291,0:01:15.250

We're going to be talking about
what does the Ogden Way mean.

0:01:15.250,0:01:16.083

Right.

0:01:16.083,0:01:18.708

So I'm going to turn it over to you,

0:01:18.708,0:01:21.708

at risk to me looking like a fool.

0:01:21.875,0:01:22.541

Let's see how it goes.

0:01:22.541,0:01:25.208

You asked for it.

Let's see how it goes. Yeah, right.

0:01:25.208,0:01:27.083

Well, before we get to that,

I just want to know,

0:01:27.083,0:01:31.000

you know, you just finished your first,
your first term as mayor for year.

0:01:31.833,0:01:33.875

Yeah. That's right. First year

I apologize.

0:01:33.875,0:01:35.166

First years mayor. Right.

0:01:35.166,0:01:37.791

And you know,

I think that people probably want to know.

0:01:38.875,0:01:40.208

I mean, I know a little bit

0:01:40.208,0:01:43.208

probably not everything, but, you know,
what's that been like for you?

0:01:44.208,0:01:46.833

Well, can I ask what it's like,
been like for you to do

0:01:46.833,0:01:48.666

you want to answer for that?

0:01:48.666,0:01:51.083

Maybe we'll cut it out if it???'s not good.

0:01:51.083,0:01:54.041

Yeah, I can ask.

0:01:54.041,0:01:57.333

Well, I think I think we can both agree,
the first year has been hard.

0:01:58.125,0:02:00.250

And it's not just about work.

0:02:00.250,0:02:01.625

It's about our lives.

0:02:01.625,0:02:04.750

It has impacted
every single element of our lives,

0:02:05.500,0:02:08.750

all the way to our kids
and to our home life.

0:02:08.750,0:02:12.458

And like it, it's it's affected
everything.

0:02:13.125,0:02:15.541
So, I'll be I'm
happy to share the experience.

0:02:15.541,0:02:17.416
And first year here.

0:02:17.416,0:02:21.333
But maybe you can share more
about what it's been like on your end.

0:02:21.333,0:02:25.250
When we took office

0:02:25.250,0:02:28.333
on the first day,
it was, a moment of excitement.

0:02:29.083,0:02:32.291
There was a lot of energy,
a lot of nervous energy, too,

0:02:32.500,0:02:34.458
you know, for me
and for you in particular.

0:02:34.458,0:02:35.666
But there was a lot of nervous energy

0:02:35.666,0:02:38.916
here in the building for the employees
and for the community, too.

0:02:39.500,0:02:41.916
Not everybody voted for me. Right.

0:02:41.916,0:02:46.583
But, there was just a lot of uncertainty
and nervous

0:02:46.583,0:02:50.625
energy and like, what is this
new experience going to be like?

0:02:50.625,0:02:52.958
It's a moment of transition and change.

0:02:52.958,0:02:57.000
And, you know,
that also creates a moment of opportunity.

0:02:57.583,0:02:59.708
And so there was a whole mix of feelings
for everybody.

0:02:59.708,0:03:02.041
And I felt all of them when I got here.

0:03:02.041,0:03:05.833
And I also shared all of them because I'm
human, not just the mayor, but,

0:03:06.625,0:03:10.083
I definitely felt like I was welcomed

0:03:10.083,0:03:12.166
and that was warm
when I came here by the employees.

0:03:13.166,0:03:15.208
I spent
a lot of time in our first hundred days

0:03:15.208,0:03:18.833
getting to know a lot of people here
that didn't know me and I didn't know.

0:03:19.291,0:03:22.458

I also had to figure out how things work here and how things don't work here.

0:03:24.041,0:03:26.125
That came with some struggles,

0:03:26.125,0:03:29.000
learning lessons right.

0:03:29.000,0:03:32.000
But I would say probably sometime around this,

0:03:32.875,0:03:36.208
after about the, the first hundred days,
I got a sense for all of the projects

0:03:36.416,0:03:38.583
that we inherited
and all the unfinished work

0:03:38.583,0:03:42.166
that we were going to have to wrap
our arms around and carry forward.

0:03:43.291,0:03:45.666
I kind of developed my team

0:03:45.666,0:03:48.666
and, we hadn't quite become a team yet,

0:03:48.708,0:03:51.791
but I had identified and hired
and assembled my team.

0:03:52.958,0:03:55.958
And I say when we got to about six months,

0:03:56.875,0:03:59.166
I felt like I was getting a sense for

0:03:59.166,0:04:02.166
what was working
and what wasn't working. And,

0:04:04.333,0:04:04.625
I felt

0:04:04.625,0:04:07.666
like that was when I really needed
to start wrapping my mind around

0:04:08.416,0:04:11.833
having more clear vision around
what are our priorities,

0:04:12.291,0:04:15.291
what are the things that we're going
to focus on and not focus on?

0:04:16.750,0:04:19.958
How do we get a lot more strategically
aligned as a city internally?

0:04:20.250,0:04:24.208
How do we bring more order to the chaos

0:04:24.208,0:04:27.208
that it's felt like in this whole period
and era of transition,

0:04:28.333,0:04:32.250
there was just a lot of, things that
I felt like we could still tighten up.

0:04:33.041,0:04:36.041
And so we started a, strategic planning
process internally.

0:04:36.416,0:04:40.625
We developed, a good framework for
how to start thinking about our priorities

0:04:40.625,0:04:44.416
and what are the values that we're going
to be really focusing on and rooted in.

0:04:45.958,0:04:49.250
What are the, what kind of a community
do we want to be as a city?

0:04:49.250,0:04:52.875
And we started getting input from
the general planning process and different

0:04:52.958,0:04:56.208
questionnaires
and, surveys from the public, combined

0:04:56.208,0:04:59.750
with all of the input that I got through
the campaign and continue to get through

0:05:00.291,0:05:03.291
meeting with a long list of partners
in my first 100 days.

0:05:03.625,0:05:05.916
So we were just aggregating
all this different information,

0:05:05.916,0:05:08.458
everything we need to bring clarity
and strategic alignment.

0:05:08.458,0:05:09.666
And so

0:05:09.666,0:05:13.625
that's what sort of led to developing
a mission statement for our internal team.

0:05:14.250,0:05:17.083
But when you develop a mission statement,
we have to be thinking about

0:05:17.083,0:05:20.666
what's the vision for our broader
community of 90,000 residents, almost,

0:05:21.041,0:05:22.000
if we can deliver for them.

0:05:22.000,0:05:26.833
So that's that kind of sets a framework
for what our first year was like,

0:05:27.166,0:05:28.666
was really heavy and driven by the

0:05:28.666,0:05:31.500
by the projects that we inherited
and need to finish.

0:05:31.500,0:05:34.208
Then the collaboration
internally that it required

0:05:34.208,0:05:37.541
and then the collaboration externally
to get those projects moving forward.

0:05:38.583,0:05:39.750
And then

0:05:39.750,0:05:43.250

for the, for the second six months,
it was really around strategic alignment,

0:05:43.250,0:05:46.250
around identifying
mission, vision and priorities.

0:05:47.208,0:05:49.750
So I think that probably kind of
sums it up.

0:05:49.750,0:05:52.291
But there are so many stories in between.

0:05:52.291,0:05:52.958
All right.

0:05:52.958,0:05:58.166
I mean, countless hours of effort
and work and emotion, right?

0:05:58.708,0:06:00.500
Not to mention the things that happened

0:06:00.500,0:06:03.833
for us in our personal lives
and how we had to adjust and.

0:06:03.833,0:06:04.750
Yeah.

0:06:04.750,0:06:07.833
So how, have we adjusted well as a family?

0:06:08.875,0:06:09.750
I think so.

0:06:09.750,0:06:13.875
I think that, I mean, I knew I knew the
first year was going to be just a grind.

0:06:14.083,0:06:17.166
You know, what you do in winter,
I didn't know what you

0:06:17.375,0:06:18.625
what you would necessarily be doing.

0:06:18.625,0:06:21.958
But I knew that as a family
because I knew it was going to require

0:06:23.000,0:06:23.916
90% of

0:06:23.916,0:06:26.916
your time in some cases
and a lot of travel.

0:06:27.041,0:06:27.250
Right.

0:06:27.250,0:06:30.250
And I think that's
the bigger piece of it.

0:06:31.583,0:06:33.166
I think that in terms of a family,

0:06:33.166,0:06:36.166
I think first of all,
our kids are pretty resilient.

0:06:36.375,0:06:40.708
They have us as parents
they have to be. And

0:06:41.833,0:06:46.000

I think that one of my favorite things
is you get up every day,

0:06:46.000,0:06:49.291
and you are so excited to go to work,
like you are raring to go.

0:06:49.833,0:06:53.416
And I think that, you know,
for the first 15, 16 years

0:06:53.416,0:06:55.791
that we were married,
you were a hobby jumper, right?

0:06:55.791,0:06:57.375
Was I? Yeah.

0:06:57.375,0:07:00.000
You do something like three years
and you figure all the ins and outs of it

0:07:00.000,0:07:01.333
and then you'd move on, right?

0:07:01.333,0:07:03.125
I just got bored, I???d get bored. Exactly.

0:07:03.125,0:07:05.541
You got bored
and you never get bored. Here you are.

0:07:05.541,0:07:06.333
Just go, go, go.

0:07:06.333,0:07:11.375
And when you come home at night,
whether it's 8:00 at night, 6:00 at night,

0:07:11.583,0:07:14.875
whatever it is,
the first thing you do is you going to sit

0:07:14.875,0:07:17.875
and get your shoulder massager
because your shoulders are so bad

0:07:18.333,0:07:21.958
and you just just fall asleep
because you're just completely

0:07:22.541,0:07:27.083
just you've given everything and,
and I was, I don't say that in a bad way.

0:07:27.083,0:07:29.208
No but it is true. You're giving a lot.

0:07:29.208,0:07:32.666
And like I said, the kids
and the kids and I are resilient.

0:07:32.666,0:07:35.666
And we knew that
this first year would be a grind.

0:07:35.791,0:07:38.291
There's been

0:07:38.291,0:07:39.916
I know one of the hardest things for you

0:07:39.916,0:07:43.125
probably is missing the kids sporting
events that you've struggled with.

0:07:43.416,0:07:46.833
And so I try to be both mom

and dad for them there.

0:07:46.833,0:07:50.166
And I think my team's done a good job
of protecting them the best we can

0:07:50.458,0:07:54.083
and I have, I do miss some of them,
but I still have made a lot of them. Yes.

0:07:54.083,0:07:55.583
Yeah, that's been a priority for sure.

0:07:55.583,0:07:58.541
But I know it bothers you
if you have to miss it, but, Big time.

0:07:58.541,0:08:00.458
Yeah, but I don't think that.

0:08:01.458,0:08:01.708
I don't

0:08:01.708,0:08:04.750
think that they, they're upset about it,
and I'm not upset about it either.

0:08:04.750,0:08:07.625
But I know that that kind of hurts
your heart a little bit if you have to.

0:08:07.625,0:08:10.416
But at the same time, we also know that,

0:08:10.416,0:08:12.875
you know, you're out there building Ogden

0:08:12.875,0:08:17.708
not just for 90,000 other people,
but for us, too, and making it better.

0:08:17.708,0:08:20.708
And so, yeah,
we understand that it's been a lot of,

0:08:21.083,0:08:24.041
a lot of driving for me [laughs]

0:08:24.041,0:08:27.041
driving them to the different practices
and things like that.

0:08:27.041,0:08:32.291
But I think one of my favorite things
about this is,

0:08:32.875,0:08:35.875
just how happy I've seen you be.

0:08:36.250,0:08:37.250
And that makes me happy.

0:08:37.250,0:08:40.666
And I think that when,
when we discussed you running for mayor,

0:08:41.583,0:08:43.083
we kind of said, can we do this?

0:08:43.083,0:08:43.583
Can we do this?

0:08:43.583,0:08:46.166
And I'm like, you know, I want you.

0:08:46.166,0:08:46.625
I'll.

0:08:46.625,0:08:49.625

I will do whatever it takes
for you to be happy.

0:08:50.250,0:08:51.500

And I know this will make you know,

0:08:51.500,0:08:53.916

this is like something
that you're very passionate about.

0:08:53.916,0:08:58.791

And so, so I guess listeners and viewers
might think that this is scripted.

0:08:58.791,0:09:01.458

It's not at all. No.

He hasn???t heard this yet. Actually,

0:09:02.583,0:09:05.333

we've talked about how happy
that's the role the work makes me feel.

0:09:05.333,0:09:09.250

You've never really said it
that clearly about how happy you see me

0:09:09.250,0:09:10.041

when I come home.

0:09:10.041,0:09:13.041

I the kids have told me that,

0:09:13.125,0:09:16.125

they feel a different energy for me
when I get home.

0:09:16.291,0:09:18.208

And it's not just happy.

0:09:18.208,0:09:21.208

It's not that I???m here just having fun.

0:09:21.208,0:09:23.791

I feel really fulfilled here.

0:09:23.791,0:09:27.291

And it's just I've always
had fulfillment in my work because a,

0:09:28.500,0:09:31.416

I had the career of my lifetime

0:09:31.416,0:09:31.750

before.

0:09:31.750,0:09:35.958

And now I'm doing this, and I've never
felt this kind of fulfillment in my life.

0:09:36.208,0:09:38.500

And it to me,
it just signals that this is my purpose.

0:09:38.500,0:09:40.791

This is what I'm supposed to be doing.

0:09:40.791,0:09:43.250

This is for this is my why.

0:09:43.250,0:09:43.916

Yeah.

0:09:43.916,0:09:45.458

And you really are a people person.

0:09:45.458,0:09:47.500

Much more than than I am.

0:09:47.500,0:09:50.500
If we learned that during Covid,
when you were going nuts staying at home,

0:09:50.500,0:09:52.458
and I thought it was the greatest thing
ever. Right.

0:09:52.458,0:09:57.041
And I think that, being around, you know,
your seven, that you care so much about

0:09:57.041,0:10:01.291
your 700 employees that work for the city,
you talk about them a lot.

0:10:01.875,0:10:05.083
Your concern even before you took
office was a lot about them,

0:10:05.583,0:10:08.583
because you knew that they were nervous,
scared.

0:10:09.000,0:10:12.958
There's a lot of rumors that go around
during a campaign that that surprised me.

0:10:13.541,0:10:14.416
Oh, yeah.

0:10:14.416,0:10:15.208
It was impressive.

0:10:15.208,0:10:19.375
So, I think that they had to kind of
figure out who you really were

0:10:19.708,0:10:20.458
outside of that.

0:10:20.458,0:10:22.083
And I knew that would be fine.

0:10:22.083,0:10:24.458
Yeah,
but I don't know that they. You know me.

0:10:24.458,0:10:27.625
Yeah, but I don't think that, you know,
your employees necessarily know

0:10:27.625,0:10:32.208
how much you think about them
and how much you care about them.

0:10:32.208,0:10:33.125
Probably not, I think.

0:10:33.125,0:10:36.291
I don't think anybody knows
until you become a leader like that,

0:10:37.000,0:10:38.833
that's your first responsibility.

0:10:38.833,0:10:40.333
I got to think about our people.

0:10:40.333,0:10:42.458
And for a mayor,
I have to think about our 700 people

0:10:42.458,0:10:45.500
as our staff, but also our 90,000 people
as our residents that we serve.

0:10:45.791,0:10:46.083

Right.

0:10:46.083,0:10:48.791

So you actually made me
think of something that I said.

0:10:48.791,0:10:51.458

I you said,
what's the first year been like?

0:10:51.458,0:10:54.458

The one thing that we really can't, like,

0:10:55.000,0:11:00.000

present with information or a picture
or data or a slide in a presentation.

0:11:00.000,0:11:02.583

It's been the cultural
work that we've done,

0:11:03.750,0:11:04.666

changing

0:11:04.666,0:11:08.000

an organization's culture is a long term
endeavor.

0:11:08.375,0:11:10.500

Cultures are set over time, right?

0:11:10.500,0:11:13.500

And the longer they're set, the harder
they are to change, but also

0:11:13.500,0:11:15.583

the longer it takes
and the more deliberate and the

0:11:15.583,0:11:19.541

and the more gradual and consistent
that you work on culture,

0:11:20.041,0:11:23.458

the more durable
it becomes after me and after us.

0:11:23.500,0:11:23.916

Right.

0:11:23.916,0:11:27.041

And so we've been really deliberate
in the way and the way that we've set,

0:11:27.583,0:11:31.500

our tone and our culture here around
values of service and collaboration.

0:11:31.833,0:11:34.625

And that's not just for service
and collaboration to the people

0:11:34.625,0:11:35.291

that we're here to serve.

0:11:35.291,0:11:38.291

It's for each other, too,
because we rely on each other here.

0:11:38.291,0:11:40.666

But different departments
need one another.

0:11:40.666,0:11:43.166

And when they ask for help, they need

0:11:43.166,0:11:45.791

they need the same mindset
from each other around okay,

0:11:45.791,0:11:50.291
I need to help facilitate success
for you right now, because if I facilitate

0:11:50.291,0:11:54.125
your success, you're going
to facilitate success for 90,000, right?

0:11:54.125,0:11:54.833
Right.

0:11:54.833,0:12:00.208
And the people of our city need that
leadership from me and are expecting it.

0:12:00.208,0:12:02.083
That's why they voted for me.

0:12:02.083,0:12:04.125
Or even if they didn't,
they still expect that.

0:12:04.125,0:12:05.208
Yeah, right. Yeah.

0:12:05.208,0:12:08.208
And so I'm really proud
of the cultural work we've started here.

0:12:08.583,0:12:10.125
There's more to go.

0:12:10.125,0:12:13.208
But he energy that you feel for me
when I get home is the energy I feel

0:12:13.208,0:12:14.541
when I'm here.

0:12:14.541,0:12:16.333
It's the energy that I have to bring here.

0:12:16.333,0:12:19.333
I notice that if I have a bad day,
the building knows

0:12:19.750,0:12:22.750
and it reverberates out
because everybody feels it from me.

0:12:22.750,0:12:25.750
So I have to make sure
that I go to the gym every morning

0:12:25.833,0:12:27.833
and I get enough rest that I eat healthy.

0:12:27.833,0:12:30.833
So that, I show up in the right place.

0:12:31.041,0:12:33.375
And that's just something
that people don't realize is important.

0:12:33.375,0:12:36.958
But that's so fundamentally important
that I am in a good place, right?

0:12:37.208,0:12:37.625
Personally.

0:12:37.625,0:12:40.833
And sometimes you
the changing of the culture.

0:12:41.375,0:12:43.625
It's not a speedboat, right?

0:12:43.625,0:12:45.416
You can't just turn it like that.

0:12:45.416,0:12:46.833
Especially with 700 employees.

0:12:46.833,0:12:48.458
It's more like a

0:12:48.458,0:12:52.875
what do you call those, like a cruise ship
or aircraft carrier or something.

0:12:52.875,0:12:53.708
And it takes a minute.

0:12:53.708,0:12:56.375
And you and I
have had that conversation before

0:12:56.375,0:12:58.833
and you were getting
you were frustrated with how slow

0:12:58.833,0:13:00.000
the culture change was happening.

0:13:00.000,0:13:02.291
I think you're like 5 or 6 months in.

0:13:02.291,0:13:05.291
And I was like, honey, I know you had to
remind me of what I've been through.

0:13:05.625,0:13:09.041
You know, you've got
you got to give them at least a year.

0:13:09.250,0:13:09.791
Well sure.

0:13:09.791,0:13:12.791
To get what you know, you know,
pick up what you're putting down.

0:13:13.125,0:13:17.000
But, you know, I think that, as we talk
about what your goals are

0:13:17.250,0:13:21.666
for the city and, and and within
you know, the within the 700 employees,

0:13:22.166,0:13:23.166
you've come up with the tagline

0:13:23.166,0:13:25.333
of a city of service
and a community of opportunity.

0:13:25.333,0:13:27.708
And that is a big part of the culture
change. Right.

0:13:27.708,0:13:30.500
So can you explain a little bit
about what that means to you?

0:13:30.500,0:13:30.833
Yeah.

0:13:30.833,0:13:35.958
So I say a tagline because you know,
you're not changing your entire brand,

0:13:35.958,0:13:40.291
but that's a way to really sum up
the Ogden framework to begin with.

0:13:40.750,0:13:42.041
Because what,

0:13:43.208,0:13:43.541
one of the

0:13:43.541,0:13:46.666
challenges of being a mayor,
and it's also an amazing blessing,

0:13:46.666,0:13:48.125
is that you get to lead 700 employees

0:13:48.125,0:13:51.125
and then you lead on behalf of
and represent 90,000 residents.

0:13:52.041,0:13:55.875
And so we have to have a way
of making sure that we've got a mission,

0:13:56.291,0:13:59.291
that we are mission driven in the work
we do here internally.

0:13:59.666,0:14:00.500
Right.

0:14:00.500,0:14:03.041
But that we're
that we're driving a mission

0:14:03.041,0:14:06.041
that is going to deliver for 90,000 people
that we're here to serve.

0:14:06.041,0:14:08.541
Right. And so the two things need to work
together.

0:14:08.541,0:14:11.083
And they they just need to come together.

0:14:11.083,0:14:15.875
And so we are a city of 700 people,
as Ogden City corporation,

0:14:16.333,0:14:20.375
a multibillion dollar organization
of assets and and responsibilities,

0:14:21.500,0:14:23.416
that is a city of service.

0:14:23.416,0:14:26.416
And so that's the
that's the mentality and the

0:14:26.416,0:14:30.416
and the, the values that we're going
to wrap ourselves around as

0:14:31.375,0:14:34.375
an organization
in service to 90,000 people.

0:14:34.375,0:14:37.458
And what we're doing when we serve
is that we're creating an environment

0:14:37.458,0:14:41.958
and creating a community that creates
opportunities for people, right.

0:14:42.458,0:14:45.250
And so we're a city of service
and a community of opportunity.

0:14:45.250,0:14:46.583
And that encapsulates

0:14:46.583,0:14:50.583
both the mission of our organization,
the vision of our entire community.

0:14:50.958,0:14:52.375
In the one tagline.

0:14:52.375,0:14:55.375
And so when you hear that,
that's what it means.

0:14:55.833,0:14:58.333
But oftentimes

0:14:58.333,0:15:01.333
we communicate with a lot of different,
audiences.

0:15:02.041,0:15:04.916
And so sometimes you only have time to say
that that we're a city of service

0:15:04.916,0:15:06.375
and a community of opportunity.

0:15:06.375,0:15:09.041
But our staff need to know that
we have a mission that they're driven on

0:15:09.041,0:15:10.291
and focused on.

0:15:10.291,0:15:12.583
They need to know why
we landed on that mission.

0:15:12.583,0:15:13.333
Right? Yeah.

0:15:13.333,0:15:14.250
And I've always felt like

0:15:14.250,0:15:17.250
there's a spirit, a certain spirit
in Ogden of its people.

0:15:17.416,0:15:20.833
And I think that you've tapped into that
really well and are bringing that into,

0:15:20.833,0:15:23.833
as you call this corporation
of the city of 700,

0:15:23.916,0:15:26.500
because I think there's always
kind of been that disconnect a little bit.

0:15:26.500,0:15:27.333
And so it's nice

0:15:27.333,0:15:30.875
that you've you've brought that in and,
and starting to make that cultural shift.

0:15:31.250,0:15:34.416
So your mission is I'm going to read it
here because I don't have it memorized.

0:15:34.666,0:15:38.708
It's fueled by a champion's drive

and an unwavering commitment to service,

0:15:39.125,0:15:43.000
we innovate and collaborate to overcome
challenges, foster opportunities,

0:15:43.000,0:15:46.750
and create an environment for our people,
businesses and partners to earn success.

0:15:47.500,0:15:49.041
And so I guess that,

0:15:50.208,0:15:51.041
we've already talked about

0:15:51.041,0:15:54.041
that a little bit, but I love that
you put in the Champions Drive.

0:15:54.791,0:15:57.458
You would love that. I would love that.

0:15:57.458,0:15:59.666
What made,
so everybody else who doesn't know

0:15:59.666,0:16:02.666
how insane we both are competitively,

0:16:02.708,0:16:05.500
talk to them a little bit about why
you put that word in there specifically.

0:16:05.500,0:16:08.208
I think there's actually more people
that know that than you probably realize.

0:16:08.208,0:16:10.958
It's a little bit of your brand,
not mine.

0:16:10.958,0:16:13.750
Like everybody knows, I'm really
levelheaded and not hyper competitive.

0:16:13.750,0:16:14.666
Sure.

0:16:14.666,0:16:18.208
So there's a picture of us coaching
where we're.

0:16:18.708,0:16:20.875
Yeah, it's pretty clear
that we're both really competitive.

0:16:20.875,0:16:22.541
For third graders, yes.

0:16:22.541,0:16:25.541
I know, but we won, we won that day.

0:16:27.500,0:16:30.208
Anyway, yeah.

0:16:30.208,0:16:33.041
You mentioned, like,

0:16:33.041,0:16:35.916
Ogden???s always had this special thing.

0:16:37.000,0:16:40.208
Like,
I've absolutely felt it in our staff here.

0:16:40.250,0:16:42.041
They're here for a reason.

0:16:42.041,0:16:43.500
They could be at any city.

0:16:43.500,0:16:46.208
If they want to work in city
administration, they can choose any city,

0:16:46.208,0:16:47.791
but they choose to be here.

0:16:47.791,0:16:50.750
And a lot of people, they could choose
to be in completely other industries

0:16:50.750,0:16:54.250
and they choose public service
because they want to work for Ogden.

0:16:54.583,0:16:55.416
Right.

0:16:55.416,0:16:59.166
And so, that's a big deal.

0:16:59.750,0:17:03.375
That's a lot of energy
and drive and passion to build on.

0:17:04.166,0:17:07.125
And so it has not been a hard sell
to our staff here.

0:17:07.125,0:17:10.083
They've been really hungry for it like

0:17:10.083,0:17:11.541
they've received it so well.

0:17:11.541,0:17:14.791
And frankly I've received
what they've shared with me well.

0:17:15.333,0:17:18.333
And this mission really reflects
what they've shared with me.

0:17:18.625,0:17:22.000
And so when we talk about Ogden,
we're different, right?

0:17:22.708,0:17:24.458
We have a chip on our shoulder.

0:17:24.458,0:17:26.541
We have a grit to us. Right?

0:17:26.541,0:17:30.041
We are very much
roll up our sleeves, blue collar,

0:17:30.583,0:17:34.208
pick and shovel people
that do the work of building community.

0:17:34.541,0:17:36.750
And we love it. We get to take part in it.

0:17:36.750,0:17:39.458
Yeah, it's really easy
to get involved in Ogden. It's really.

0:17:39.458,0:17:42.000
If you want to get involved
we've got, get a shovel right?

0:17:42.000,0:17:43.208
If you're willing to work. Yeah.

0:17:43.208,0:17:47.083
And I think that's what things stands out
is Ogden is very authentic.

0:17:47.291,0:17:49.541
Right. In everything we do well.

0:17:49.541,0:17:52.416
And I want to make the point, though,
that when I,

0:17:52.416,0:17:56.000
when I reflect this to my team
and internally to the city and staff,

0:17:56.708,0:18:00.666
some of the some of the feedback
I give back is it needs to be Ogden.

0:18:00.666,0:18:03.541
It needs to be edgy. Gritty. Yeah.

0:18:03.541,0:18:07.833
And they also said
it needs to reflect you as mayor.

0:18:08.416,0:18:12.500
And what they told me is they
they said we see a Champions drive.

0:18:12.500,0:18:15.500
We see someone who's competitive
by nature,

0:18:15.708,0:18:19.833
who has a drive to win
and to want in the world to want to win.

0:18:19.833,0:18:20.750
Right.

0:18:20.750,0:18:25.375
And so that's how you and I frame things
in our lives and how we were raised.

0:18:25.541,0:18:29.125
But it doesn't mean that everybody
has to be competitive to the point

0:18:29.125,0:18:32.125
that we are trying
to make sure that others around us lose.

0:18:32.333,0:18:34.291
We change our mindset as we grow up.

0:18:35.416,0:18:38.416
To have a, this drive and a will to win

0:18:38.416,0:18:41.500
into becoming a drive
and a will to be great.

0:18:42.041,0:18:42.750
Yes. Right.

0:18:42.750,0:18:46.208
And so, I don't want us to be a city,
and I want us to be a staff

0:18:46.208,0:18:49.541
that is focused on making sure others lose
so that we can win.

0:18:49.833,0:18:52.083
Right. That's the opposite of what I want.

0:18:52.083,0:18:56.833
But I do want us, all of us,
to have a growth mindset, to have a drive

0:18:56.833,0:19:01.333
to be better every day, not just as a city
or employees, but as people.

0:19:01.708,0:19:02.000
Yeah.

0:19:02.000,0:19:05.583
And that when they come here to work,
this is a place

0:19:05.583,0:19:08.833
with an environment
that they can find success and grow right.

0:19:09.041,0:19:12.041
And so I do like to talk about
the champions mindset,

0:19:12.666,0:19:15.000
because I do want to be
a city of champions,

0:19:15.000,0:19:18.250
and you want to meet with those champions
that build Ogden and make Ogden

0:19:18.250,0:19:19.541
great, right?

0:19:19.541,0:19:20.083
Yeah.

0:19:20.083,0:19:22.166
And I love the growth mindset
because that's something

0:19:22.166,0:19:24.375
our children are learning
and it's cool right now.

0:19:24.375,0:19:26.833
And they'll call me out
if I don't have a growth mindset at home.

0:19:26.833,0:19:28.250
Right. And, you know, very awkward.

0:19:28.250,0:19:29.916
And you and I have
completely different perspectives

0:19:29.916,0:19:33.458
when the kids ask us for advice,
I'm like, I'm all about my toughness.

0:19:33.541,0:19:35.958
Yeah. And you're like, babe, what?

0:19:37.958,0:19:39.791
I just approach the mental toughness,
right?

0:19:39.791,0:19:42.041
Cause I??m a girl. Yeah.

0:19:42.041,0:19:45.875
But the point being, that part reflects
my intensity, the intensity

0:19:45.875,0:19:47.083
that our staff feel for me.

0:19:47.083,0:19:49.125

But it's not just an intensity.

0:19:49.125,0:19:51.250

I hope they feel it as a warmth. It's an energy.

0:19:51.250,0:19:54.416

Yeah.

And it's a drive and it lifts them. Yeah.

0:19:54.416,0:19:56.708

And you know, as we talk about the mission, let's

0:19:56.708,0:20:00.958

also talk about the vision that, we have for this city as a safe,

0:20:01.166,0:20:05.708

vibrant and thriving community where you and I connect, grow and succeed.

0:20:06.541,0:20:07.666

Talk a little bit about that.

0:20:07.666,0:20:10.791

I know that safety is always a big issue in our city.

0:20:11.291,0:20:14.333

And obviously our vibrancy is a big part of who we are.

0:20:14.333,0:20:17.291

But talk a little bit about, you know, what that means to you.

0:20:17.291,0:20:20.166

So when we when we talk about safety,

0:20:20.166,0:20:22.541

I view that is a fundamental

0:20:22.541,0:20:26.708

first order of business for our city, that we can't really succeed

0:20:26.708,0:20:29.958

as a community without having a safe place to to live.

0:20:30.625,0:20:33.750

And so a lot of people think about, police and fire when you think

0:20:33.750,0:20:34.416

about safety.

0:20:34.416,0:20:37.416

And absolutely, they are huge drivers around that.

0:20:37.583,0:20:40.083

But we all contribute to the safety of the city.

0:20:40.083,0:20:40.500

Right?

0:20:40.500,0:20:44.291

Even across all of our departments, we all contribute to the safety

0:20:44.291,0:20:45.791

of our city, to.

0:20:45.791,0:20:48.875

And so I put safe, safety in there

0:20:48.875,0:20:52.166
because and it's first
because it's the first order of business.

0:20:52.166,0:20:53.583
It's a high priority.

0:20:53.583,0:20:57.458
And we can't ever lose focus
of making sure that our public safety

0:20:57.458,0:21:00.458
and that all of our departments
are focused on the safety of our public,

0:21:00.875,0:21:02.875
first and foremost.

0:21:02.875,0:21:03.041
Yeah.

0:21:03.041,0:21:06.125
And I do notice that you did
put that on your seven pillars of success.

0:21:06.125,0:21:07.500
And we're going,
which we're going to talk about.

0:21:07.500,0:21:08.541
Right, right.

0:21:08.541,0:21:10.166
Safety was number one.

0:21:10.166,0:21:13.291
And, you know, talk about,

0:21:13.291,0:21:17.375
a safe environment for our citizens
and also the visitors that come.

0:21:17.750,0:21:21.125
And so I,
I appreciate that the second pillar

0:21:21.125,0:21:24.125
that you've talked about in here
is lifelong learning.

0:21:24.250,0:21:26.625
You talk a little bit
about what that means.

0:21:26.625,0:21:27.708
For the city.

0:21:27.708,0:21:30.291
First
before we get to the pillars. Oh like,

0:21:31.250,0:21:31.708
I mean, even

0:21:31.708,0:21:35.083
getting back to the mission, it's
we're a city of service, right?

0:21:35.625,0:21:38.208
But we we collaborate, we innovate.

0:21:38.208,0:21:39.250
Right?

0:21:39.250,0:21:43.333
We drive toward being a city and in it

0:21:43.875,0:21:46.958
as employees,
that facilitates success for others.

0:21:47.166,0:21:47.916
Right.

0:21:47.916,0:21:50.166
And who are those others? It's our people.

0:21:50.166,0:21:51.541
Our people are our partners.

0:21:51.541,0:21:52.416
They're right there.

0:21:52.416,0:21:57.291
Our businesses and our profits are
our institutions, right that we work with.

0:21:57.291,0:22:00.291
So our mindset has got to be

0:22:00.583,0:22:02.291
being the facilitator of success.

0:22:02.291,0:22:03.333
Yeah. Right.

0:22:03.333,0:22:07.333
Well and I think Ogden for a long time
has and I'm talking 50 years

0:22:07.916,0:22:11.291
has had a reputation for not necessarily

0:22:11.875,0:22:17.041
being great, right, at facilitating,
you know, small businesses or

0:22:17.041,0:22:22.125
whatever it is that's always kind of been
it's it's been critique for some.

0:22:22.125,0:22:22.666
Right? Yeah.

0:22:22.666,0:22:25.708
And when I talk to all the other mayors,
now that I'm in touch with all of them,

0:22:25.708,0:22:28.875
they all share, they're like, oh no, I'm,
we're the city that has that struggle.

0:22:29.083,0:22:31.333
What we realize is that we all hear that

0:22:31.333,0:22:35.375
feedback, and none of us are the city
that's the hard one to work with.

0:22:35.500,0:22:39.166
It's just that there are examples
within our organizations of

0:22:39.708,0:22:41.458
challenges to overcome. Right.

0:22:41.458,0:22:44.166
And so I actually hear a lot

0:22:44.166,0:22:47.625
from other mayors and from other people,
who have great experiences

0:22:47.625,0:22:48.583
with our people.

0:22:48.583,0:22:50.833
It's just a small like a 5%.

0:22:50.833,0:22:51.250
Yeah.

0:22:51.250,0:22:55.750
That we wrap ourselves around that axle
and we and if we focus too much on that,

0:22:55.750,0:22:59.083
we do become this mindset
that we're hard to work with.

0:22:59.083,0:23:01.541
But we're we're actually have
a lot of success to build on. Yeah.

0:23:01.541,0:23:05.541
So we're focused on that 5% to make sure
that there is not a perception

0:23:05.541,0:23:07.208
that we're difficult. Right.

0:23:07.208,0:23:10.208
Because the perception
alone, reality, real or not,

0:23:10.708,0:23:13.583
becomes a reality for people outside
of our our building here.

0:23:13.583,0:23:15.416
And we need to make sure
we break down that perception.

0:23:15.416,0:23:18.166
And so we're very highly focused
on being service oriented

0:23:19.166,0:23:20.291
on that 5%.

0:23:20.291,0:23:23.291
So everybody
100% gets a good experience with us.

0:23:23.583,0:23:25.958
But we and we know
we're never going to be perfect.

0:23:25.958,0:23:27.666
But it's important
that we have a framework like this

0:23:27.666,0:23:30.666
that has the values
built into the service mission

0:23:30.708,0:23:33.916
so that we we know what to go back to
at the end of the day, you know,

0:23:33.916,0:23:38.416
and within that service mission is also
making sure that Ogden is at every table.

0:23:39.000,0:23:40.791
That's correct. Ogden City. That's right.

0:23:40.791,0:23:44.291
That's on my mind because I saw your
your last, comments at your last city

0:23:44.291,0:23:44.916
council meeting.

0:23:44.916,0:23:47.916
So I think that that was really important
that sometimes,

0:23:47.916,0:23:50.916
you know, the change
takes, it's slow to change.

0:23:51.041,0:23:55.416
But we are sitting at the tables
where we have long needed to be.

0:23:55.750,0:23:55.958
Right.

0:23:55.958,0:23:58.416
And we're being recognized
absolutely for it.

0:23:58.416,0:24:00.708
And we've been driving to that point
for a long, long time.

0:24:00.708,0:24:02.958
But yeah,
we're changing the narrative from

0:24:03.958,0:24:05.125
being left out on the

0:24:05.125,0:24:08.625
table to not just being at the table,
but now we are setting the table.

0:24:09.041,0:24:12.041
That's the difference
that we're marching toward.

0:24:12.541,0:24:15.833
So, the obviously with the
with the vision, the safe, vibrant

0:24:15.833,0:24:17.041
and thriving community.

0:24:17.041,0:24:18.791
I feel like you've,
you know, kind of explain

0:24:18.791,0:24:21.541
how we're going to get there, right,
to that thriving community.

0:24:21.541,0:24:23.000
You want to talk a little bit
more about that?

0:24:23.000,0:24:25.083
Yeah. So like a safe talk about safety.

0:24:25.083,0:24:27.208
Vibrant that means different things
for different people.

0:24:27.208,0:24:28.750
Yeah. It's also kind of a feeling.

0:24:28.750,0:24:31.500
It's a sense of what you experience
when you're here.

0:24:31.500,0:24:32.041
Right.

0:24:32.041,0:24:35.291
But thriving. Thriving is like a driving.

0:24:35.291,0:24:40.833
It's a it's this sense of like
we are always working on being better.

0:24:40.833,0:24:42.750
And today was better than yesterday.

0:24:42.750,0:24:43.416
I'm better.

0:24:43.416,0:24:45.916
I'm stronger than I was yesterday. Yeah.

0:24:45.916,0:24:49.541
And this is what, when we talk about
in the campaign that you build a community

0:24:49.541,0:24:52.750
by building and investing in people,
this is what we're talking about.

0:24:52.750,0:24:53.083
Yeah.

0:24:53.083,0:24:56.916
When I said I want to be a leader
and a mayor that focuses on people

0:24:56.916,0:24:59.375
and serving people, this is how we do it.

0:24:59.375,0:25:02.916
Is you, You identify the values
and you build everything around

0:25:03.541,0:25:07.083
helping to facilitate success
for people, others right?

0:25:07.750,0:25:10.416
Change
that mindset with the champions mindset.

0:25:10.416,0:25:14.250
So you bring that winning mentality,
that drive to be a champion

0:25:14.916,0:25:19.083
and to be a city of champions
means investing in our people, right?

0:25:19.083,0:25:19.750
Right, right.

0:25:19.750,0:25:25.666
And so, when we talk about growing,
we talk about having a growth mindset

0:25:26.458,0:25:28.958
that's not just for our staff
needs to be in all of us in our city.

0:25:31.083,0:25:32.500
Connecting

0:25:32.500,0:25:35.583
there are opportunities in this city
all over the place.

0:25:35.750,0:25:40.208
And we often lose the ability to connect
people with those opportunities.

0:25:40.291,0:25:41.208
Right?

0:25:41.208,0:25:42.541
We do that by connecting with each other.

0:25:42.541,0:25:43.750
It's got to be an organic thing.

0:25:43.750,0:25:47.166
The government can't just connect,
be the soul connector.

0:25:47.625,0:25:49.708
It's a responsibility of all of us, right?

0:25:49.708,0:25:50.708
Right.

0:25:50.708,0:25:52.208
So that's what we were talking about.

0:25:52.208,0:25:54.708
When we get to these different
words, there's meaning in them.

0:25:54.708,0:25:58.083
There's meat
and meaning in each of these words.

0:25:58.333,0:26:02.583
Yeah, we all need to wrap our minds and
our hearts around in order to execute it.

0:26:03.125,0:26:04.208
Yeah, right.

0:26:04.208,0:26:07.833
I think the word that stands out to me
the most and it's I don't actually think

0:26:07.833,0:26:11.625
it's in the vision itself, but it's in
the tagline is the opportunity.

0:26:11.916,0:26:12.666
Right.

0:26:12.666,0:26:16.625
And I think back to when, you know,
I did an audit on the Ogden School

0:26:16.625,0:26:21.208
District, athletics because they've
they've struggled, had struggled

0:26:23.041,0:26:23.625
historically.

0:26:23.625,0:26:25.541
And we still have some things
we're working on. Right. For sure.

0:26:25.541,0:26:28.541
And it was, you know, our argument was

0:26:29.375,0:26:33.041
you need to give these kids
an opportunity to be successful

0:26:33.833,0:26:38.750
and while you're providing playing
opportunities, playing instances,

0:26:39.166,0:26:40.541
you haven't really given them
the opportunity

0:26:40.541,0:26:45.041
because you haven't provided access
to certain things that these kids

0:26:45.041,0:26:49.958

need, access to great coaches, access to playing competitive leagues.

0:26:49.958,0:26:52.416
Yeah, yeah. Facilities, facilities.

0:26:52.416,0:26:55.833
And so I kind of think of it that way, the opportunity.

0:26:56.125,0:26:56.500
Right.

0:26:56.500,0:26:58.750
Like the government can't say, okay, now you're going to do this

0:26:58.750,0:27:01.083
and this and this is like we have provided this opportunity.

0:27:01.083,0:27:04.250
So what you just explained is we have to create an environment for kids

0:27:04.250,0:27:07.416
to succeed, in that case around sports and athletics

0:27:07.416,0:27:11.125
as a component of the overall education experience on campus in high schools.

0:27:11.166,0:27:12.208
Right, right.

0:27:12.208,0:27:14.583
But what you learned wasn't just on the district.

0:27:14.583,0:27:16.208
This is on all of us.

0:27:16.208,0:27:19.000
And that you learned there was not a pipeline beforehand.

0:27:19.000,0:27:22.166
But as a community, we weren't providing the access

0:27:22.166,0:27:25.166
to the opportunities early enough at a high enough level.

0:27:25.416,0:27:27.416
And it was hard to prepare them to succeed.

0:27:27.416,0:27:28.750
When you get to high school, because we're competing

0:27:28.750,0:27:31.541
against all these schools that have access to everything they ever want,

0:27:31.541,0:27:32.833
parents are just cutting a check,

0:27:32.833,0:27:35.500
taking their kids to the highest quality opportunity.

0:27:35.500,0:27:38.208
Kids get coached and trained and taught and everything,

0:27:38.208,0:27:40.166
and then they just feed
into the high school and it's no big deal.

0:27:40.166,0:27:43.166
Yeah, well, that's not what we do, it???'s
not what we had.

0:27:43.250,0:27:47.541
So we had to create that again,
getting back to the ethos of grit

0:27:47.541,0:27:50.791
and blue collar and doing the pick
and shovel work to build the community.

0:27:51.458,0:27:54.083
It's hard, but it's fulfilling, right?

0:27:54.083,0:27:57.458
But when you talk about a mission
and a vision that work together,

0:27:58.250,0:28:01.250
well, what we really need
to make sure people recognize is

0:28:01.250,0:28:06.958
that it's not city staff against residents
or residents against staff.

0:28:06.958,0:28:10.500
It's all of us together on one team.

0:28:10.958,0:28:13.958
We are one Ogden, working toward one goal,

0:28:14.458,0:28:17.166
which is to help our people thrive,

0:28:18.291,0:28:21.083
which
is the Ogden Way, which is the Ogden Way.

0:28:21.083,0:28:24.708
And we we've got to get in a mindset
of doing things in that way

0:28:25.000,0:28:28.000
so that we can spend the energy
that we do have,

0:28:28.166,0:28:30.750
putting it toward the most possible impact

0:28:30.750,0:28:33.750
to facilitate impact, right,

0:28:33.916,0:28:36.916
and facilitate the most impact by working
collaboratively,

0:28:37.250,0:28:40.250
working with an abundance mindset
and a service orientation

0:28:40.875,0:28:43.000
to take the grit
and the blue collar mentality

0:28:43.000,0:28:45.541
and put it to work
with the pick and shovel work

0:28:45.541,0:28:48.541
that Ogden is known
for being proud of the chip

0:28:48.541,0:28:51.541
that we have our shoulder,
instead of being angry about it and

0:28:51.875,0:28:55.375
and taking our chips and going home,
you know, I mean, we own it.

0:28:56.083,0:28:58.416
We we're proud of it is who we are.

0:28:58.416,0:29:00.666
And people are taking notice already.

0:29:00.666,0:29:02.583
They have been following.
And that's something special going on.

0:29:02.583,0:29:03.833
On what is it. Right.

0:29:03.833,0:29:06.125
Well, the Ogden way, that's
what's going on. Yeah.

0:29:06.125,0:29:07.500
And it's like you can't just explain

0:29:07.500,0:29:11.583
the Ogden way in one tagline
or one mission or one vision, right?

0:29:11.666,0:29:12.666
What does it mean?

0:29:12.666,0:29:16.333
And it's that's where it gets to
the fundamental right fundamentals of it.

0:29:16.416,0:29:20.708
I remember when we had the new
they did the new logo or whatever it was.

0:29:20.708,0:29:23.791
You had that, group
come in and rebranding. Yes.

0:29:23.791,0:29:24.625
Thank you.

0:29:24.625,0:29:26.916
And they came up with The Untamed.

0:29:26.916,0:29:28.708
And I know there was a lot of people
that didn???t like it.

0:29:28.708,0:29:33.041
I love that I love that
because I feel like that encompasses

0:29:33.541,0:29:38.083
kind of the attitude of Ogden people
that they are hardworking,

0:29:38.083,0:29:42.708
gritty and, authentic to who they are
very authentic people here.

0:29:43.250,0:29:43.750
We just

0:29:44.666,0:29:45.666
we just had

0:29:45.666,0:29:49.708
a delegation from the
the Marshall Islands came to our office,

0:29:49.708,0:29:52.791
and the thing that they said was,
we feel a warmth here.

0:29:53.041,0:29:55.500
We felt it immediately in January.

0:29:55.500,0:29:57.541
I know that's exactly what he said.

0:29:57.541,0:30:00.250
He goes, it's really bitter
cold out there,

0:30:00.250,0:30:02.791
but it's been so warm here with you.

0:30:02.791,0:30:04.125
And that's the Ogden way.

0:30:04.125,0:30:08.250
Now the Ogden Way is built
on some fundamental principles, right?

0:30:08.333,0:30:11.333
We talked about the culture and the ethos
and the spirit that drives us.

0:30:11.708,0:30:13.958
That's all part of the Ogden way.

0:30:13.958,0:30:16.833
But the
but there's fundamental principles around

0:30:16.833,0:30:20.000
creating an opportunity,
creating a community of opportunity.

0:30:20.625,0:30:23.625
And that's what I call
the pillars of human success.

0:30:23.708,0:30:23.958
Right.

0:30:23.958,0:30:26.500
And that's the that's really
where the heart of the mission

0:30:26.500,0:30:29.500
and the meat
and the bones comes into play.

0:30:29.500,0:30:30.500
Yeah.

0:30:30.500,0:30:34.000
And that's what,
as you go on this next year,

0:30:34.583,0:30:37.291
you'll be focusing on, right,
bringing people together

0:30:37.291,0:30:40.291
and who's going to fit in each of these,
these pillars.

0:30:40.291,0:30:42.833
So we've talked about safety

0:30:42.833,0:30:45.875
and the importance of that
for a successful and thriving community.

0:30:45.875,0:30:48.916

And I've got to know some of the,
you know,

0:30:48.916,0:30:52.416
the police officers and first responders,
I guess I should say.

0:30:52.416,0:30:56.708
And they're just,
I, I'm fascinated by them because just

0:30:57.000,0:31:01.541
they just do it because they,
they love people and they love the city.

0:31:01.916,0:31:03.125
They???re incredible. They

0:31:04.458,0:31:05.625
are. They are incredible.

0:31:05.625,0:31:08.250
And I'm not just saying
that cause Cindy's here watching

0:31:08.250,0:31:09.833
because they really they truly are.

0:31:09.833,0:31:12.458
I know I'm an

0:31:12.458,0:31:14.208
everybody here knows that too.

0:31:14.208,0:31:14.500
Yeah.

0:31:14.500,0:31:17.500
They've got tons of support
in that community.

0:31:17.500,0:31:20.791
You know again none of us are perfect
but I will tell you that they are,

0:31:21.125,0:31:22.375
they are great.

0:31:22.375,0:31:24.125
They are the best that there is.

0:31:24.125,0:31:26.166
They're the best in the state of Utah
for sure. Yeah.

0:31:26.166,0:31:27.125
If not better than that.

0:31:27.125,0:31:29.916
I mean they're they are the

0:31:29.916,0:31:31.750
Ogden fire and Ogden police,

0:31:31.750,0:31:34.791
the two best public safety agencies
in Utah, hands down.

0:31:35.041,0:31:37.583
No offense to my other mayors,
but I'm totally taking it.

0:31:37.583,0:31:39.708
They're the best.
I'll offend them for sure.

0:31:39.708,0:31:40.625
Thank you.

0:31:40.625,0:31:41.291

I'll do it.

0:31:41.291,0:31:43.625

There you go. That's my job.
As the governor of the House.

0:31:43.625,0:31:45.583

So let's talk
a little bit about lifelong learning.

0:31:45.583,0:31:50.708

And we talk about,
you know, the workforce in Ogden.

0:31:51.125,0:31:55.083

Talk a little bit about that and what, you
know, what are what are we trying to do

0:31:55.416,0:31:59.416

to, you know, diversify or whatever
that is with your pillar?

0:31:59.541,0:31:59.833

Okay.

0:31:59.833,0:32:03.541

So if you if again,
we're trying to build an environment

0:32:04.125,0:32:06.333

that creates opportunity, right?

0:32:06.333,0:32:08.250

Connect people with opportunity.

0:32:08.250,0:32:12.250

But what are the fundamental
pillars is like,

0:32:12.625,0:32:17.625

if you are somebody that wants to succeed
and not just not just survive,

0:32:18.791,0:32:20.458

some people are still at that point.

0:32:20.458,0:32:20.666

Right?

0:32:20.666,0:32:23.500

So we need to be talking
about these pillars

0:32:23.500,0:32:25.333

based on where people are.

0:32:25.333,0:32:28.125

We can't assume or expect people
to be where you and I are at.

0:32:28.125,0:32:31.500

We're very lucky to be where we are,
and not everybody's at that point.

0:32:31.500,0:32:34.500

And so they need to be able
to these fundamental pillars,

0:32:35.208,0:32:37.958

they're almost like,
Maslow's hierarchy of in a way.

0:32:37.958,0:32:40.083

Right. I thought of that when I read this.
I'm sure.

0:32:40.083,0:32:42.625

This is a hierarchy.

A little bit. Right. Yeah.

0:32:42.625,0:32:46.375

So safety,

like everybody deserves to have safety.

0:32:46.625,0:32:48.000

Everybody deserves to be protected.

0:32:48.000,0:32:50.500

They have fundamental rights

that are protected by our police

0:32:50.500,0:32:53.208

and fire that that fire responds
when they're in their time of need.

0:32:53.208,0:32:54.375

Right.

0:32:54.375,0:32:57.375

But like lifelong learning education,

0:32:58.000,0:33:00.833

it's not just kids going to school,

0:33:00.833,0:33:03.250

but our kids have to thrive
when they go to class.

0:33:03.250,0:33:06.166

They have to have early childhood
education, access

0:33:06.166,0:33:09.166

to daycare
so that they have a nurturing environment.

0:33:09.250,0:33:13.291

They have to make it through elementary
school with all of the fundamentals

0:33:13.416,0:33:17.666

that they need to apply to, to a new level
of rigor around the middle school.

0:33:18.041,0:33:19.166

And then when they get to the high school,

0:33:19.166,0:33:21.500

they've got all the study habits
and the basics and the fundamentals.

0:33:21.500,0:33:24.125

Right. But it's not just K through 12.

0:33:24.125,0:33:27.375

What about our partners
at Weber State, right?

0:33:27.583,0:33:28.333

And how do we

0:33:28.333,0:33:31.166

how do we start to set a tone for our kids
wanting to go to college

0:33:31.166,0:33:32.041

if that's what they want.

0:33:32.041,0:33:35.041

But again, that's not for everybody.

0:33:35.166,0:33:39.333

So our technical college partners,
that provides opportunities for kids too.

0:33:39.750,0:33:41.916
And so we've got partners
at the school district,

0:33:41.916,0:33:44.250
at the tech college, at the university.

0:33:44.250,0:33:44.875
Right.

0:33:44.875,0:33:47.708
And here at the city
and in the county that are focused on

0:33:47.708,0:33:52.625
making sure that we provide for education
as a key pillar of human success.

0:33:53.583,0:33:55.000
But it's also

0:33:55.000,0:33:57.500
lifelong learning
because there's workforce development,

0:33:57.500,0:34:00.791
and some people want to tap into lifelong
learning at Weber State

0:34:00.875,0:34:04.000
just to learn
and to grow and to thrive, right?

0:34:04.541,0:34:07.541
So no matter where you are in your life,

0:34:07.750,0:34:10.541
I want to make sure
that these pillars meet you where you are

0:34:10.541,0:34:14.166
and that they have the ability to deliver
for you based on your circumstances,

0:34:14.625,0:34:18.458
so that when you invest in yourself,
you have an access

0:34:18.458,0:34:21.458
to the opportunities you need to thrive
and to and to lift and to grow.

0:34:21.666,0:34:22.916
Right, right, right.

0:34:22.916,0:34:25.208
Absolutely.

0:34:25.208,0:34:28.083
And in terms of the workforce training,
I mean, are we,

0:34:28.083,0:34:30.458
you know, I guess we'll probably talk
a little bit more about,

0:34:30.458,0:34:32.291
you know, in the future,

0:34:32.291,0:34:33.958
each of these pillars,
each of these pillars

0:34:33.958,0:34:36.666
means like bringing
in, you know, businesses to Ogden.

0:34:36.666,0:34:40.750
And, the next piece of your next pillar
is stable neighborhoods.

0:34:40.916,0:34:41.375
Right.

0:34:41.375,0:34:44.708
And I know that, you know, we live in a
we live in a nice neighborhood.

0:34:44.708,0:34:48.416
But, you know, it wasn't that long ago
that we could throw a rock

0:34:48.416,0:34:51.583
and hit a drug dealer
across the street from us.

0:34:51.583,0:34:56.333
And I know that that happens
in neighborhoods all over the city.

0:34:57.000,0:34:59.458
So the stable neighborhoods
meeting everybody

0:34:59.458,0:35:01.625
where they are,
how do we how do we accomplish that?

0:35:01.625,0:35:04.833
Okay, again, if you
if you're looking to, succeed in life,

0:35:04.833,0:35:09.000
you need to have a safe and stable
and preferably vibrant place to live.

0:35:09.208,0:35:10.916
Right? And so again,

0:35:10.916,0:35:13.375
there are people in our community
that don't have a place to live.

0:35:13.375,0:35:16.666
We're working on a lot of those things
aren't always punches above our weight.

0:35:16.750,0:35:19.958
To provide for that, we can list a million
ways that we're doing that.

0:35:20.916,0:35:22.291
But there's a whole spectrum

0:35:22.291,0:35:26.583
of affordability and opportunity and for,
for people to meet where they're at.

0:35:26.583,0:35:27.666
Right.

0:35:27.666,0:35:28.875
And, and stable neighborhood

0:35:28.875,0:35:31.416
means different things to different people
to depending on where they're at.

0:35:31.416,0:35:32.083
Right.

0:35:32.083,0:35:35.041
And so we need to be focused
on providing neighborhoods

0:35:35.041,0:35:37.916
that have that, that meet that spectrum

0:35:37.916,0:35:41.291
of housing type and housing affordability

0:35:41.875,0:35:46.958
across our city, not concentrating
any one type in any one area,

0:35:47.375,0:35:50.375
but making sure that we're a community
where we live with almost one another.

0:35:50.583,0:35:50.916
Right.

0:35:50.916,0:35:53.916
And so that's the vision that I have,
is to have neighborhoods

0:35:54.250,0:35:57.666
of all types of people
that come from all backgrounds

0:35:57.666,0:36:00.666
and all faiths,
all nations and incomes and socio

0:36:00.833,0:36:04.000
political circumstances,
right, living amongst one another,

0:36:04.083,0:36:08.000
because that's the environment in the
in the studies show time, time, time again

0:36:08.583,0:36:11.500
to give people the best opportunity
to succeed at every level.

0:36:11.500,0:36:15.166
Yeah, because it creates synergy
and also access to each other

0:36:15.166,0:36:19.166
and economic opportunity and vibrant
vibrancy for people to live and to thrive.

0:36:19.375,0:36:19.791
Yeah.

0:36:19.791,0:36:21.625
And so when we talk about neighborhoods,
that's what we're talking about.

0:36:21.625,0:36:24.791
We're also talking about
having infrastructure that connects them

0:36:24.791,0:36:27.833
with each other
sidewalks, sidewalks, etcetera.

0:36:27.833,0:36:28.583
Right.

0:36:28.583,0:36:31.875
And so you then you get
how do we connect with open spaces?

0:36:31.875,0:36:33.833
How do we connect with the schools
in the neighborhood?

0:36:33.833,0:36:35.958
How do we connect
with our places of worship?

0:36:35.958,0:36:40.208

Those are the elements of a safe and stable and vibrant neighborhood, right?

0:36:40.333,0:36:41.833

But now you're starting to see different

0:36:41.833,0:36:44.833

themes from different pillars start to play in each other.

0:36:45.708,0:36:47.958

So no one pillar is

0:36:47.958,0:36:51.083

the responsibility of any one organization or person.

0:36:51.208,0:36:54.208

Yeah,

it requires collaboration across pillars.

0:36:54.500,0:36:58.000

Again, that's the Ogden Way, we set the values,

0:36:58.375,0:37:02.750

we set the mission, we set the vision, then we focus on the pillars.

0:37:02.958,0:37:07.416

Because when those other things are done and ready to go, like they are,

0:37:08.291,0:37:10.500

we can focus on the pillars and do that collaboratively across

0:37:10.500,0:37:12.458

all those different disciplines.

0:37:12.458,0:37:14.500

Right. Yeah. Absolutely.

0:37:14.500,0:37:18.333

Which leads us into a vibrant economy which is vibrant

0:37:18.333,0:37:22.333

economy is going to help our neighborhoods and and our lifelong learning.

0:37:22.333,0:37:23.750

So talk a little bit about that as well.

0:37:23.750,0:37:26.500

Well like that's one of the key pieces of finding success

0:37:26.500,0:37:29.500

in life is finding an opportunity to participate in an economy,

0:37:29.625,0:37:32.708

having access to opportunities to to make more

0:37:33.083,0:37:35.791

and to to achieve more and be more right.

0:37:35.791,0:37:38.833

And again, getting back to the growth mindset, you're never done.

0:37:39.291,0:37:40.583

You might enter an economy,

0:37:41.583,0:37:44.375
participating in your first job
at minimum wage like we did.

0:37:44.375,0:37:45.166
Right?

0:37:45.166,0:37:48.666
We might make even less than that in the
service industry and then rely on tips.

0:37:49.208,0:37:52.583
But you you build your way up
and we want to make sure

0:37:52.583,0:37:54.666
that we have access
to economic opportunities

0:37:54.666,0:37:57.666
at each of those levels
to meet people where they're at,

0:37:58.000,0:38:01.250
and that no matter where they are,
they can plug into that opportunity

0:38:01.666,0:38:04.583
and then level up of skill
through the education

0:38:04.583,0:38:08.958
pillar and professional workforce
development training and and become bigger

0:38:08.958,0:38:14.208
and better and earn more, become more
and contribute more as you grow.

0:38:14.666,0:38:15.791
Right.

0:38:15.791,0:38:18.583
So so economic opportunity is critical

0:38:18.583,0:38:21.583
to life success.

0:38:21.708,0:38:22.458
Yeah.

0:38:22.458,0:38:24.166
And bring them here to live here.

0:38:24.166,0:38:25.291
Right? Right.

0:38:25.291,0:38:29.291
Or building up the people you have
and helping them upskill and,

0:38:29.291,0:38:30.958
level up in life. Definitely.

0:38:30.958,0:38:34.125
Right.
It's expensive to live right now anywhere.

0:38:34.125,0:38:35.958
Right.
But I don't care what mayor you are.

0:38:35.958,0:38:38.958
You can't control the macro economics
that are driving inflation,

0:38:39.541,0:38:41.208
driving the cost of buying a house.

0:38:41.208,0:38:42.333
It's off the charts.

0:38:42.333,0:38:45.333
Transportation costs,
energy costs, taxes.

0:38:45.750,0:38:50.000
Let's look at the things that we can
control among those taxes, energy, etc..

0:38:50.000,0:38:51.416
Right. Cost of labor.

0:38:51.416,0:38:53.125
We can work on those things.

0:38:53.125,0:38:56.333
But the biggest impact it's going to make
for it, for people and for families

0:38:56.583,0:38:58.750
is to raise their household income. Right.

0:38:58.750,0:39:02.083
You do that by providing access
to economic opportunities every level.

0:39:02.916,0:39:04.250
Right? Absolutely.

0:39:04.250,0:39:07.041
And we've talked a little bit
about the strong infrastructure,

0:39:07.041,0:39:10.833
pillar as it kind of weaves its way
through all of these other pillars.

0:39:10.833,0:39:14.750
And, do you want to talk,
any more about that in terms of.

0:39:14.750,0:39:19.083
I do, because that's a perfect example
of a pillar in the in a team

0:39:19.083,0:39:22.166
within our public Works department
that needs to touch every single pillar.

0:39:22.500,0:39:24.125
They need to be collaborators
across the board.

0:39:25.125,0:39:25.708
Public safety.

0:39:25.708,0:39:28.250
What about lighting in our city?

0:39:28.250,0:39:32.375
PacifiCorp has not provided good lighting
here, and it's holding us back.

0:39:32.625,0:39:37.083
Yeah, and they need my help,
unburdening them of that PacifiCorp thing,

0:39:37.416,0:39:40.625
to start to provide better lighting
in our city so they can feel safer.

0:39:40.916,0:39:43.916
Our police department needs that
from our public works department.

0:39:43.958,0:39:44.375

Right?

0:39:44.375,0:39:45.000

Right.

0:39:45.000,0:39:47.791

Again, you see, that's
how these pillars work together.

0:39:47.791,0:39:48.208

Yeah.

0:39:48.208,0:39:52.125

If we are a city that's aligned
on our directives across all,

0:39:52.541,0:39:55.875

we're not going to create an opportunity
zone, a community of opportunity.

0:39:56.041,0:39:58.625

Right? We all have to be marching
in the same direction.

0:39:58.625,0:40:01.416

That's what these pillars
do. Yeah. Right. Yeah.

0:40:01.416,0:40:04.291

You just talk about healthy lifestyles
and access

0:40:04.291,0:40:07.750

to wellness,
recreation, open space, wild places.

0:40:07.750,0:40:11.791

I mean, I'm super excited for the,
Marshall White Center to.

0:40:12.083,0:40:14.500

Yeah, first week of May.
So excited for that.

0:40:14.500,0:40:15.291

I am too. Yeah.

0:40:15.291,0:40:16.458

And then and having that

0:40:16.458,0:40:20.250

as an opportunity for, you know, not
just the people that live in that area,

0:40:20.250,0:40:24.708

but I am super excited to go down
and start to use that facility as well. So

0:40:26.083,0:40:27.041

we talk early on.

0:40:27.041,0:40:29.291

I go to the gym
every morning to get myself right,

0:40:29.291,0:40:31.291

so that I bring the right energy
to the building.

0:40:31.291,0:40:34.500

That to me is a fundamental component
of mine, of not survival.

0:40:34.500,0:40:36.125

For me, that's for thriving.

0:40:36.125,0:40:39.125

I need to be thriving as the mayor
so that those around me

0:40:39.583,0:40:41.500
and those that I serve can thrive.

0:40:41.500,0:40:43.208
But there's not
not everybody's at that point.

0:40:43.208,0:40:44.916
When they want, they're ready to thrive.

0:40:44.916,0:40:48.875
Some people are so focused on surviving
so basic access to health care

0:40:49.250,0:40:53.541
or emergency response from our fire and
police department in their time of need.

0:40:53.791,0:40:56.791
Again,
these meet people where they're at, right.

0:40:57.500,0:41:01.625
But you and I are kind of
have grown past that point.

0:41:02.000,0:41:03.875
Thankfully, we're lucky to have.

0:41:03.875,0:41:08.166
And so we need to be focused on our active
and healthy lifestyle like we do, and

0:41:08.166,0:41:12.250
we need to be going out and experiencing
open space using our parks.

0:41:12.750,0:41:13.083
Right?

0:41:13.083,0:41:16.083
We need to make sure that we provide
and invest in the amenities of our parks,

0:41:16.500,0:41:19.250
and make sure that we're providing access
to trails that people can go

0:41:19.250,0:41:22.291
and recreate and,
and have an active and healthy lifestyle.

0:41:22.875,0:41:27.583
We need a trail that goes up
that community trails on our foothills.

0:41:28.166,0:41:32.500
We need those experiences to keep
ourselves healthy and active and vibrant.

0:41:32.708,0:41:35.208
Yeah, and when you do that,
it doesn't move to your body.

0:41:35.208,0:41:38.125
Yeah, it changes you from the inside out.

0:41:38.125,0:41:42.750
And it also puts us in connection with one
another as we use those amenities.

0:41:42.750,0:41:45.708
And in, in person,
it builds bonds amongst people.

0:41:45.708,0:41:46.791

And right.

0:41:46.791,0:41:50.125

Which goes to meaningful connections
pillar, which is the next pillar

0:41:50.125,0:41:53.125

of having meaningful social connections
with each other.

0:41:53.916,0:41:56.125

Now we're really talking about
not surviving.

0:41:56.125,0:41:57.125

We're talking about thriving.

0:41:57.125,0:41:59.541

We're not just talking about
building a city now.

0:41:59.541,0:42:02.375

We're really talking about
building a community.

0:42:02.375,0:42:03.375

Right?

0:42:03.375,0:42:04.625

So these pillars come together.

0:42:04.625,0:42:06.708

They provide for the basics of life.

0:42:06.708,0:42:08.625

They meet people
where they're at at every level,

0:42:08.625,0:42:11.208

no matter where they are
in their life circumstances.

0:42:11.208,0:42:14.958

And it gives them the upward trajectory,
the ability to find upward

0:42:14.958,0:42:18.958

mobility in their lives if they're willing
to do the work to earn it.

0:42:19.333,0:42:21.208

It's hard work in life.

0:42:21.208,0:42:24.791

But being Ogden
the Ogden way is to make sure

0:42:24.791,0:42:27.791

that we're investing ourselves
or investing in those around us.

0:42:28.291,0:42:30.916

We lift others as we lift ourselves.

0:42:30.916,0:42:33.916

As we rise, we all rise, right?

0:42:33.916,0:42:36.958

That's the difference between
building a city and building a community.

0:42:37.125,0:42:40.125

I don't want my vision
and the framework that I developed

0:42:40.166,0:42:43.166

to just go out there and build

a bunch of hard structures, right?

0:42:43.416,0:42:45.250
That's all part of building a community.

0:42:45.250,0:42:48.666
You gotta have safe and super stable
infrastructure

0:42:49.083,0:42:51.708
buildings
for people to use and, and to energize.

0:42:52.750,0:42:55.750
I want to build
a community because that's what we do.

0:42:55.958,0:42:58.000
Yeah. That's the Ogden way.

0:42:58.000,0:42:58.750
Absolutely.

0:42:58.750,0:43:01.166
I think you've outlined
that really really well with the,

0:43:01.166,0:43:03.041
with the pillars and vision and mission,

0:43:03.041,0:43:05.791
which I might be the nicest thing
you've ever said to me.

0:43:05.791,0:43:07.708
I'm done for the day.

0:43:07.708,0:43:09.791
We're done for the day.

0:43:09.791,0:43:13.125
I'm really excited at how this is going.

0:43:13.125,0:43:15.666
And every time I come,
I don't come here very often.

0:43:15.666,0:43:17.041
But when I do come here, I just.

0:43:17.041,0:43:19.625
I feel an energy in the, in the building.

0:43:19.625,0:43:23.291
And I'm always excited
to come up in the ninth floor and see what

0:43:23.291,0:43:24.125
you're up to.

0:43:24.125,0:43:26.583
I think, I think, I think are people
actually feel your energy too,

0:43:26.583,0:43:29.458
they feel your your sarcasm,
your funniness your.

0:43:29.458,0:43:31.833
They definitely feel my sarcasm,
of course.

0:43:31.833,0:43:33.625
Like you have an energy too, right?

0:43:33.625,0:43:35.208
Yeah. And it's you're happy. You're

0:43:36.500,0:43:37.250
happy to be here.

0:43:37.250,0:43:39.333
I think people are happy to be here.

0:43:39.333,0:43:42.333
I want to make sure that that we create
that kind of environment for everybody.

0:43:43.041,0:43:47.500
And I can't wait to keep doing this with
you, to keep talking about the Ogden way.

0:43:47.708,0:43:48.208
Yeah.

0:43:48.208,0:43:49.666
So thank you for coming today

0:43:49.666,0:43:52.541
and introducing the Ogden Way
and the framework to people,

0:43:52.541,0:43:55.375
for the for the listeners of the viewers.

0:43:55.375,0:43:57.333
There's more information online.

0:43:57.333,0:43:59.500
Go to the website
that you see on the screen,

0:43:59.500,0:44:02.416
find out more about what the Ogden Way is
and how you can plug in.

0:44:02.416,0:44:03.791
Share it on your socials.

0:44:03.791,0:44:04.958
Talk about the Ogden way.

0:44:04.958,0:44:06.375
Hashtag the Ogden Way

0:44:06.375,0:44:10.166
to get online and order
some some clothes that say the Ogden way.

0:44:10.166,0:44:13.541
Represent the brand not representing me
you???re representing us.

0:44:13.708,0:44:15.250
Yeah.
When we talk about the Ogden way,

0:44:15.250,0:44:17.833
you're not talking about Ben, you???re
not talking about the city.

0:44:17.833,0:44:18.958
We're talking about Ogden.

0:44:19.958,0:44:22.333
Talking about everything about who we are.

0:44:22.333,0:44:24.666
Because that's that's
the exciting part is I'll just take it

0:44:24.666,0:44:27.125
and run with it, right? Yeah.
And not just your kids.

0:44:27.125,0:44:30.041

Find someone you know
and that you care about, but

0:44:30.041,0:44:32.500
that's looking for a place
in a way, to level up,

0:44:32.500,0:44:36.708
help them plug into the Ogden way
and help elevate them by connecting.

0:44:36.708,0:44:39.458
Be a connector to opportunities. Right.

0:44:39.458,0:44:41.458
That's the Ogden way.

0:44:41.458,0:44:46.000
So for this episode of The Ogden Way,
the inaugural episode, the first episode.

0:44:46.500,0:44:47.541
Thanks for joining me.

0:44:47.541,0:44:50.583
Ben Nadolski, Ogden City Mayor,
joining Jaynee, the governor

0:44:50.583,0:44:52.208
of the Nadolski house.

0:44:52.208,0:44:54.041
Jaynee Nadolski, my wife.

0:44:54.041,0:44:57.000
You'll be seeing more of both of us
as episodes continue on.

0:44:57.000,0:45:01.958
Thank you for being a part of my life,
being my wife, being a part of this life.

0:45:02.625,0:45:04.333
Like putting up with you.

0:45:04.333,0:45:07.291
Thank you for putting up with me
and helping us raise two champions

0:45:07.291,0:45:08.291
in the City of Champions.

0:45:09.541,0:45:09.958
Thanks.

0:45:09.958,0:45:10.666
Same to you.

0:45:10.666,0:45:13.833
Okay. Love you. You too.