

00:00:08:09 - 00:00:09:16

Welcome, everybody, to the Ogden Way

00:00:09:16 - 00:00:13:16

podcast, the place where we tell Ogden stories  
by telling the stories of Ogden???'s people.

00:00:13:18 - 00:00:16:13

And today we'll be telling the story of Ogden fire

00:00:16:13 - 00:00:19:19

Department Chief Michael Slater.

00:00:19:21 - 00:00:21:05

Chief Slater, welcome.

00:00:21:05 - 00:00:22:18

Appreciate you coming to us today.

00:00:22:18 - 00:00:24:20

Yeah. Thanks for having me.

00:00:24:20 - 00:00:28:19

I most, most appreciate you being my chief.

00:00:28:21 - 00:00:30:07

How's it been so far?

00:00:30:07 - 00:00:30:20

It's been good.

00:00:30:20 - 00:00:34:00

I mean, other than having to work for me.  
That's been actually fantastic.

00:00:34:01 - 00:00:34:21

It's been good.

00:00:34:21 - 00:00:37:05

It's a challenge, which I've always enjoyed.

00:00:37:05 - 00:00:40:02

The challenge. It's, It's a lot of newness.

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Mike, Matthew was a fantastic fire.

00:00:42:10 - 00:00:44:03

Chief did that for 30 years.

00:00:44:03 - 00:00:48:20

He's been there  
my whole career and laid a solid foundation for the fire department.

00:00:48:22 - 00:00:53:03

That being said, there was a mass movement in our fire department.

00:00:53:05 - 00:00:57:14

When Chief Matthew left and the promotions happened,

there was a lot of promotions.

00:00:57:16 - 00:01:00:04

Every one of our chief officers or new.

00:01:00:04 - 00:01:02:12

I'm not new to the organization, but new to their positions.

00:01:02:12 - 00:01:06:18

And to be able to work side by side with them and watch them grow and learn

00:01:06:18 - 00:01:10:13

as I grow and learn has been a blessing in the last five months.

00:01:10:16 - 00:01:14:02

Oh, it's been a blessing having you be to be chief.

00:01:14:04 - 00:01:15:23

For the so for the listeners of viewers, what

00:01:15:23 - 00:01:19:21

what you're referring to is part of the timing of Chief Mathieu's retirement was

00:01:19:23 - 00:01:23:17

we had our deputy Chief Shelby Willis, went to Farmington to be the chief of fire there.

00:01:23:19 - 00:01:28:05

And we lost our fire marshal, Kevin Brown, to retirement as well.

00:01:28:07 - 00:01:29:02

Yeah.

00:01:29:02 - 00:01:32:02

And so that's about half the command staff right there.

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And, so when you took over, chief, you were without most of the command staff.

00:01:37:01 - 00:01:38:12

Yeah, we weren't really.

00:01:38:12 - 00:01:41:09

Yeah, we probably went two months without, a command staff.

00:01:41:09 - 00:01:47:09

So I obviously was fortunate to take Chief Mathieu's position to head the organization, which left the vacancy.

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The deputy chief for medical operations, the deputy chief for fire

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operations, Kevin Brown, was a fantastic fire marshal.

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He had an opportunity to take a deputy chief spot in, Idaho,

which is fantastic.

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And, so we were just.

00:02:00:04 - 00:02:02:07

It was it was an empty office there for a while.

00:02:02:07 - 00:02:07:10

It was with a lot of work to do and a lot of learning and,  
good firefighters that surrounded us to make sure

00:02:07:10 - 00:02:12:16

that the community was taken care of as we would change the,  
the maybe image of the administrative staff.

00:02:12:18 - 00:02:17:14

So, now, Chief Slater then was deputy chief over, medical operations.

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And so when Mike Mathieu left for retirement,

00:02:21:18 - 00:02:26:03

we promoted, Deputy Chief Slater to Chief Slater,

00:02:26:05 - 00:02:30:08

which left both deputy chief positions open and the fire marshal.

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So, just to be clear, he was doing four jobs for two months.

00:02:33:15 - 00:02:34:23

Yeah, right. Yeah.

00:02:34:23 - 00:02:37:21

And we had a good help,  
but we had a deputy fire marshal that stepped up as he did.

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He was an acting fire marshal.

00:02:39:06 - 00:02:41:19

And since became our our full time fire marshal.

00:02:41:19 - 00:02:43:07

And he's done a fantastic job.

00:02:43:07 - 00:02:48:01

And to be quite honest,  
like we went through a phase where we just had fires.

00:02:48:03 - 00:02:52:22

And within the first month of being chief,  
I think we had 4 or 5 big fires in the city.

00:02:53:00 - 00:02:57:21

And, it was just when stuff like that happens, you just have to grind.

00:02:57:23 - 00:03:00:21

Oh yeah, and it was nothing but put your put your head down

00:03:00:21 - 00:03:04:14

and go to work and the men and women rock and fire are fantastic.

00:03:04:14 - 00:03:07:21

They're good human beings and they I call them dogs right there.

00:03:07:21 - 00:03:08:15

They're dogs.

00:03:08:15 - 00:03:10:19

And I know you call them horses, right?

00:03:10:19 - 00:03:13:12

And team members and. Yeah, they're workers.

00:03:13:12 - 00:03:16:21

And so I had full confidence and faith  
that they would take care of of the stuff

00:03:17:01 - 00:03:20:16

on the ground  
and would just keep responding as we figured out the mission of office.

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And since then, we promoted two fantastic, deputy chiefs, a fantastic

00:03:25:01 - 00:03:29:01

fire marshal, two fantastic battalion chiefs, a handful of captains.

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And so there's just been some movement in growth in organization.

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And, the force multipliers, like I look at the fine men and women

00:03:35:18 - 00:03:40:01

that city, in the city and in the department,  
and they're force multipliers.

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You put one good leader in a position,  
and they develop 3 or 4 good leaders.

00:03:44:03 - 00:03:47:01

And those 3 or 4 good leaders develop more leaders.

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And so I think it's an exciting time for Ogden Fire.

00:03:49:08 - 00:03:51:23

I think people are happy. They're excited to come to work.

00:03:51:23 - 00:03:53:08

And there's been some good changes.

00:03:53:08 - 00:03:53:16

Yeah.

00:03:53:16 - 00:04:00:17

Morales, Morales I, I yeah, I feel it when I'm with the department  
to tell me what you mean when you call

00:04:00:19 - 00:04:01:06

our men and

00:04:01:06 - 00:04:04:15

women of the department dogs  
just because it's such a complimentary mind.

00:04:04:20 - 00:04:05:07

It is.

00:04:05:07 - 00:04:05:17

Yeah.

00:04:05:17 - 00:04:09:16

And I got asked to speak at the Salt Lake,  
Valley training Alliance a few years back,

00:04:09:16 - 00:04:13:17

when I was a deputy, and I had some, people from Salt Lake  
and potentially some Salt Lake City.

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Say, how do you.

00:04:14:23 - 00:04:19:06

There was a time when we could recruit firefighters  
from Ogden to come Salt Lake.

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We can't do that anymore.

00:04:20:16 - 00:04:22:19

So why is that?

00:04:22:19 - 00:04:26:16

What makes somebody unique to what makes me want to stay at Ogden?

00:04:26:18 - 00:04:30:07

And I'm honest, and I say Ogden is not for everybody.

00:04:30:09 - 00:04:31:21

But you want to be good at your craft.

00:04:31:21 - 00:04:34:21

If you want to truly help people and be a good paramedic

00:04:34:21 - 00:04:39:06

and a good firefighter, Ogden is your home and I call them the dogs.

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And because it's a mindset, it's a mentality.

00:04:41:17 - 00:04:42:18

Mentality, right?

00:04:42:18 - 00:04:43:12

We don't worry.

00:04:43:12 - 00:04:46:17

We're in competition with ourselves on competition with other people.

00:04:46:19 - 00:04:51:16

And so when you look at how busy your department is  
and we call the unit utilization,

00:04:51:18 - 00:04:56:19

and you're looking at data that tells you how busy you are,

00:04:56:21 - 00:05:00:11

we're up in the upper echelon and it's the perfect place to be.

00:05:00:13 - 00:05:03:02

If you look at the medical side of the house,

00:05:03:02 - 00:05:06:02

the busier you are, the less errors you make.

00:05:06:06 - 00:05:07:21

To point. To a point. Yeah.

00:05:07:21 - 00:05:09:08

So first person ablation.

00:05:09:08 - 00:05:12:12

I've missed his medication errors because you do it so often.

00:05:12:12 - 00:05:13:21

You're really you're really good at it.

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The same thing goes to the fires to be able to perform a rescue or

00:05:18:21 - 00:05:22:10

a strong fire attack, you have to do it time and time again.

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And I feel like that's we're in the perfect sweet spot of that.

00:05:25:22 - 00:05:30:05

And many people say I'm too busy, and I say, we're in the sweet spot.

00:05:30:07 - 00:05:30:23

We're not too slow.

00:05:30:23 - 00:05:34:04

We're not too busy. We're in the in the zone. Yeah. And I'd like to.

00:05:34:06 - 00:05:39:21

I like to call my horses  
because we, we do hire men and women that can carry a lot of load.

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And that's where my mindset comes from is

00:05:43:10 - 00:05:45:09

that you're kind of thinking, we got people that are fighters

00:05:45:09 - 00:05:49:03

and they can push through challenge and they seek out challenge, right?

00:05:49:05 - 00:05:53:07

And they want to be a dog on a bone in terms of having that mission

00:05:53:07 - 00:05:56:08

for and drive for, for excellence and success.

00:05:56:13 - 00:06:03:00

And that's the kind of firefighter  
we look for and kind of select for. And,

00:06:03:02 - 00:06:04:11

I'm really proud of that.

00:06:04:11 - 00:06:09:02

But I also, when I call our heavy lifters horses, it means,

00:06:09:04 - 00:06:15:02

it kind of reflects my mindset of I need it's my job to feed our horses  
because they're carrying so much load

00:06:15:04 - 00:06:18:22

that you can't keep putting that on people's backs  
and not feed them and feed.

00:06:18:22 - 00:06:24:09

It means treating them well, compensating them fairly,  
making sure that they have the training

00:06:24:09 - 00:06:29:18

and the equipment that they deserve and that they need to in order  
to be successful, but also not taking advantage of that workload.

00:06:29:21 - 00:06:30:04

Yeah.

00:06:30:04 - 00:06:34:17

Not taking it for granted and thinking that there's no end in sight  
for them in terms of how much weight they'll carry.

00:06:34:20 - 00:06:35:14

Right.

00:06:35:14 - 00:06:39:00

So being mindful of staffing resources around them to make sure

00:06:39:00 - 00:06:44:03

that we don't push them over the edge  
of what's healthy and safe, and also

00:06:44:05 - 00:06:46:07

what makes them great in terms of the volume.

00:06:46:07 - 00:06:47:23

Right? Yeah.

00:06:47:23 - 00:06:49:06

Staying in that sweet spot. Yeah.

00:06:49:06 - 00:06:51:23

We try and find motivators like everyone's motivators are different.

00:06:51:23 - 00:06:55:12

And I think the leaders we have in our organization now know that.

00:06:55:14 - 00:06:58:14

And somebody's motivator may be a thank you.

00:06:58:14 - 00:06:58:21

Right.

00:06:58:21 - 00:07:03:03

Somebody's motivator may be a high five or, some people's motivator.

00:07:03:03 - 00:07:04:08

Just more work, you know?

00:07:04:08 - 00:07:07:06

And so we have to find that uniqueness, the fire, the fire department.

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If our profession is different here  
with these men and women for 48 hours.

00:07:10:20 - 00:07:13:17

Yeah. And so you're there when they're having problems at home.

00:07:13:17 - 00:07:18:06

You're there when they're there,  
maybe struggling with a marriage or a kid.

00:07:18:06 - 00:07:21:17

You're there when they're tired or their kids come to the station.

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They're missing graduations.

00:07:22:19 - 00:07:24:20

They're missing, events.

00:07:24:20 - 00:07:26:06

And so it's a uniqueness.

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The Christmas morning. Christmas morning, Christmas day.

00:07:29:11 - 00:07:32:18

Like, there's you're missing birthdays and,

00:07:32:20 - 00:07:36:06

and I'm just really proud of the environment we built over the years.

00:07:36:06 - 00:07:42:04

Because I remember growing up in the fire service,  
my kids would come to the fire station on their birthday,



00:07:42:06 - 00:07:45:18

and the fire captain and the engineer and the paramedics were there.

00:07:45:18 - 00:07:47:14

Aunts and uncles.

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And my kids grew up in that environment.

00:07:49:12 - 00:07:53:06

And I think it's so very important, that we continue that

00:07:53:10 - 00:07:59:06

that trend where this is your home  
and your mom and dad are here to work and serve a total stranger

00:07:59:08 - 00:08:03:05

and give a total stranger  
everything they have at all hours of the day and night.

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And, it's profession to be proud of.

00:08:06:01 - 00:08:08:19

And I think we're to instill that in our men and women.

00:08:08:19 - 00:08:11:19

It's a profession to be proud of in a department  
within the profession to be proud of.

00:08:11:20 - 00:08:14:00

I agree. So yeah.

00:08:14:00 - 00:08:17:14

Do you mind sharing your why your your purpose?

00:08:17:14 - 00:08:18:20

Yeah.

00:08:18:20 - 00:08:21:10

My role Down Fire service was very, very unique

00:08:21:10 - 00:08:25:14

in my in my opinion, I,  
I never had plans of joining the fire department.

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Like, I grew up on a farm out in Slaterville.

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Weird. Slater from Slaterville.

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My dad had 40 acres of land out there, and we hold alfalfa,

00:08:33:01 - 00:08:37:20

and we raised horses and and,  
I really didn't know what I was going to do,

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but I was going to do something in the construction world,  
something on my hands.

00:08:41:04 - 00:08:43:05

And then when I was young, I was probably 15 years old.

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My mom was young.

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She was 35, 36.

00:08:46:22 - 00:08:49:13

She was diagnosed with stage four breast cancer.

00:08:49:13 - 00:08:52:08

And, our our lives changed.

00:08:52:08 - 00:08:57:13

And I watched my dad, who was to  
this day is still one of the strongest men I know.

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Handle this.

00:08:58:11 - 00:08:59:18

He was an old farmer.

00:08:59:18 - 00:09:03:16

I, you know, and he he just double down and went to work.

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And I watched my mom at a young age thinking that she  
she was going to pass away.

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And she went had a bone marrow transplant down, and she's from Texas.

00:09:11:01 - 00:09:16:09

So she she went down there, had a bone marrow transplant,  
and father's cancer went into remission.

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And I saw that the way that the nursing staff

00:09:19:17 - 00:09:22:17

and the oncologist took care of my mom and I.

00:09:22:17 - 00:09:25:23

So I thought, I'm going to be an oncologist, like,  
I'm going to go down this road

00:09:25:23 - 00:09:28:23

if I can be an influencer impacting somebody's life

00:09:28:23 - 00:09:32:21

like they were my mom's and my brother's and my dad's in my life, then

00:09:32:23 - 00:09:37:03

that's the valiant cause and such a great profession.

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So I started down that road.

00:09:38:08 - 00:09:41:18

Well, I'm not very smart, so I, I started down

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the college route, and I loved college, I loved learning,

00:09:44:21 - 00:09:48:04

but what I didn't like is not being able to work.

00:09:48:06 - 00:09:52:02

And I had a friend of mine whose dad was a captain here at Ogden.

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He said, Mike, why do you go down this route of med school?

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Why don't you do your EMT?

00:09:57:15 - 00:10:01:22

Maybe look at paramedic, maybe look at joining the fire department,  
why you get your education.

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And, I was hooked.

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You know, I graduate in 96 and 97.

00:10:05:17 - 00:10:09:01

I was a volunteer firefighter reservist for Ogden City,

00:10:09:03 - 00:10:12:03

and I never looked back, and I wouldn't change it for the world.

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The impact we've been able to have on  
individuals has been so fantastic.

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So just to clarify for listeners, viewers, I vetted the man.

00:10:21:06 - 00:10:22:09

He is smart.

00:10:22:09 - 00:10:24:07

So he's also very modest.

00:10:24:07 - 00:10:24:15

Yeah.

00:10:24:15 - 00:10:27:22

So he, I could I can actually see you in that setting.

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It might be almost, almost like an academic setting.

00:10:31:12 - 00:10:31:21

Yeah.

00:10:31:21 - 00:10:37:05

Where it's a different kind of work  
where you want to use your your hands and your mind.

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Yeah, right.

00:10:38:09 - 00:10:41:00

And I love to read and I love, I love school. Oh, yeah.

00:10:41:00 - 00:10:43:07

Like I love it and I like I'm a sponge.

00:10:43:07 - 00:10:48:20

And my wife kind of gives me a hard, hard time  
sometimes because I just want to read something and try it.

00:10:48:22 - 00:10:53:05

And it's, you know, I love school and I do love the academics.

00:10:53:05 - 00:10:58:05

So, you know, I, encourage my kids to do that. And,

00:10:58:07 - 00:10:58:22

I've loved it.

00:10:58:22 - 00:11:03:05

Like I said, I just loved every step of my career so far,  
and I just wouldn't trade it for the world.

00:11:03:07 - 00:11:05:04

Well, I think that

00:11:05:04 - 00:11:08:17

to tie it together, a couple things you've already said is

00:11:08:19 - 00:11:09:08

the honor.

00:11:09:08 - 00:11:12:08

And in the profession and the pride

00:11:12:08 - 00:11:16:12

we have in our department and connecting that with your why and,

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you know, understanding the  
why of the men and women of the department, too.

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I think it's very service oriented.

00:11:23:04 - 00:11:25:19

It's very, selfless.

00:11:25:19 - 00:11:31:01

I see it's it's fun to be in this job  
and to have, for lack of a better term,

00:11:31:01 - 00:11:35:05

access to the ins and outs and the ongoing there.

00:11:35:07 - 00:11:37:12

Kind of day to day operations of the department.

00:11:37:12 - 00:11:42:04

And when I go on site to like a structure fire,  
there's almost like an energy.

00:11:42:04 - 00:11:43:08

There's

00:11:43:10 - 00:11:43:23

they're there

00:11:43:23 - 00:11:48:19

and they're, they're happy, but they're not happy that there's a fire,  
but they're happy that they're prepared

00:11:48:19 - 00:11:53:02

and ready to serve and respond and meet people and their time of need.

00:11:53:02 - 00:11:54:03

You know, I mean, yeah.

00:11:54:03 - 00:11:57:03

And that's a great point. Luck favors the prepared, right? Yeah.

00:11:57:03 - 00:11:59:22

I've taught I've taught incident command across the state of Utah for

00:11:59:22 - 00:12:04:16

for years and years and years and,  
and I thoroughly enjoy learning the fire science,

00:12:04:16 - 00:12:08:16

like how fire behaves in certain environments  
and then being able to go sit in the commands

00:12:08:17 - 00:12:15:03

in a command setting and teach the younger generation  
how to handle an incident because they're all unique.

00:12:15:05 - 00:12:19:09

You're going from this fire to this part of this fire,  
and everyone present different challenges.

00:12:19:11 - 00:12:23:14

But if you're prepared  
and you have the understanding of how fire behaves, how are fireworks

00:12:23:16 - 00:12:27:06

and like how to save lives and what portion of the house

00:12:27:08 - 00:12:30:04

is safe at what time, then?

00:12:30:04 - 00:12:33:15

It's just been a passion of mine teaching the future leaders this.

00:12:33:17 - 00:12:36:01

I've got a shelf life and.

00:12:36:01 - 00:12:36:12

We all. Do.

00:12:36:12 - 00:12:36:18

Yeah.

00:12:36:18 - 00:12:40:04

And every public safety, servant has a shelf life.

00:12:40:06 - 00:12:43:06

And if you were to ask me what my greatest accomplishment would be outside

00:12:43:06 - 00:12:47:17

of my family and my sons and my daughter and my wife, it would be the fact that I was able

00:12:47:17 - 00:12:53:08

to pass something on to the next generation, because we always talk about how we stand on the shoulders of giants.

00:12:53:10 - 00:12:58:14

Like, I look at the officers in the developed me and I look at the officers that developed them.

00:12:58:16 - 00:13:01:06

And, we owe it to our community,

00:13:01:06 - 00:13:04:15

and we owe it to the fire service to develop the next generation.

00:13:04:20 - 00:13:07:15

And that's why I have a passion for teaching and education.

00:13:07:15 - 00:13:10:01

Yeah, I always said that the best,

00:13:10:03 - 00:13:12:15

the best leaders replace themselves.

00:13:12:15 - 00:13:13:22

Yeah, right.

00:13:13:22 - 00:13:18:15

The developing the next leader behind us and there

00:13:18:17 - 00:13:20:03

there's definitely a lot of that in the department.

00:13:20:03 - 00:13:23:03

It's been it's fun to be part of you know.

00:13:23:08 - 00:13:27:09

So as we look to the future of our department,  
I mean, you and I have talked

00:13:27:13 - 00:13:31:11

a lot about what's next and what are we going to do differently  
and what Mark do we want to leave?

00:13:31:11 - 00:13:34:00

And I mean, was built into your interview and. Yeah.

00:13:34:00 - 00:13:38:00

Taking your why, taking your experience, taking the

00:13:38:02 - 00:13:42:15

the foundation that you inherited and helped to build yourself.

00:13:42:17 - 00:13:46:00

What are some of the things that you want to do moving forward  
to help build on that?

00:13:46:02 - 00:13:48:20

Well, I've always I was wondering why we're so reactive and

00:13:48:20 - 00:13:52:06

and when you look at public safety  
historically it's been something happens.

00:13:52:06 - 00:13:55:17

You common one the firefighters and EMTs and paramedics respond.

00:13:55:19 - 00:13:59:04

And that's been a cycle we've had for year after year after year.

00:13:59:06 - 00:14:01:21

Happens in health care like we treat diabetes.

00:14:01:21 - 00:14:03:19

But what do we do to stop diabetes?

00:14:03:19 - 00:14:08:13

And so my plan is to prevent accidents from happening.

00:14:08:15 - 00:14:11:09

And if you were to say the number one thing

00:14:11:09 - 00:14:15:07

that you wish you could do in the fire service,  
and I would say put ourselves out of business,

00:14:15:09 - 00:14:18:20

because if we put ourselves out of business,  
that means people having less heart attacks.

00:14:18:22 - 00:14:20:21

That means there's less fires happening.

00:14:20:21 - 00:14:23:01

And so that's the why.

00:14:23:01 - 00:14:25:20

So how do we get to that point like or that's the goal.

00:14:25:20 - 00:14:27:16

So how do we get to that goal?

00:14:27:16 - 00:14:29:14

And I read a book the Black Swan.

00:14:29:14 - 00:14:32:21

I know you and I have spoken about this in the past,  
and it talks about 911

00:14:32:23 - 00:14:37:08

and how the guy that that implemented the safety protocols

00:14:37:08 - 00:14:41:12

into TSA in the airports done  
that a week before the bombing and prevented the bombing.

00:14:41:14 - 00:14:45:07

A we never know that happened and B he'd be crucified, right?

00:14:45:09 - 00:14:48:15

Because he put this cumbersome process in front of us.

00:14:48:17 - 00:14:51:03

I don't want to put cumbersome processes in front of us,

00:14:51:03 - 00:14:54:00

but I want a safer, more resilient community.

00:14:54:00 - 00:14:55:06

So how do we do that?

00:14:55:06 - 00:14:58:08

We launched a community risk reduction team that goes out and finds

00:14:58:08 - 00:15:01:20

the risk to our community, and prevents  
an emergency from ever happening.

00:15:01:22 - 00:15:06:08

I look at the wild urban interface, the wildfires that happen.

00:15:06:10 - 00:15:09:07

You look at what happened in California in the Palisades Fire.

00:15:09:07 - 00:15:11:19

And could we prevent that from ever happening in Ogden?

00:15:11:19 - 00:15:13:06

And I think we can.

00:15:13:06 - 00:15:16:06

It takes it work. It takes effort. It takes ingenuity.

00:15:16:07 - 00:15:19:13

I think we can do that through some community risk reduction.



00:15:19:15 - 00:15:24:05

And we may never have a wildfire in Ogden like the Palisades.

00:15:24:07 - 00:15:29:23

But I would want to look back 20 years and say it's because we prepared and we cut things further upstream.

00:15:30:01 - 00:15:34:03

So that's what you do with prevention and the like, the wildland urban interface.

00:15:34:05 - 00:15:35:15

You did the same thing in buildings.

00:15:35:15 - 00:15:37:04

We build more resilient structures.

00:15:37:04 - 00:15:40:02

We sprinkler and we put fire safety precautions in place.

00:15:40:02 - 00:15:44:09

And we have a very strong fire prevention team that that does that.

00:15:44:11 - 00:15:46:00

So there's preventions ways.

00:15:46:00 - 00:15:50:22

And then you look at community health like is this the right way to take care of people?

00:15:51:00 - 00:15:53:06

They have insurance who take them to the hospital.

00:15:53:06 - 00:15:55:14

The physicians look at them, they send them home.

00:15:55:14 - 00:15:57:02

What's the follow up care?

00:15:57:02 - 00:16:02:16

So when we look at overdoses or we look at heart attacks, when we look at falls, how do we prevent those from happening?

00:16:02:18 - 00:16:05:03

And that's through a community health program.

00:16:05:03 - 00:16:09:05

The thing that's different in today's generation, that was different 27 years ago

00:16:09:05 - 00:16:14:11

when I started, was information like ChatGPT was never around, right?

00:16:14:11 - 00:16:16:09

This analytics were never around.

00:16:16:09 - 00:16:18:07

So now we can be surgical in how we respond.

00:16:18:07 - 00:16:21:21

We can say this area of our community is prone to falls.

00:16:21:23 - 00:16:27:00

So let's get out there and harden homes  
and prevent people from falling before it comes an emergency.

00:16:27:02 - 00:16:31:07

This area of our community has a higher overdose rate than other areas.

00:16:31:09 - 00:16:34:09

So let's get in in this educate this, this community.

00:16:34:13 - 00:16:38:20

And I'm really excited to launch those programs  
in conjunction with partners.

00:16:38:20 - 00:16:41:12

It doesn't all have to be on the back of the fire department.

00:16:41:12 - 00:16:43:10

It doesn't all have to be on the back of the city.

00:16:43:10 - 00:16:48:08

There's good people in this world  
that want to be involved and want to help, and we have to leverage them.

00:16:48:10 - 00:16:48:21

Right.

00:16:48:21 - 00:16:54:03

And we just kicked off our, community partner, summit.

00:16:54:03 - 00:16:58:05

We had last but to almost two weeks ago now. So yeah.

00:16:58:07 - 00:17:01:11

Where you were involved in the,

00:17:01:13 - 00:17:03:17

active and healthy community? Yeah.

00:17:03:17 - 00:17:05:02

Component of that entire conference.

00:17:05:02 - 00:17:09:01

And I look forward to seeing you engage  
more with that, with that network

00:17:09:03 - 00:17:14:17

and finding all the partners you need in order to develop this model  
that you and I are looking, looking at, putting in place.

00:17:14:17 - 00:17:17:16

And I think that that when we look back,

00:17:17:17 - 00:17:21:11

I think prevention and risk reduction and community health,  
those are going to be

00:17:21:13 - 00:17:24:12

kind of what we bring to the table in our tenure here.

00:17:24:13 - 00:17:26:09

Right? Yeah. I agree.

00:17:26:09 - 00:17:28:16

In addition to making sure that we're full

00:17:28:16 - 00:17:31:22

staff, have a staff that's healthy and happy.

00:17:31:22 - 00:17:35:10

And some retention so we don't have to retrain people.

00:17:35:10 - 00:17:35:18

Right?

00:17:35:18 - 00:17:38:13

Because without that, we're not going to be able to do any of those things right.

00:17:38:13 - 00:17:41:23

Absolutely. But,

00:17:42:01 - 00:17:45:03

I think that I mean, we've already taken some steps, you know.

00:17:45:05 - 00:17:45:19

Yeah.

00:17:45:19 - 00:17:50:03

As soon as you became chief, we had some High-Profile structure fires.

00:17:50:05 - 00:17:52:18

Well, even when you're chief too.

00:17:52:18 - 00:17:55:11

But, the state's staying in.

00:17:55:11 - 00:17:58:20

I'm actually of which we've unfortunately been a part of it.

00:17:58:21 - 00:17:59:06

Yeah.

00:17:59:06 - 00:18:03:01

And, we were pretty aggressive in our response.

00:18:03:01 - 00:18:08:17

Of course, tactically in the moment,  
also in the investigation and the follow up,

00:18:08:17 - 00:18:12:16

can you talk about some of the risk reduction  
that we've been doing with Fire Marshal Parr?

00:18:12:16 - 00:18:16:15

And yeah, so the National Fire Code allows us to do certain things.

00:18:16:15 - 00:18:21:11

And, we understand the balance that has to be between a builder trying to put affordable housing in the city,

00:18:21:13 - 00:18:24:04

and a fire department is trying to protect this community.

00:18:24:04 - 00:18:28:12

And so, after that last fire, the big un, development

00:18:28:12 - 00:18:34:03

that caught fire there on 17th Street, 18th Street, we we worked with our partners.

00:18:34:05 - 00:18:39:10

I schedule meeting with 54 contractors are building in Ogden, and I asked them for help.

00:18:39:12 - 00:18:41:16

They come down with the a stick.

00:18:41:16 - 00:18:43:04

I asked him for help.

00:18:43:04 - 00:18:45:06

I asked them to lock the front door.

00:18:45:06 - 00:18:48:15

We could have a heavy hand and push these things, and we would and we would.

00:18:48:17 - 00:18:51:05

We would in a heartbeat. Right? Right.

00:18:51:05 - 00:18:54:05

But let's go with Lisa versus the most invasive and let's ask them,

00:18:54:10 - 00:18:57:18

for the sake of them and sake, our community, to lock the front door.

00:18:57:20 - 00:18:59:18

And that's exactly what happened.

00:18:59:18 - 00:19:02:20

They started securing offers for, openings.

00:19:02:20 - 00:19:03:14

They started fencing.

00:19:03:14 - 00:19:06:12

They started putting security on staff to do fire watches.

00:19:06:12 - 00:19:12:05

They put cameras up and they responded to our ask and our call and credit goes to them.

00:19:12:07 - 00:19:15:19

And a fire prevention division that kept their foot on the pedal.

00:19:15:21 - 00:19:20:12

And when we didn't receive those fire  
watch logs that we required, they asked for them

00:19:20:14 - 00:19:24:15

and they kept their foot on the pedal so that that prevented

00:19:24:20 - 00:19:27:22

a lot of issues in the city and then never go.

00:19:28:03 - 00:19:30:03

Back to the Black Swan. Yeah. The fact. Right.

00:19:30:03 - 00:19:33:03

But and let's be clear, the

00:19:33:04 - 00:19:37:08

I mean, there's something about human nature  
when you immediately go stick instead of carrot.

00:19:37:08 - 00:19:38:16

Yeah.

00:19:38:18 - 00:19:41:04

We didn't know that we offered  
I don't know, the carrot was almost built in.

00:19:41:04 - 00:19:45:13

It's like we had a mutual interest in this case,  
and the builders responded the same way.

00:19:45:13 - 00:19:47:07

We wanted mostly.

00:19:47:07 - 00:19:50:09

But if we if you come in hard and heavy,

00:19:50:09 - 00:19:54:06

hard in the paint, right out of the gate,  
there's just a human nature to resist.

00:19:54:08 - 00:19:56:18

And so we wanted to like, okay, let's find out

00:19:56:18 - 00:20:02:06

where the building community is at,  
but know that we know exactly where we're at

00:20:02:06 - 00:20:06:10

and we're not going to tolerate  
or settle for lack of security on site anymore.

00:20:06:10 - 00:20:08:15

You know, it's just this is within our authority.

00:20:08:15 - 00:20:11:14

We're going to leverage those authorities  
to make sure we get to the outcome that we need.

00:20:11:14 - 00:20:14:23

But thankfully, almost all of them responded positively.

00:20:14:23 - 00:20:17:04

Absolutely. And they didn't.

00:20:17:06 - 00:20:18:05

They might have got the stick.

00:20:18:05 - 00:20:21:07

We got the stick. Yeah, been honest and transparent.

00:20:21:07 - 00:20:25:18

But yeah, I learned a long time ago  
through the coaches that I played football for.

00:20:25:20 - 00:20:29:08

And when I was coaching youth football, that

00:20:29:10 - 00:20:32:02

what what people want is to be coached.

00:20:32:02 - 00:20:34:06

They, they want they want to be all that.

00:20:34:06 - 00:20:38:22

Like if you miss a block or you drop a pass like,  
you know, you know, got that, you know, you should have made that block.

00:20:39:00 - 00:20:42:03

So having a negative, impact by somebody

00:20:42:03 - 00:20:46:04

young age isn't to fix things,  
but having a coach that puts his arm around you and explains

00:20:46:04 - 00:20:50:17

how much they care about you,  
they care about your project or your community or you as a player.

00:20:50:19 - 00:20:52:06

That's that's the win.

00:20:52:06 - 00:20:56:00

That's what that's what, you know, lifts raises the tide for everybody.

00:20:56:02 - 00:20:56:13

Right?

00:20:56:13 - 00:20:57:12

And that's the team.

00:20:57:12 - 00:20:58:06

That's leadership.

00:20:58:06 - 00:20:59:00

That's leadership.

00:20:59:00 - 00:21:00:22

And that's what happened with the builders and Ogden.

00:21:00:22 - 00:21:03:08

They all leaned in to help us out.

00:21:03:08 - 00:21:06:06

And we've seen that we've seen the fruits of that labor.

00:21:06:06 - 00:21:10:00

I know I'm glad we got sites secured and yeah, moving forward.

00:21:10:00 - 00:21:13:23

But I also, I think what you just described as your a lot

00:21:13:23 - 00:21:18:10

about your philosophy and leadership,  
because you talk a lot about love and and you're in leadership.

00:21:18:13 - 00:21:19:03

Yeah.

00:21:19:03 - 00:21:24:05

And loved and it  
I mean it it applies to that example with the contractors too.

00:21:24:05 - 00:21:29:00

It's whether you're dealing with and leading your team  
and your staff in the department

00:21:29:00 - 00:21:33:17

or in the community, or even with contractors, lead with love.

00:21:33:17 - 00:21:36:17

But know that love does not mean that I won't hold you accountable.

00:21:36:22 - 00:21:37:12

Absolutely.

00:21:37:12 - 00:21:39:14

It doesn't mean that I have a low standard, right?

00:21:39:14 - 00:21:42:22

It doesn't mean I'm gonna let you get away with things, right? Yeah.

00:21:43:00 - 00:21:44:22

You know, I think and that brings up a good point.

00:21:44:22 - 00:21:48:07

I was always told, you know, that somebody is somebody to somebody.

00:21:48:07 - 00:21:50:01

I mean, that's a lot of somebodies. Right?

00:21:50:01 - 00:21:53:14

But when we respond on a homeless person at three in the morning,

00:21:53:16 - 00:21:55:20

there's somebody that was unsheltered, that is somebody's

00:21:55:20 - 00:21:59:06

son, that is somebody's daughter, that is somebody's loved one.

00:21:59:08 - 00:22:03:12

And no matter what they're going through, they need to be loved.

00:22:03:14 - 00:22:07:22

And maybe that's by a total stranger  
who puts their arm around him and helps them out.

00:22:08:00 - 00:22:10:18

I told you a story the other day of a 20 year old,

00:22:10:18 - 00:22:14:06

individual, those sleeping on couches and didn't know what to do.

00:22:14:09 - 00:22:19:06

And I heard the story of two paramedics  
that showed up bought the individual pizza

00:22:19:08 - 00:22:24:23

made sure they had a place to stay and make sure that they had an avenue  
after they left to get that person long term help.

00:22:25:01 - 00:22:28:10

And I'm I'm proud to say that between our homeless medical advocates  
and homeless service

00:22:28:11 - 00:22:31:19

advocates, we're taking care of people where they are.

00:22:31:21 - 00:22:34:02

We have two amazing,

00:22:34:02 - 00:22:37:15

ladies working at Leonard House that work for the organ fire.

00:22:37:17 - 00:22:41:08

They're meeting people every day, helping get them off the streets.

00:22:41:10 - 00:22:42:19

Whether they get them into a nursing home.

00:22:42:19 - 00:22:44:15

They get into rehab clinic.

00:22:44:15 - 00:22:49:13

They they get them into, some long term  
help through programs and housing.

00:22:49:15 - 00:22:50:05

We're doing that.

00:22:50:05 - 00:22:54:04

And we're we're changing a person's life one person at a time. Yep.

00:22:54:06 - 00:22:56:05

And that's the key, right?

00:22:56:05 - 00:22:57:10

That's absolutely.

00:22:57:10 - 00:23:00:11



The way it needs to be done is you got to meet people where they're at.

00:23:00:11 - 00:23:06:22

And what that means is an individualized approach,  
having the whole menu and suite of options for help and support.

00:23:07:00 - 00:23:12:15

But you can't just intervene  
or help somebody with the one size fits all or with

00:23:12:17 - 00:23:14:06

the extremes leading out.

00:23:14:06 - 00:23:16:15

We gotta have the whole menu, right?

00:23:16:15 - 00:23:18:14

And you look how impactful it is.

00:23:18:14 - 00:23:21:22

We always tell the story of a young man that we heard  
that was unsheltered.

00:23:21:22 - 00:23:23:03

He was homeless.

00:23:23:03 - 00:23:27:02

And when you sit down and talk to this young man and you asked him why?

00:23:27:02 - 00:23:30:02

Why did you want to join the fire service,

00:23:30:03 - 00:23:33:03

it was because a firefighter impacted him positively.

00:23:33:03 - 00:23:38:15

A firefighter responded to him and his mother and his brother  
at a shelter and gave him a Gatorade and put their arm around him.

00:23:38:15 - 00:23:42:10

And was that role model at that point in time for that young man?

00:23:42:12 - 00:23:46:00

Now that you mention the fire service and the force multiplier,

00:23:46:02 - 00:23:49:03

how many lives is that young man changed because of his?

00:23:49:08 - 00:23:51:16

The one person just put his arm around him. Right.

00:23:51:16 - 00:23:56:11

So but we've got the same life experiences and police do. Yeah.

00:23:56:13 - 00:23:58:09

Officers that were former

00:23:58:09 - 00:24:01:03

gang members that grew up in our high schools, involved in

00:24:01:03 - 00:24:06:09

violence, have transformed their lives and in large part because of the presence of an officer in their life

00:24:06:09 - 00:24:10:02

that was a positive influence and help them pivot, and that those are the kind of people

00:24:10:02 - 00:24:14:05

we want to make sure are meeting people where they're at, right, and to help them. God.

00:24:14:06 - 00:24:19:08

But the example you shared about our firefighters taking that young men to lunch, getting them pizza,

00:24:19:08 - 00:24:24:22

making sure he had the resources and connected to the to our homeless advocates, etc..

00:24:25:00 - 00:24:28:18

You just explained, like one small example

00:24:28:20 - 00:24:31:11

of the community health model and the preventative model.

00:24:31:11 - 00:24:31:22

Yeah.

00:24:31:22 - 00:24:37:22

Where, we didn't just respond to emergency or in this case, maybe we

00:24:38:00 - 00:24:40:15

ran into him at lunch or out in the community, took him to lunch.

00:24:40:15 - 00:24:48:00

But that's kind of the idea is we don't just respond, transport and then go back and wait for the next.

00:24:48:02 - 00:24:51:02

We're looking at following through and following up.

00:24:51:02 - 00:24:52:05

Yeah, right.

00:24:52:05 - 00:24:54:09

And making sure that we're connecting with resources.

00:24:54:09 - 00:24:58:16

And what's the fix you know, I've got stories and I could spend my whole time here telling you war stories

00:24:58:16 - 00:24:59:15

that not everybody wants to hear.

00:24:59:15 - 00:25:02:23

But I remember as a captain, that's where you and I actually first met.

00:25:03:01 - 00:25:05:21

We thought about running for council and, you came

00:25:05:21 - 00:25:10:03

right along at our station,  
and I had a fantastic team of dogs of that station.

00:25:10:05 - 00:25:15:16

And I remember running into, at home late one night,  
probably 11:00 at night.

00:25:15:18 - 00:25:19:10

And there was this nine, ten year old boy who's watching two TVs,

00:25:19:12 - 00:25:22:02

whose mom was sick, whose grandma was there to help,

00:25:22:02 - 00:25:25:17

but she was old and had her own own life issues.

00:25:25:19 - 00:25:27:05

And I watched these firefighters.

00:25:27:05 - 00:25:27:16

They held on.

00:25:27:16 - 00:25:31:22

This young man during the TV is often asked if he had homework,

00:25:32:00 - 00:25:34:16

and I got to witness that as they stayed in service.

00:25:34:16 - 00:25:36:04

So if an emergency came in, they wouldn't respond.

00:25:36:04 - 00:25:39:04

But at 10:00 at night, they're doing homework with this young man

00:25:39:06 - 00:25:41:10

trying to help give him a leg up

00:25:41:10 - 00:25:46:07

and trying to help him understand  
the importance of schooling and education, of doing the right things.

00:25:46:09 - 00:25:52:16

And, there's so many stories like that that I had over my career,  
but that's the men and women along.

00:25:52:16 - 00:25:54:07

Fire always has been.

00:25:54:07 - 00:25:56:19

As, as long as I'm here. Always will be.

00:25:56:19 - 00:25:57:12

Lead with love.

00:25:57:12 - 00:25:58:21

Serve with love. Yep.

00:25:58:21 - 00:26:01:10

I remember on that shift that I did the ride along with you.

00:26:01:10 - 00:26:07:18

So now, Deputy Chief, Matt Hess was the engineer at the time.

00:26:07:18 - 00:26:08:14

That's the driver.

00:26:08:14 - 00:26:15:06

And they take care of all the apparatus and the mechanical stuff.

00:26:15:08 - 00:26:16:07

I remember a call

00:26:16:07 - 00:26:19:08

where we went out to help someone who needed to be

00:26:19:08 - 00:26:22:11

transported to the hospital,  
but couldn't get up or get out on their own.

00:26:22:11 - 00:26:25:15

And they took quite a lot of doing to do it.

00:26:25:15 - 00:26:29:15

But I just remember just watching the team

00:26:29:15 - 00:26:35:14

and how they all work together  
in the way they just the compassion that they had,

00:26:35:16 - 00:26:38:06

was, was pretty impressive, mixed with the ability

00:26:38:06 - 00:26:44:04

to arrive on a scene  
where they have to be tactical and get after it on a structure fire.

00:26:44:04 - 00:26:47:10

And there they have the ability to be

00:26:47:12 - 00:26:49:14

it's very the whole spectrum of human being, you know.

00:26:49:14 - 00:26:52:15

It's a very unique profession because when you're on your own.

00:26:52:18 - 00:26:53:12

Oh yeah. Right.

00:26:53:12 - 00:26:55:10

And there's no room for discussion.

00:26:55:10 - 00:26:58:23

All these things like you have,  
when seconds matter, you've got to make a decision.

00:26:58:23 - 00:27:01:19

You've got to go as hard as you can go,  
and you just got to make it happen.

00:27:01:19 - 00:27:04:12

And sometimes that puts you in some pretty scary situations.

00:27:04:12 - 00:27:09:11

They can also back out of that and be some of the most compassionate  
people you ever met there, buying food for somebody there.

00:27:09:14 - 00:27:12:13

So children, driveways, they just see a need to act and they jump in.

00:27:12:13 - 00:27:16:22

They put gas in people's cars and, there's just two different dynamics.

00:27:16:22 - 00:27:22:03

You go from a bull in the China closet times to the most compassionate,  
loving person that you've ever been around.

00:27:22:05 - 00:27:27:18

And, I can't say it  
enough, mayor, how proud I am of just the city in general.

00:27:27:20 - 00:27:32:10

But the men and women are on fire, and,  
how the city works in collaboration.

00:27:32:10 - 00:27:33:11

I've never seen anything like it.

00:27:33:11 - 00:27:35:16

I've talked to their fire chiefs, cross country.

00:27:35:16 - 00:27:40:13

And what Ogden has is unique because we care about each other as a city.

00:27:40:15 - 00:27:43:23

The police chief's one of my  
my good friends who was on the Swat team with him.

00:27:44:01 - 00:27:46:13

I mess with him as much as I can, you know?

00:27:46:13 - 00:27:50:09

But when when crap hits the fan, we're together.

00:27:50:13 - 00:27:50:21

Oh, yeah.

00:27:50:21 - 00:27:54:21

And, you know, I, I don't know if there's a better duo around.

00:27:54:23 - 00:27:59:12

There's a hands down there is not. Yeah. Unequivocal.

00:27:59:14 - 00:28:01:14

I pick him in my corner any day. Me too.

00:28:01:14 - 00:28:02:20

Yeah. Pick both of you guys.

00:28:02:20 - 00:28:07:00

And actually, I'm glad you said that, because it's important

00:28:07:00 - 00:28:10:00

to have a police chief and a fire chief that work together.

00:28:10:02 - 00:28:14:15

And working together is one thing,

00:28:14:17 - 00:28:18:22

but, like, really being tight and having the bond and

00:28:19:00 - 00:28:21:14

I mean, you mentioned it, so I'll just elaborate a little bit.

00:28:21:14 - 00:28:26:03

But you, you guys had experiences,  
personal experiences on Swat together.

00:28:26:05 - 00:28:29:05

And you both grew up through the department together.

00:28:29:08 - 00:28:30:23

You both started as reserves.

00:28:30:23 - 00:28:33:18

You started from the ground up right?

00:28:33:18 - 00:28:36:18

And in fact, you spent a stint at Davis County.

00:28:36:19 - 00:28:38:04

As a some law enforcement. Right?

00:28:38:04 - 00:28:38:22

You did law enforcement.

00:28:38:22 - 00:28:42:04

And, those are there EMT certified there? Yep.

00:28:42:06 - 00:28:44:01

Mayor mayor certified.

00:28:44:03 - 00:28:45:12

So, do

00:28:45:12 - 00:28:50:16

you have a good sense, plus your Swat experience  
and training for what his needs and what they go through.

00:28:50:16 - 00:28:55:19

But to have you to both that type is so important

00:28:55:19 - 00:28:58:19

and is a blessing for our city.

00:28:59:00 - 00:29:00:01

It's also pretty fun.

00:29:00:01 - 00:29:01:06

Yeah.

00:29:01:06 - 00:29:03:14

You guys have fun together and you get things done.

00:29:03:14 - 00:29:05:23

Yeah. And it's awesome being  
just that much better than the police department.

00:29:05:23 - 00:29:06:13

All the time.

00:29:06:13 - 00:29:09:17

All the time, all the time. Just that much better police department.

00:29:09:19 - 00:29:13:21

But what I do appreciate about  
not just just the police chief and my mayor

00:29:13:23 - 00:29:19:01

and the city council and the city staff,  
but all of our firefighters is because we love each other.

00:29:19:01 - 00:29:23:15

We have honest conversations, and I don't always agree with police.

00:29:23:15 - 00:29:26:10

I don't always agree with city issues.

00:29:26:10 - 00:29:29:06

But I do agree that if we all sit down in the same room,

00:29:29:06 - 00:29:32:05

we'll hammer it out and we'll go in the same direction.

00:29:32:05 - 00:29:35:21

And one thing that I've always been taught, and,  
I give some credit to my dad,

00:29:35:21 - 00:29:40:15

and I get some credit to Matthew  
as we talk to people about budget issues.

00:29:40:17 - 00:29:47:08

And, we have a morning huddle every morning with my command staff,  
and we have hard conversations.

00:29:47:10 - 00:29:49:09

This is what we're doing, right? This is what we're doing wrong.

00:29:49:09 - 00:29:50:14

This is what we need to stop doing.

00:29:50:14 - 00:29:54:14

This is what we need to spend more, more,  
pay more attention to, and spend more time doing.

00:29:54:16 - 00:29:56:23

And they say the same thing to me.

00:29:56:23 - 00:29:58:10

And a very respectful way.

00:29:58:10 - 00:30:00:22

We're going to we're going to push this ship.

00:30:00:22 - 00:30:05:07

If we're going to sell this ship across the ocean, it's going to be said ship, ship, ship.

00:30:05:09 - 00:30:07:17

Yes. That's the the p. There you go.

00:30:07:17 - 00:30:11:09

Yeah. Clarify. Yeah. Good.

00:30:11:11 - 00:30:13:22

so let's get

00:30:13:22 - 00:30:17:20

back to our relationship with, I mean,

00:30:17:22 - 00:30:22:04

I got to hire Chief Sube before, before you.

00:30:22:06 - 00:30:25:19

And then I got to kind of get in the in the flow in the

00:30:25:21 - 00:30:29:12

and get engaged and be involved in police operations,

00:30:29:14 - 00:30:32:14

to an appropriate level of.

00:30:32:16 - 00:30:35:14

But, now I get to do the same with you.

00:30:35:14 - 00:30:37:23

And that means a lot to me.

00:30:37:23 - 00:30:40:02

It means I got to select my chief,

00:30:40:02 - 00:30:44:22

and we get to work together to become our, like, chief and mayor, right?

00:30:44:22 - 00:30:46:20

Yeah. What do we want our priorities to be?

00:30:46:20 - 00:30:50:14

And we've agreed that we want to focus on prevention and community health.

00:30:50:16 - 00:30:51:02

Right.

00:30:51:02 - 00:30:54:13



But we want to prioritize our people.

00:30:54:15 - 00:30:58:14

But we talked about competition early on,

00:30:58:16 - 00:31:02:01

and people should know we talk about everything in terms of competition,

00:31:02:01 - 00:31:06:02

but that doesn't mean that we're a competition on ourselves  
is what it means.

00:31:06:04 - 00:31:09:16

It means that we don't we don't want to be the best at the at the cost

00:31:09:16 - 00:31:13:20

to anyone else's performance or well-being.

00:31:13:20 - 00:31:17:13

Right? Yeah. So I like to look at,

00:31:17:15 - 00:31:21:13

our performance and our competitive mindset

00:31:21:15 - 00:31:25:08

in terms of just trying to be the best in as as others  
elevate their best.

00:31:25:10 - 00:31:28:10

We do have to keep elevating our own, right? Yes.

00:31:28:13 - 00:31:34:03

So I want to show you that what I got for Christmas from Chief Slater.

00:31:34:05 - 00:31:38:10

This is a little bit of a competition between the Chiefs

00:31:38:12 - 00:31:41:17

to, who does the mayor like the best?

00:31:41:19 - 00:31:43:00

It's not much of a competition.

00:31:43:00 - 00:31:45:18

We're hoping that the police chief can make it more of a competition.

00:31:45:18 - 00:31:46:09

Right?

00:31:46:09 - 00:31:51:22

Yeah,  
but they want me to put this in there in my office to remind me that

00:31:52:00 - 00:31:53:14

it is one. They are one team.

00:31:53:14 - 00:31:55:09

They are,

00:31:55:09 - 00:31:57:07

They're the best chief combo in the country.

00:31:57:07 - 00:31:58:18

I have absolutely no doubt about it.

00:31:58:18 - 00:32:02:13

And just to be transparent,  
there may be one of the police chief's office right now that.

00:32:02:15 - 00:32:04:08

He does not know about it. Probably.

00:32:04:08 - 00:32:06:14

Yeah. Or does he? He'll find it, so he'll find it eventually.

00:32:06:14 - 00:32:08:00

He knows I did something.

00:32:08:00 - 00:32:08:14

You know.

00:32:08:14 - 00:32:08:20

Yeah.

00:32:08:20 - 00:32:12:00

I think he always knows you've done something. Yes, but yes.

00:32:12:02 - 00:32:13:04

I will.

00:32:13:04 - 00:32:17:09

Reluctantly and happily  
and proudly put that in my office. I think he go,

00:32:17:11 - 00:32:19:19

I do want to just kind of elaborate on your

00:32:19:19 - 00:32:25:10

your comment, though, about we are in competition with ourselves, but,

00:32:25:12 - 00:32:26:18

it's amazing.

00:32:26:18 - 00:32:29:18

It's amazing how far we can go when we rely on each other.

00:32:29:18 - 00:32:33:02

And competition is never about one of your opponent to do poorly.

00:32:33:04 - 00:32:34:12

Like when I was playing football.

00:32:34:12 - 00:32:37:18

And, you know, we have a banter back and forth about our football teams.

00:32:37:20 - 00:32:39:22

I want them to be the best when we play them.

00:32:39:22 - 00:32:43:15

And I whenever I've competed for a position within the organization,

00:32:43:17 - 00:32:48:19

I wanted to go against the best and earn it,  
and I wanted to prove myself to myself.

00:32:48:21 - 00:32:51:12

And I always would joke with Chief Mathieu when he put me in

00:32:51:12 - 00:32:54:12

as the deputy chief over medical operations.

00:32:54:13 - 00:32:58:08

I walked in there with a chip on my shoulder  
and I told him this, and he never felt this way.

00:32:58:08 - 00:33:02:14

We've had many a conversation, and I said, I wanted to prove to you

00:33:02:16 - 00:33:04:23

that you picked the best person for this job,

00:33:04:23 - 00:33:07:23

that you picked the person who will outperform and outwork anybody.

00:33:08:04 - 00:33:09:19

And that was my drive.

00:33:09:19 - 00:33:14:04

When I come to work early in the morning, that's my drive,  
and it's to be the best

00:33:14:06 - 00:33:17:14

dang fire chief I can be for the people of this city

00:33:17:16 - 00:33:21:01

and to develop the best firefighters for the next generation.

00:33:21:01 - 00:33:26:13

So when my kids and my grandkids and my great grandkids need help,  
they get the organ fire department, right?

00:33:26:15 - 00:33:29:02

So and they get the best result.

00:33:29:02 - 00:33:31:09

Well, it's back to the mindset of constant growth.

00:33:31:09 - 00:33:33:20

It's the it's one of the primary values.

00:33:33:20 - 00:33:39:13

Driving the Ogden way is when I came,  
I wanted to make sure that everybody wasn't satisfied ever.

00:33:39:14 - 00:33:47:03

Not that we don't celebrate wins, that we don't celebrate things of of,  
of greatness and performance, etc. but

00:33:47:05 - 00:33:49:12

that we don't rest on our laurels either.

00:33:49:12 - 00:33:52:11

And I want to surround myself with people that have that drive.

00:33:52:12 - 00:33:58:12

I don't want to have to push and cajole  
and convince to people to have that drive.

00:33:58:14 - 00:34:02:02

I seek out and select for people that have it.

00:34:02:02 - 00:34:02:10

Yeah.

00:34:02:10 - 00:34:06:05

So we talked about your upbringing, your work ethic.

00:34:06:07 - 00:34:09:07

I love a good blue collar work ethic

00:34:09:09 - 00:34:13:10

with a strong mind and a strong intellectual curiosity  
and a drive to learn.

00:34:13:10 - 00:34:13:17

Yeah.

00:34:13:17 - 00:34:18:23

You know, thankfully you love to read and absorb and research  
and then execute and implement.

00:34:19:01 - 00:34:22:23

Like,  
I love that combination that you have of blue collar or white collar.

00:34:23:00 - 00:34:23:21

Yeah.

00:34:23:21 - 00:34:28:12

It was it was always says, I'd rather have somebody pull out of a fight  
than somebody to push into a fight.

00:34:28:14 - 00:34:30:09

Right, right. And Jocko willing. Yep.

00:34:30:09 - 00:34:34:22

And so we put people in the positions  
that we have to pull back a little bit and all those hard conversations.

00:34:35:00 - 00:34:38:02

And if it's ever the individual or the person myself included, that

00:34:38:02 - 00:34:42:01

you have to push to do something,  
they're the wrong person for this organization.

00:34:42:01 - 00:34:44:00

And I believe it's the book good to great.

00:34:44:00 - 00:34:46:15

We're talking about it's not your biggest asset isn't just people.

00:34:46:15 - 00:34:47:19

It's the right people.

00:34:47:19 - 00:34:48:04

Oh yeah.

00:34:48:04 - 00:34:53:16

And we're so fortunate,  
you know, to be in a place with Log on Fire to where we can be picky.

00:34:53:18 - 00:34:55:14

And it's not about just putting people in positions.

00:34:55:14 - 00:34:58:00

It's about hiring and promoting the right people.

00:34:58:00 - 00:35:04:05

We had 372 applicants, on our website to apply for open fire.

00:35:04:07 - 00:35:08:10

We went to 87 of  
those are qualified, and we're going to narrow it down to four,

00:35:08:12 - 00:35:12:05

and we're gonna pick the best and if you fit our organization

00:35:12:07 - 00:35:15:07

and you can be a dog, we don't have to push you in a fight.

00:35:15:12 - 00:35:17:17

You'll thrive at Ogden fire.

00:35:17:17 - 00:35:21:01

And and you'll  
you'll be that next leader, that next chief, this organization.

00:35:21:01 - 00:35:22:19

Right.

00:35:22:21 - 00:35:25:21

So you mentioned Jocko Willink and extreme ownership.

00:35:25:22 - 00:35:29:00

Yeah. You mentioned good to great by Jim Collins.

00:35:29:00 - 00:35:33:08

The hedgehog concept in him  
just this is these are the talks that we have about leadership.

00:35:33:08 - 00:35:34:10

It's about black swan.

00:35:34:10 - 00:35:37:07

Black Swan and

00:35:37:07 - 00:35:41:04

those are things that you read on your own time as as to why?

00:35:41:06 - 00:35:44:05

Because we're intellectually curious and we have a drive to be better.

00:35:44:05 - 00:35:48:10

And we want to continue to improve.

00:35:48:12 - 00:35:50:23

At the end of the day, that becomes cultural.

00:35:50:23 - 00:35:54:09

Is our hope, right? Yeah, I know that's cultural in your department.

00:35:54:11 - 00:35:57:04

And when there's exceptions within the rank, they stand out.

00:35:57:04 - 00:35:57:17

Oh, yeah.

00:35:57:17 - 00:36:00:05

But you just went 300 and something applied.

00:36:00:05 - 00:36:03:05

80 something qualified were narrowed down to four.

00:36:03:10 - 00:36:06:01

That's how you select for drive.

00:36:06:01 - 00:36:06:04

Yeah.

00:36:06:04 - 00:36:10:22

Being a dog,  
someone that wants to show up and work and isn't looking for

00:36:11:00 - 00:36:13:11

relaxing and kicking back on the recliner, those,

00:36:13:11 - 00:36:17:03

those recliners and I, they don't really get, you know, they just don't.

00:36:17:03 - 00:36:19:11

Don't tell the police department that they think they get used,  
but they don't.

00:36:19:11 - 00:36:21:18

Well, they might come in and use them in the shift. Maybe it's that.

00:36:21:18 - 00:36:24:04

Yeah, they might stop right here. Yeah, yeah.

00:36:24:04 - 00:36:27:04

We give them a Snuggie and then kill it.

00:36:27:07 - 00:36:30:22

Back to the competition. Respect the competition.

00:36:31:00 - 00:36:33:20

And police, they say they hire for will over skill.

00:36:33:20 - 00:36:38:04

And it doesn't mean that they don't have qualifications and skills,  
but where someone's lacking a skill,

00:36:38:06 - 00:36:41:04

meaning, and experience or something

00:36:41:04 - 00:36:45:00

where they need to sharpen their edge on some expertise.

00:36:45:02 - 00:36:48:10

We've learned that, someone that has the will

00:36:48:10 - 00:36:51:11

to acquire the skill is often

00:36:51:11 - 00:36:55:15

better than someone that has the skill,  
but doesn't have the will to continue to build on that skill.

00:36:55:20 - 00:36:56:03

Right.

00:36:56:03 - 00:36:59:16

We have a similar saying ability, artist.

00:36:59:17 - 00:37:01:02

It's durability, right?

00:37:01:02 - 00:37:04:23

Because we want somebody that comes in with the attitude  
that love their fellow

00:37:04:23 - 00:37:07:23

human and will teach you all the other stuff,

00:37:08:00 - 00:37:11:11

like you're going to get thrown in a system  
that will teach you to be a good firefighter.

00:37:11:13 - 00:37:14:13

And we've got leaders who will not let you fail.

00:37:14:15 - 00:37:17:19

But if you have the right attitude, I mean, the sky's the limit, right?

00:37:17:20 - 00:37:20:16

You'll knock the cap right off that thing.

00:37:20:16 - 00:37:23:02

Well, thanks for being that kind of chief

00:37:23:02 - 00:37:26:05

and driving that kind of culture, leading that kind of an organization.

00:37:26:05 - 00:37:29:14

I'm so proud of the Ogden Fire Department.

00:37:29:16 - 00:37:30:23

There is no second.

00:37:30:23 - 00:37:32:11

I mean, there is nobody better.

00:37:32:11 - 00:37:35:07

I mean,

00:37:35:07 - 00:37:38:12

we are the best department in the state for a

00:37:38:14 - 00:37:40:12

those reasons and more. Right.

00:37:40:12 - 00:37:43:11

Is there anything we haven't covered today?

00:37:43:11 - 00:37:45:23

I, I don't know, I could talk for hours,

00:37:45:23 - 00:37:48:20

you know, well, believe me, you know why I say.

00:37:48:20 - 00:37:49:21

And what's the saying?

00:37:49:21 - 00:37:52:21

Why you say in five words you can say 50, right?

00:37:52:22 - 00:37:54:20

I just tell my old fire chief that my math. You like why?

00:37:54:20 - 00:37:56:13

I say in five words.

00:37:56:15 - 00:37:59:05

He would say things in five words in 500.

00:37:59:05 - 00:38:01:01

Yeah, yeah. We give him like crap.

00:38:01:01 - 00:38:05:09

But I will tell you, like,  
I am so grateful for the for the people, the influences in my life from,

00:38:05:09 - 00:38:09:20

you know, as sad as it is, my mom passed from cancer,  
you know, nine, ten years ago.

00:38:09:20 - 00:38:11:19

She fought a good fight for her life.

00:38:11:19 - 00:38:16:19

But because the influence that she put on me, for the people, took  
care of my mother for the hard work ethic

00:38:16:19 - 00:38:20:15



my dad taught me for, the lessons that prior.

00:38:20:16 - 00:38:24:12

Prior fire captains, prior fire fighters and Chief Mathieu taught me.

00:38:24:14 - 00:38:29:05

And to the relationship I'm building with the mayor  
and the community here in Organ City.

00:38:29:05 - 00:38:33:22

I'm just so grateful to be a part of, of a team like this.

00:38:34:00 - 00:38:36:21

Well, these kinds of things that you and I are doing together.

00:38:36:21 - 00:38:41:11

And my favorite part of the job, it's the it's the apolitical part

00:38:41:11 - 00:38:44:19

that people don't know, is required.

00:38:44:22 - 00:38:48:09

And it's most the overwhelming majority of the work.

00:38:48:09 - 00:38:52:00

And the need is this it's administrative and leadership.

00:38:52:00 - 00:38:55:11

It's, collaboration and service to one another.

00:38:55:16 - 00:38:59:10

Right. It's we have

00:38:59:12 - 00:39:01:19

we talk regularly, often.

00:39:01:19 - 00:39:02:17

Right.

00:39:02:17 - 00:39:06:09

We talk a long talk, sometimes late at night,  
because that's the only time

00:39:06:09 - 00:39:09:17

that you and I have enough time to stop and actually talk again.

00:39:09:19 - 00:39:11:04

There's just so much going on. Right?

00:39:11:04 - 00:39:14:15

Yeah, but thanks for thanks for being my chief.

00:39:14:18 - 00:39:16:05

Yeah, chief.

00:39:16:05 - 00:39:19:03

Thank you. Means a lot to me.

00:39:19:03 - 00:39:22:12

And when I say my chief, I want people to feel the same way.

00:39:22:14 - 00:39:26:11

That's why you're here, is  
so that people can start to get to know you more.

00:39:26:11 - 00:39:30:02

I know you're a pretty well-known guy around town  
because you've been here for a long time, but

00:39:30:04 - 00:39:34:06

we have to take a little bit of a break there to give you some room  
since you were doing four jobs

00:39:34:08 - 00:39:38:09

and, get your command staff full yet.

00:39:38:09 - 00:39:39:19

Those guys

00:39:39:21 - 00:39:42:21

up and running, and they are,

00:39:43:00 - 00:39:44:11

but now that,

00:39:44:11 - 00:39:48:00

now that you have a command staff  
and now that we're coming into the budget cycle, in the budget period

00:39:48:00 - 00:39:51:23

for me to start my budget hearings, I really look forward to

00:39:52:04 - 00:39:56:02

some structural mechanics of our of your department to help.

00:39:56:04 - 00:39:56:11

Yeah.

00:39:56:11 - 00:39:59:21

Bring some of this prevention and, risk reduction.

00:39:59:23 - 00:40:00:18

Yeah. The.

00:40:00:18 - 00:40:04:00

Yeah, the vision is is great for our city like city fire, you know.

00:40:04:00 - 00:40:06:03

And I guess I'll make one last plug.

00:40:06:03 - 00:40:09:03

You know, we go into the holiday seasons and, you know,  
I had this discussion,

00:40:09:07 - 00:40:11:18

I said, you need to watch a report about,

00:40:11:18 - 00:40:15:22

we're getting prepared for

maybe some of the of the depressions that hit in the holiday season.

00:40:15:22 - 00:40:20:03

So I would ask anybody who watches this, please,  
just love your neighbor.

00:40:20:05 - 00:40:22:15

If you ever heard from a friend in a while,

00:40:22:17 - 00:40:25:16

if you haven't, you know, notice anybody at that neighbor's house?

00:40:25:18 - 00:40:29:08

Kind of acts of service goes a long way with individuals.

00:40:29:11 - 00:40:33:04

And when there's not a lot of sunlight outside  
and when people are missing

00:40:33:04 - 00:40:37:11

their loved ones,  
what a perfect time to serve your neighbor and to lead with love.

00:40:37:13 - 00:40:38:14

That's right.

00:40:38:14 - 00:40:42:02

So I get an end of watch report.

00:40:42:04 - 00:40:46:13

And in this in the watch report,  
Chief Slater mentioned that we're coming into the holiday season

00:40:46:13 - 00:40:50:22

and this is a time that we need to be paying really close attention  
to our men and women of the department

00:40:50:22 - 00:40:54:22

to make sure that we don't have anybody  
that's, struggled with mental health issues.

00:40:54:22 - 00:40:58:23

And, I immediately called and said,

00:40:59:01 - 00:40:59:19

what do we need to know?

00:40:59:19 - 00:41:03:13

What do I need to know what's going on, who who we need to help and,

00:41:03:15 - 00:41:08:02

and your point was, it's not just the it's an everybody.

00:41:08:02 - 00:41:12:17

It's a human thing. Yeah. This time of year, the weather changes. The,

00:41:12:19 - 00:41:14:19

the holidays come in, it's time to be thankful.

00:41:14:19 - 00:41:19:22

But there's a lot of people out there  
that, don't have as much to be thankful for. And.

00:41:20:00 - 00:41:21:18

Right. Yeah. So let's.

00:41:21:18 - 00:41:25:09

That's a really good segue into maybe a call to action.

00:41:25:11 - 00:41:25:16

Yeah.

00:41:25:16 - 00:41:31:15

For the episode, if you're out there  
and you know somebody that needs help, somebody that is without

00:41:31:18 - 00:41:34:18

and we all know somebody and,

00:41:34:22 - 00:41:38:08

I hope that we're all the kind of people  
that are going to reach out and lend a hand.

00:41:38:08 - 00:41:42:03

We we do that kind of work here every day.

00:41:42:05 - 00:41:45:18

I know that we're that kind of city or that kind of community and,

00:41:45:22 - 00:41:49:23

let's live the ethos of the idea, maybe

00:41:50:01 - 00:41:55:01

being the kind of city that wraps our arms around each other  
and helps each other lift and to get to a point of success.

00:41:55:01 - 00:41:59:05

And I think that's one of the most unique parts about Ogden  
is that's what we do.

00:41:59:07 - 00:42:00:05

It's in our ethos.

00:42:00:05 - 00:42:04:07

But let's remind each other to be on the lookout for people that are,

00:42:04:07 - 00:42:08:14

struggling and suffering from mental health.

00:42:08:16 - 00:42:09:19

Let's intervene and make sure

00:42:09:19 - 00:42:13:04

that there are, access and connections to resources. Right.

00:42:13:05 - 00:42:13:23

That's a great point.

00:42:13:23 - 00:42:16:23

The supports out there that the resources are there,

00:42:17:01 - 00:42:21:06

whether you're in the department,  
if you're a firefighter for our department and you need help,

00:42:21:10 - 00:42:26:18

we have resources for you,  
and we will bring the best resources to help you.

00:42:26:21 - 00:42:27:07

Right?

00:42:27:07 - 00:42:27:20

Absolutely.

00:42:27:20 - 00:42:31:09

And same goes for anybody in the city, in the community.

00:42:31:11 - 00:42:33:19

Chief Slater, thanks for joining us today.

00:42:33:19 - 00:42:34:16

Thank you. Mayor.

00:42:34:16 - 00:42:37:16

Anything else you want to add before we go?

00:42:37:17 - 00:42:39:19

I think I'm good. Go bears.

00:42:39:19 - 00:42:42:02

Oh my gosh,

00:42:42:02 - 00:42:44:08

it's so painful that you were finally good.

00:42:44:08 - 00:42:45:20

Yeah. It's been it's been a long time.

00:42:45:20 - 00:42:50:09

Chief Slater is a bears fan. I'm a Packers fan. My family came from,

00:42:50:11 - 00:42:53:00

the Upper Peninsula of Wisconsin.

00:42:53:00 - 00:42:58:09

And, I've always, most always had bragging rights on Chief Slater.

00:42:58:09 - 00:43:00:03

But this year, it's been a struggle.

00:43:00:03 - 00:43:00:17

It's tough.

00:43:00:17 - 00:43:00:23

I mean.

00:43:00:23 - 00:43:01:23

We got you last week.

00:43:01:23 - 00:43:04:19

We'll see what happens Saturday. But we just lost.

00:43:04:19 - 00:43:05:17

Just lost to Denver.

00:43:05:17 - 00:43:07:11

And we got got the bears again next week.

00:43:07:11 - 00:43:09:01

And you guys are playing really well.

00:43:09:01 - 00:43:10:11

You guys took it to the Browns who are not good.

00:43:10:11 - 00:43:13:11

But anyway to the Browns that beat the Packers.

00:43:13:11 - 00:43:15:00

We have to let- I Know.

00:43:15:00 - 00:43:18:18

How do we lose the Browns anyway okay enough about that.

00:43:18:20 - 00:43:21:01

Now you know a little bit about our relationship.

00:43:21:01 - 00:43:26:11

But that relationship's important for our leadership and Chiefs leader, thanks for your leadership in Ogden City.

00:43:26:13 - 00:43:27:18

Thank you for leading with love.

00:43:27:18 - 00:43:31:05

And thank you for helping to do your part to build the best department in the state of Utah.

00:43:31:06 - 00:43:31:21

Thank you.

00:43:31:21 - 00:43:32:15

All right.

00:43:32:15 - 00:43:35:01

Until next time, I'm Ogden City Mayor Ben Nadolski

00:43:35:01 - 00:43:36:22

This is the I'll do my podcast.

00:43:36:22 - 00:43:41:07

Let's get out there and do good things and doing for the right reasons and let's be our best selves.

00:43:41:09 - 00:43:41:23

Thanks, everybody.