

00:00:08:13 - 00:00:10:21

Welcome, everyone, to the Ogden Way podcast,

00:00:10:21 - 00:00:14:14

the place where we tell Ogden stories
by telling the story of our Ogden people.

00:00:14:16 - 00:00:18:13

I'm Ogden City Mayor Ben Nadolski and today I'm sitting with Lisa Stout,

00:00:18:15 - 00:00:25:03

executive director of administrative services and what does that mean?

00:00:25:05 - 00:00:27:20

It means she is a,

00:00:27:20 - 00:00:29:18

She is a

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expert in a lot of different things.

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You run the department for us.

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That has a lot of impact on our internal service delivery, right?

00:00:37:15 - 00:00:40:06

Correct. An internal service.

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Meaning her department serves finance, functions, oversees

00:00:45:07 - 00:00:48:15

air fleet and facilities for example.

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And those are all functions that serve our various departments
and the work that they do.

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Right. Yes.

00:00:53:20 - 00:00:58:00

So, Lisa Stout,
you are one of the kindest and nicest people I've ever known.

00:00:58:05 - 00:00:59:12

Really. Well. Thank you.

00:00:59:12 - 00:00:59:20

Yeah.

00:00:59:20 - 00:01:03:02

And, I rely on you a lot, especially when we talk

00:01:03:02 - 00:01:06:02

about finances and, budgeting,

00:01:06:03 - 00:01:11:19

which for me, we're coming into budget season, budget preparation season for me.

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It's a bit of a long process, right?

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It is, it is.

00:01:14:08 - 00:01:17:22

I feel like budgeting anymore is a year round process.

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It is. Right.

00:01:19:12 - 00:01:22:00

And so what are you working on now

00:01:22:00 - 00:01:25:20

to get ready for my budget hearings and

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convening my team for

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for my budget assessments and gearing up for my proposal to the City council.

00:01:33:00 - 00:01:33:08

Yeah.

00:01:33:08 - 00:01:36:04

It's some, some really exciting changes, I think.

00:01:36:04 - 00:01:38:13

Mayor, we are.

00:01:38:13 - 00:01:42:10

You challenged me when you came into office.

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You kind of sat back and kind of watched us

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work and and went through a budget cycle.

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You came in in January.

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We were right in the middle of that.

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Yes, yes.

00:01:52:15 - 00:01:58:11

And I know that that first year was frustrating because,

it wasn't your budget.

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It was it was already sort of half baked.

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Pretty well set in motion. Yes. At that point, yes.

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And then we went through another budget

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cycle that I felt like you had more influence and input into,

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but you challenged me after that to really look

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for a way to do traditional budget hearings

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where we are really doing a zero based budget process,

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where we are expecting the directors and executive directors

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to come in, justify all of their positions, all of their expenses.

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For that way, we know that they know, exactly

00:02:36:15 - 00:02:42:08

what all of their people are doing, where all of the money is going
and how it's benefiting the community

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and and wrapping that around a strategic plan

00:02:46:05 - 00:02:50:00

that, that you in and Mara Brown have been working on. Yep.

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I remember, I remember in the first budget,

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there was so much momentum already that there was

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not enough time or ability for me to make a lot, of course, corrections.

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And so I, I felt like the budget kind of happened to me.

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And people watching might think that's weird because I'm the mayor
and you can say and do whatever.

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You know what I mean.

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But it just doesn't work like that
because there's so much in motion with earlier directive.

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And so the next budget cycle I went through, I could see where I had

00:03:20:20 - 00:03:24:10

opportunities for that input and how it played out through.

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And so now coming into my third budget cycle, I feel like, okay,

00:03:29:09 - 00:03:32:01

basically when the final when the last year's budget ends,

00:03:32:01 - 00:03:36:14

I have to start giving and be really clear on where on what I saw

00:03:36:16 - 00:03:40:22

and where to, intervene
and what implementation I want to prepare for for the next one.

00:03:41:01 - 00:03:44:20

Yeah. And that's where the zero budgeting came from. I wanted to

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I wanted to be able to have a

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lot more earlier insights into,

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budget projections and expenses and.

00:03:54:03 - 00:03:55:08

Yep. Right. Yeah.

00:03:55:08 - 00:03:58:08

So that's where we're doing a lot of deep dive. Yep. Yep.

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It's it's interesting in, government
because you know, lots of things we don't do

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because it makes us a profit, like a traditional business.

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So it's hard to do a traditional ROI

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on a lot of the activity a government, undertakes.

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So I'm very much a numbers person.

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I'm very much, you know, bottom line person.

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And I appreciate the perspective you have brought with that

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the people and, and

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and I think the KPIs that you and, and mayor
are working on putting in place

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will, will help measure the benefit to the, to the community.

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Yeah.

00:04:38:07 - 00:04:40:19

When you say the the budget perspective

00:04:40:19 - 00:04:45:04

with people, it's what is the impact for the people we represent serve.

00:04:45:04 - 00:04:45:22

Right.

00:04:45:22 - 00:04:49:04

How is this an investment in them.

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Right.

00:04:50:01 - 00:04:53:05

How do we justify this
and tell them what they're getting for their money?

00:04:53:07 - 00:04:53:20

Correct.

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Because that's the end point that is the that is the point.

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That is the way.

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It's the way.

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It's the way.

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And it is easy to get caught in spreadsheets and numbers and so on.

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Right. Yes.

00:05:04:21 - 00:05:08:01

Yeah. But, but we cannot lose sight of, of the why.

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And the why is the people that put us here. People that we serve. Right.

00:05:11:10 - 00:05:14:10

Right. Correct. So what is that.

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What does that process look like for us?

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To turn numbers into activities and people.

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Yeah.

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And just kind of how we're preparing for that zero based budgeting

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and the budget hearings and kind of coming into
when we convened my team.

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Yeah.

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So this is going to become more of a, a,

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collaborative partnership between finance

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and each of the executive, the directors of the divisions.

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I, I really envision, our finance team sitting down

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with, with, let's just say, recreation

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as just,

you know, something that we know the numbers that go into recreation.

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But what are the results that come out?

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What what programs are we we running?

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I, you know, Ed, Ed

Bridge was saying the other day that we serve 1200 kids every year

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through Junior Jazz, and we spend about \$20,000 doing that.

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That's a good deal.

00:06:08:01 - 00:06:12:16

That, that that's a great that's a great investment in those kids.

00:06:12:18 - 00:06:18:12

So just pulling in that, that kind of data more
so that when we're sitting down one on one with,

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with you and Mara Brown as the, the,

00:06:21:07 - 00:06:24:09

the senior team at the, at the city,

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you have the confidence that that when we give Ed Bridge

00:06:28:18 - 00:06:33:15

\$20,000, he's
going to accomplish what you want him accomplishing with that.

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Yeah.

00:06:34:00 - 00:06:40:14

And that's the that's the one that maybe a little bit harder
to measure where you're like, it's \$20,000 worth it for 1200 kids.

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And to me, that's a pretty clear example of, of a good value,

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because if you've ever been involved with Junior Jazz, you know how

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how many games they play and how long that goes on

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and, and and it's happening in gyms across the entire city

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during the week, after school, during weekends.

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That's a lot of recreation, an activity for very little money.

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And I know that a lot of those costs are offset a little bit by fees,
but also a lot by partnerships.

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And grants. And so,

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that's

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part of how we're looking at each of these operations
and giving our staff

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directive to try and drive down those costs,
even though that's a good it's a really good number.

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Are there still partners out there
that can help drive that cost down further

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without putting it on top of the kids and families
that most need to be served right.

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Right, right.

00:07:28:10 - 00:07:33:09

And I think it goes back to kind of the the growth mindset,

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that you have challenges, all of us to have,

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and the opportunity

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to work with, with partners in the community,
people who really want to be involved

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in, in the kind of work that the city is doing,
let's just assume vitamin and and make it better.

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Right.

00:07:49:01 - 00:07:52:21

And when you say growth mindset, what we're referring to is not

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it's like growth in our city of population size, direct effect

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of, yeah, you know, making our roads more busy.

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But we're talking about making sure that our entire staff

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as an ethos and as a mindset have have a drive and a desire to

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to grow and become better and be better in our delivery of our services.

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Right.

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And the quality of our programing
and the the quality of our, outcomes and impacts

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that has to be in every day, all the time and that we're never done

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right, never achieve growth or an end point.

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It's always

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yeah, it's

00:08:26:20 - 00:08:33:02

it's kind of a living organism that, that you want to see is successful.

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Yeah. And that we're not resting on our laurels. Right. Correct.

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Like we're racking up some, some wins and some laurels and recognitions
and that's great.

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But it's not enough to just stop and rest on it. We keep on going.

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Yeah. Agreed.

00:08:46:03 - 00:08:50:08

But I think what I think what's happening
and that's a perfect example of it, bridge,

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has done a really good job as a specific example.

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He's been brought in and all in on finding those efficiencies

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and those partnerships. And,

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he's done a really good job and has adopted a mindset

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of internal operational efficiency and effectiveness.

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Right.

00:09:08:02 - 00:09:09:07

Yeah, that's what we're after.

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And a lot of so so when we're talking about budget,
because it's not just money saved, it's also hours and time saved.

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Right. Yeah.

00:09:14:23 - 00:09:19:22

Oh yeah. Yeah. You know, when you think about efficiencies,

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I think

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the best one of the best things we could do to serve
the citizens of Ogden is find

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the efficiencies
internally that reduce the our load on individual employees.

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So we're not constantly feeling like we need more staff.

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Right. To accomplish the same.

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It's the same thing. Exactly.

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And because there are bandwidth issues
challenges there, we do encounter them.

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There are people are working really hard.

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But instead of just saying, give us more people,

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we're saying,
what are you doing with the time or the people that you have first?

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Yeah. Right. Yeah.

00:09:53:21 - 00:10:00:00

I yeah, to the, to the point where we've
we're actually having one department do a time motion study right now.

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Right.

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I'm sure that's really challenging for them
because that's a lot of work to do.

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But just understanding how they're spending their time. Right.

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Because we may need to reconsider the way we're spending that time

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and how we resource that particular function.

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Correct.

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And yeah, we don't want to like, lock the entire place down on time.

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Motion study. No, no.

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But where it is needed and it's needed.

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It is. And it's enlightening when you get it when you do that.

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Right? Yeah.

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So it's fun.

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It's fun to talk about these things
because these are things you and I talk about all the time.

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But I don't think the public is quite aware.

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That's why we're here now. Right.

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Yeah.

00:10:34:17 - 00:10:38:09

Yeah I, I, you know, we meet we meet once a week at least.

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At the very least once a week in our senior leadership team.

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And then you and I go to lunch,
you know, so we are talking about this constantly.

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Constantly.

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And, and your ideas and where you want to see the city going and

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and I'm my short little legs trying to be.

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Both.

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Trying to trying to find ways to accomplish that for you.

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So I appreciate I appreciate the opportunity.

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I know I'm a lot I got a lot of energy right.

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Energizer.

00:11:05:20 - 00:11:07:12

Yeah. But better to vendors.

00:11:07:12 - 00:11:10:12

That's what the staff call me, just so you know.

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Yeah, it's a lot of energy.

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They call it energy,
but there's a lot there's always a lot of opportunity.

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And, really what we're talking about is operational.

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It's internal. It's operational. It's efficiencies, it's consolidations.

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It's, it's finding things that we do that
we no longer need to do, that we have partners that can do it.

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Right. Correct.

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And this is all a part of my plan

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and proposal for how I want to keep the promise
that I made to the people that elected me

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to to keep those taxes stable for them.

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There's enough people struggling at the dinner table,

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so to speak, that we don't need to keep piling on top of that.

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And you are very cognizant of that. Right.

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And that that message has been clear in the internal operations.

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Right. Yeah.

00:11:56:20 - 00:11:58:08

But what it's what that does.

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And just from a leadership standpoint, is it kind of puts

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an expectation down and put my foot down
and people are forced to look internal

00:12:07:20 - 00:12:13:12

instead of just kind of giving in the easy path to just say, well,
we'll just ask for a tax increase.

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Which I do appreciate.

00:12:15:04 - 00:12:18:21

I do appreciate that that willingness to

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to put your foot down and, and, you know, say,
this is what I really want and right.

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That we have to do this.

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In my opinion governments across the country have to do this.

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I don't think they all are.

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But that is a real thing

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that the government services, especially the most fundamental

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police and fire and infrastructure and things like that,

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we do have to keep up with the times in terms of inflation.

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And so there are always escalating costs

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for these services just like everybody else in the world.

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Right. Yeah.

00:12:52:21 - 00:12:55:03

And that is a challenge for governments.

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I mean we really don't design our operations,

00:12:58:13 - 00:13:03:02

based on a point of sale, you know, that that

00:13:03:04 - 00:13:07:13

we, we are charged with, with providing services to our community.

00:13:07:13 - 00:13:13:04

And we really don't have very limited resources to do that with,

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you know, I feel like Ogden City has done a great job

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at being good fiscal stewards,
but what you're talking about is even better, right?

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Because now we're going to be good
fiscal Stuarts who are looking for every opportunity to save money.

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Money. Correct. The

00:13:30:12 - 00:13:33:04

maybe the somewhere for some people, but it's kind of fun.

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It it kind of. Yes it. Is.

00:13:35:00 - 00:13:39:19

It's really fun to sweep corners
and find this little nook in this little cranny to.

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Okay, how much do we save?

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How much time do we save and where should that time go?

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And then you have to find a way to transfer that time
to the most important function.

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That's the challenge too because not all dollars are the same.

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Some of them have different restrictions. Correct.

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Right. Correct.

00:13:55:04 - 00:13:58:04

Especially when you have all these different funds and utilities.

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Right.

00:13:58:13 - 00:14:04:05

Enterprise and internal services and general fund and grant funding.

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One time ongoing. Right. Yep.

00:14:07:16 - 00:14:09:06

Property tax or sales tax.

00:14:09:06 - 00:14:11:00

Sales tax has a lot of this in that.

00:14:11:00 - 00:14:14:11

Yes. Yes. We have no control over our sales tax. Right.

00:14:14:13 - 00:14:18:07

So and then

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

We've we have found a number of ways.

00:14:20:09 - 00:14:25:00

I mean you and I were looking over our list
that you and I often talk about.

00:14:25:02 - 00:14:27:07

This is just a list of

00:14:27:07 - 00:14:30:06

internal things that we're working on listed by department.

00:14:30:06 - 00:14:33:16

It's not all of them either, but it is quite a few.

00:14:33:18 - 00:14:36:12

If I look at the list and

00:14:36:12 - 00:14:39:12

some of them are pretty geeky, right.

00:14:39:13 - 00:14:42:17

They get really kind of wonky. So

00:14:42:19 - 00:14:45:19

let's talk about a few of them.

00:14:45:20 - 00:14:49:02

Like one of the things we did was

00:14:49:04 - 00:14:52:04

with collaboration being such a key value for our administration

00:14:52:04 - 00:14:55:22

and in the, in the context of the Ogden Way.

00:14:56:00 - 00:14:58:13

There's grant opportunities out there to lower

00:14:58:13 - 00:15:01:20

right lots of partners that want to,

00:15:01:22 - 00:15:04:22

help contribute and participate in the work we do.

00:15:05:00 - 00:15:08:00

And those are really good for one time opportunities,

00:15:08:00 - 00:15:12:08

especially around CIP or capital improvement projects.

00:15:12:10 - 00:15:13:04

What.

00:15:13:04 - 00:15:16:04

Explain them how we've approached grants.

00:15:16:07 - 00:15:16:18

Yeah.

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

So we, we hired a grant writer in the police department.

00:15:21:02 - 00:15:24:20

I want to say five years ago, I'm not sure how long ago that was.

00:15:24:20 - 00:15:27:20

And we saw a real increase in the amount of grants

00:15:27:20 - 00:15:32:12

the police department were getting and, and, and then,

00:15:32:14 - 00:15:34:17

and then transferring the responsibilities.

00:15:34:17 - 00:15:40:23

Because when you take on a grant,
there is often a lot of requirements tied to those grants.

00:15:41:01 - 00:15:44:06

For reporting and tracking and and not even,

00:15:44:08 - 00:15:47:15

not even until the money is spent, but sometimes for years after.

00:15:47:15 - 00:15:50:15

And so it is a pretty heavy administrative burden.

00:15:50:16 - 00:15:56:05

So this grant writer was able to come up,
come in to the police department,

00:15:56:07 - 00:15:58:23

receive more grants, take some of the administrative load

00:15:58:23 - 00:16:05:09

off of people like, Chief Ziegler and Chief Sube and,

00:16:05:11 - 00:16:09:03

and really improve their opportunity to, to look for grants.

00:16:09:05 - 00:16:11:22

He and he does a wonderful job.

00:16:11:22 - 00:16:16:08

And then, in 2025, the council authorized a second,

00:16:16:10 - 00:16:20:16

grant writer

that would focus on all of the areas that weren't public safety.

00:16:20:21 - 00:16:22:10

For the rest of the administration.

00:16:22:10 - 00:16:25:10

Yeah. And, the amount of grants we have.

00:16:25:14 - 00:16:28:03

So we haven't really, been able.

00:16:28:03 - 00:16:30:14

It's only been a year since then.

00:16:30:14 - 00:16:32:16

That position has been in place.

00:16:32:16 - 00:16:35:16

So I think we're still going to start seeing the fruits.

00:16:35:17 - 00:16:39:03

We've we've seen a huge increase in applications.

00:16:39:05 - 00:16:42:00

And I think we'll start to see those awards come in and start

00:16:42:00 - 00:16:45:00

to reach some real benefits from that additional position.

00:16:45:05 - 00:16:48:12

Let me put on my glasses again, just so I'll get the numbers wrong.

00:16:48:12 - 00:16:52:04

But the last time we summarized all this, and I'm certain it's more now.

00:16:52:06 - 00:16:52:16

We're here.

00:16:52:16 - 00:16:56:18

We had 43

grants submitted for the just for the general operations in the city,

00:16:56:20 - 00:17:01:13

for a potential of 22,000,000 in one time funds, which would be new funds.

00:17:01:15 - 00:17:02:01

But the key

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

to grants is not just to go out and find money just for money sake.

00:17:05:02 - 00:17:08:02

It's to find money
that's aligned with what we need the money to do for it,

00:17:08:07 - 00:17:11:07

and sort of staging it, structuring it and positioning it

00:17:11:11 - 00:17:14:22

for the things that it's specific to our goals.

00:17:15:00 - 00:17:18:00

Otherwise, all of the burden that comes with the administrative

00:17:18:05 - 00:17:22:14

requirements become really burdens.

00:17:22:16 - 00:17:23:12

Right. Correct.

00:17:23:12 - 00:17:26:09

And then they become wasted efficiencies again.

00:17:26:09 - 00:17:28:23

And then we back find ourselves back in time motion studies you.

00:17:28:23 - 00:17:30:12

Know creating more work for ourselves.

00:17:30:12 - 00:17:33:11

Creating more work. That's not getting us to our end goal.

00:17:33:11 - 00:17:36:16

And so that's where strategic plans come into place,

00:17:36:18 - 00:17:41:06

but also measuring where we're going, which we're starting to do now
too, through KPIs.

00:17:41:08 - 00:17:42:18

Right. Yep.

00:17:42:18 - 00:17:48:02

Yes. So but if you look at that
just thinking about the police side that you mentioned on grants.

00:17:48:04 - 00:17:53:05

That's how we're able to provide our homeless service advocates.

00:17:53:07 - 00:17:54:23

Our homeless medical advocates.

00:17:54:23 - 00:17:58:07

We just bought a new portable transport medical.

00:17:58:09 - 00:18:01:09

Mobile medical.

00:18:01:09 - 00:18:06:00

We have, we have a really strong victim advocate team.

00:18:06:00 - 00:18:06:16

We do.

00:18:06:16 - 00:18:11:10

So we know just that and that is highly, grant supported.

00:18:11:10 - 00:18:13:04

Right. It is.

00:18:13:04 - 00:18:16:20

But in that case, our police grant writer has been able to find

00:18:16:22 - 00:18:19:12

ongoing participation in that same grant.

00:18:19:12 - 00:18:25:04

So we've been able to build a program
where we're not just going out and arresting people were also

00:18:25:06 - 00:18:29:05

doubling back with the victims because that's who we're out to.

00:18:29:07 - 00:18:29:19

To serve.

00:18:29:19 - 00:18:33:14

We arrest people in order to protect the rights of our people in our
and the victims.

00:18:33:16 - 00:18:34:08

Right.

00:18:34:08 - 00:18:36:05

And that's something that's often lost and forgotten about.

00:18:36:05 - 00:18:39:14

Yeah. And police work. But that's something that we do a lot of.

00:18:39:16 - 00:18:42:06

And we do it with with help of vets.

00:18:42:06 - 00:18:43:11

Right. Yeah. We do, we do.

00:18:43:11 - 00:18:50:07

And those have been very beneficial
either through their federal grant that

00:18:50:09 - 00:18:50:21

Yeah.

00:18:50:21 - 00:18:55:19

And I think we've got two full time,

00:18:55:21 - 00:19:00:01

victim advocates for that grant and, and some, some administrative help.

00:19:00:03 - 00:19:00:14

Right.

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

And I remember my first year on the in this job,
we were to the state level,

00:19:06:03 - 00:19:09:06

and we were able to increase the proportion of the state's

00:19:09:06 - 00:19:12:18

homeless mitigation grant funds.

00:19:12:20 - 00:19:14:16

Yes. To distribute to us.

00:19:14:16 - 00:19:18:10

That that homeless

00:19:18:12 - 00:19:24:02

allocation, to the city has been huge for, for operations and, and

00:19:24:04 - 00:19:29:05

and helping the police and the fire department cope
with some of the challenges that right now spring.

00:19:29:10 - 00:19:35:09

And again, it's nowhere close to covering the true costs
of mitigating the impacts of homelessness in our city.

00:19:35:11 - 00:19:38:17

No, we. It but it helps. It does help. It does help.

00:19:38:19 - 00:19:40:07

Do you want me to talk numbers?

00:19:40:07 - 00:19:42:17

Sure. Sure. Okay.

00:19:42:17 - 00:19:46:09

I just I. See you brighten up when we talk about numbers.

00:19:46:11 - 00:19:51:02

I can't remember names, but I can remember numbers.

00:19:51:04 - 00:19:55:00

I, I just got I just saw the report from fiscal year

00:19:55:00 - 00:19:59:23

2025 from, our grant writer in the police department on the homeless,

00:20:00:01 - 00:20:00:21

work.

00:20:00:21 - 00:20:02:22

And we spent.

00:20:02:22 - 00:20:04:13

Okay, I'm going to do round numbers.

00:20:04:13 - 00:20:10:15

We spent, over \$4 million and in work,

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

specifically related to the unhoused.

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

Of that, about 309,

00:20:17:00 - 00:20:21:03

3.9 million was supported by a grant.

00:20:21:05 - 00:20:25:23

And so we were there was a delta of about 600,000 that the city.

00:20:25:23 - 00:20:29:07

City that we that we absorb and cover,

00:20:29:09 - 00:20:32:04

which is still a lot of money, but it's a lot better than the 4 million.

00:20:32:04 - 00:20:34:02

Correct.

00:20:34:02 - 00:20:37:13

But there's also when we talk about mitigation,

00:20:37:15 - 00:20:42:17

impact

mitigation, we're talking about the impacts on public services for,

00:20:42:19 - 00:20:45:05

refugees and cleanup.

00:20:45:05 - 00:20:47:14

Police response times, the. Yeah.

00:20:47:14 - 00:20:49:23

Or response cases.

00:20:49:23 - 00:20:51:11

The impact on parks.

00:20:51:11 - 00:20:52:00

Right.

00:20:52:00 - 00:20:55:00

Vandalism impacts on victims and victims rights.

00:20:55:00 - 00:21:00:00

Really? Yeah, that really impacts the community. Yeah.

00:21:00:02 - 00:21:02:00

It's if you want to talk numbers, too.

00:21:02:00 - 00:21:06:16

I don't know if you have specific numbers yet, but the medical advocate

00:21:06:18 - 00:21:07:22

position.

00:21:07:22 - 00:21:11:15

It's got enormous potential for, for,

00:21:11:17 - 00:21:14:22

for saving pain and suffering for people

00:21:15:00 - 00:21:18:15

and then saving in our operational cost and efficiencies.

00:21:18:17 - 00:21:23:18

Well,
and also I, I would probably say a benefit to the, the hospital too.

00:21:23:21 - 00:21:25:01

I oh. Yeah.

00:21:25:01 - 00:21:29:20

The I think often folks in that situation end up in the emergency room.

00:21:29:20 - 00:21:32:19

And and this is an effort to help. Right.

00:21:32:19 - 00:21:34:22

I don't know if there's another city in the nation doing this.

00:21:34:22 - 00:21:35:20

I don't know. Either.

00:21:35:20 - 00:21:41:13

What we're doing is meeting meeting people in need
where they're at, primarily at the shelter.

00:21:41:15 - 00:21:43:23

And we position the,

00:21:43:23 - 00:21:46:02

EMT at the shelter.

00:21:46:02 - 00:21:50:05

And she has been incredible. Angie is just

00:21:50:07 - 00:21:55:12

really embraced the role and has gotten to know our unhoused,

00:21:55:14 - 00:21:59:15

population on a more, much more personal level
and knows what their needs are.

00:21:59:17 - 00:22:03:11

They've she establishes a relationship of trust with them

00:22:03:13 - 00:22:06:13

and they come to her with medical need.

00:22:06:16 - 00:22:09:10

But they but they come to her early and that's the key.

00:22:09:10 - 00:22:13:10

And so she's able to give them like early intervention
and it's more minor

00:22:13:12 - 00:22:16:04

little things before they turn into major.

00:22:16:04 - 00:22:17:09

Right. Right, right.

00:22:17:09 - 00:22:21:18

And she can consult with with doctors and physicians.

00:22:21:20 - 00:22:23:06

But what we're doing is we've, we've

00:22:23:06 - 00:22:26:23

measured and saved on medical transports

00:22:27:01 - 00:22:30:09

from our fire department being called out on A911

00:22:30:11 - 00:22:33:06

to transport to the emergency room.

00:22:33:06 - 00:22:34:11

Right. Yep.

00:22:34:11 - 00:22:41:10

And then imagine all of the busy, cases
that are not in the emergency room now.

00:22:41:12 - 00:22:44:01

What that does for wait times when.

00:22:44:01 - 00:22:48:23

Our community goes for in for emergency services at both hospitals.

00:22:49:01 - 00:22:52:04

And then think about the cost savings to the hospital

00:22:52:06 - 00:22:54:14

and how that theoretically

00:22:54:14 - 00:22:57:14

in the big picture should translate into cost savings for health care.

00:22:57:14 - 00:23:00:03

And that down the road.

00:23:00:03 - 00:23:01:22

That's that, that yes that's the hope.

00:23:01:22 - 00:23:02:15

That's the hope.

00:23:02:15 - 00:23:06:18

And, and it seems like a you know, I think a government

00:23:06:18 - 00:23:09:18

really best serves its people at the closest level.

00:23:09:23 - 00:23:11:13

Right.

00:23:11:13 - 00:23:14:04

It just it just those common sense.

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

Common sense is the key.

00:23:15:15 - 00:23:19:18

I'm all I'm all in on common sense. And,

00:23:19:20 - 00:23:21:12

but I think we have an opportunity

00:23:21:12 - 00:23:24:18

because we're measuring again, because of our KPIs, because we're data

00:23:24:18 - 00:23:27:22

driven and our efficiencies and consolidations

00:23:28:00 - 00:23:32:17

that we're going to be in a position after we see how this service works
and how it already is working,

00:23:32:19 - 00:23:36:10

we're going to be able to present receipts to that, to hospitals,
which are private

00:23:36:12 - 00:23:40:12

partners, and say we are saving you money.

00:23:40:14 - 00:23:44:02

Again, we're doing this saving that money using grants.

00:23:44:04 - 00:23:46:11

So we're not using tax dollars.

00:23:46:11 - 00:23:48:05

City property tax funds.

00:23:48:05 - 00:23:49:08

Exactly.

00:23:49:08 - 00:23:52:00

But we can show with receipts how much we're saving them

00:23:52:00 - 00:23:56:13

and then ask for a contribution back from those savings

00:23:56:15 - 00:24:00:04

in order to serve our people more and help them with their health

00:24:00:06 - 00:24:03:16

and in return, save them again on their bottom line.

00:24:03:18 - 00:24:04:17

Right. Yeah.

00:24:04:17 - 00:24:07:13

That's that is really good governance.

00:24:07:13 - 00:24:09:09

It is. Right. Yes.

00:24:09:09 - 00:24:12:02

But it's also good service for our people.

00:24:12:02 - 00:24:13:20

It's better health outcomes.

00:24:13:20 - 00:24:16:20

That's improving markedly and measurably.

00:24:16:21 - 00:24:19:16

Community health. Right.

00:24:19:16 - 00:24:23:01

You're you're meaning you're meeting a need that's out there.

00:24:23:03 - 00:24:23:12

Yeah.

00:24:23:12 - 00:24:25:10

And you know what else does

00:24:25:10 - 00:24:28:10

is it saves that fire station

00:24:28:10 - 00:24:32:13

its highest call volume to that was to Landon House

00:24:32:15 - 00:24:36:13

in the burnout that was happening for our firefighters.

00:24:36:15 - 00:24:39:10

Was causing turnover.

00:24:39:10 - 00:24:43:11

And then we would have to rehire retrain invest

00:24:43:13 - 00:24:46:21

tens of thousands of dollars into that one person for the replacement.

00:24:46:21 - 00:24:48:17

Lose all those years of experience.

00:24:48:17 - 00:24:49:16

Yeah. Right.

00:24:49:16 - 00:24:52:08

True. And instability that the causes.

00:24:52:08 - 00:24:54:11

So then we would in a traditional approach.

00:24:54:11 - 00:24:57:12

But you have to add more firefighters,

00:24:57:14 - 00:24:58:18

add more

00:24:58:18 - 00:25:03:04

apparatus and expensive equipment to meet the need.

00:25:03:06 - 00:25:06:13

We're going deeper. Yes. Right. Yes. Yes.

00:25:06:14 - 00:25:10:12

If we just if we solved the solution, was just adding more bodies.

00:25:10:14 - 00:25:10:23

We're just.

00:25:10:23 - 00:25:13:02

You're exactly you're you're exactly right.

00:25:13:02 - 00:25:14:11

That's what would happen. Right.

00:25:14:11 - 00:25:17:19

But because we put our foot down and said,
okay, we're going to hold the line.

00:25:17:21 - 00:25:18:17

Let's look at this.

00:25:18:17 - 00:25:20:02

Drive efficiencies and look at this.

00:25:20:02 - 00:25:22:15

Different now is changing mindset isn't it. Yeah.

00:25:22:15 - 00:25:25:10

And then that over time changes culture. Yes.

00:25:25:10 - 00:25:29:09

So not something that the public sees much of. No.

00:25:29:11 - 00:25:30:11

It's an internal thing.

00:25:30:11 - 00:25:31:21

It is an internal thing.

00:25:31:21 - 00:25:33:11

That's why we're talking about it here.

00:25:33:11 - 00:25:35:01

Right. Yeah.

00:25:35:01 - 00:25:36:18

We do a lot of those.

00:25:36:18 - 00:25:39:13

We're looking for a lot of opportunities to do those kind of things.

00:25:39:13 - 00:25:44:19

And, and I wish I, I wish they could all be as successful as this.

00:25:44:21 - 00:25:47:08

But I do think that, you know,

00:25:47:08 - 00:25:51:01

you've got some really good directors and executive directors

00:25:51:01 - 00:25:55:14

who are creative, out of the box thinkers that I think can can really.

00:25:55:15 - 00:25:56:13

Right. Yeah.

00:25:56:13 - 00:25:59:13

I think this first budget year might be a little rough.

00:25:59:16 - 00:26:01:14

Maybe we're all going to grow a little bit.

00:26:01:14 - 00:26:04:02

That's that's just how I look at it.

00:26:04:02 - 00:26:06:12

So growth does have a little bit of pain.

00:26:06:12 - 00:26:08:06

Yeah. Little feathers might fly.

00:26:08:06 - 00:26:10:09

A little discomfort. Yeah.

00:26:10:09 - 00:26:11:08

Including myself.

00:26:11:08 - 00:26:13:17

So yeah. But we don't shy away from that.

00:26:13:17 - 00:26:15:04

No. No.

00:26:15:04 - 00:26:20:12

I think that's there are people that get offended by things like that,
but we're not doing it in an offensive way.

00:26:20:14 - 00:26:23:03

But we're just challenging ourselves. Correct.

00:26:23:03 - 00:26:27:02

And and I like the point that you made that we're challenging ourselves.

00:26:27:03 - 00:26:32:18

I this you have not done this in a way that is damaging to any person.

00:26:32:19 - 00:26:36:05

You have been very, very kind of very patient, mayor.

00:26:36:07 - 00:26:36:21

Appreciate that.

00:26:36:21 - 00:26:42:23

Allowing us to to get in line with what you're asking for.

00:26:43:01 - 00:26:45:00

So I, I'm excited to see how it goes.

00:26:45:00 - 00:26:48:06

I'm excited to see what we can accomplish. Yeah. Me too.

00:26:48:08 - 00:26:50:00

Sometimes I'm glad you said patient.

00:26:50:00 - 00:26:53:08

I don't feel like I'm very patient, but there's a balance between.

00:26:53:12 - 00:26:55:18

Because we have to create buy in.

00:26:55:18 - 00:26:57:11

We think there's a challenge for me in this.

00:26:57:11 - 00:26:58:00

You have.

00:26:58:00 - 00:26:59:08

You have how many employed?

00:26:59:08 - 00:27:02:13

900 employees. Right.

00:27:02:15 - 00:27:06:16

We got to get as much buy in
as we can mission in the vision that we are.

00:27:06:18 - 00:27:10:02

And executing on.

00:27:10:04 - 00:27:12:12

Because by and

00:27:12:12 - 00:27:13:18

or creates ownership.

00:27:13:18 - 00:27:18:20

You know
and when you own have ownership in something you take initiative.

00:27:18:22 - 00:27:20:04

You have accountability.

00:27:20:04 - 00:27:22:06

And we want as much of that as possible.

00:27:22:06 - 00:27:26:15

But we are at a point where it's like okay
if you're not on board, I'm now it's time for directive.

00:27:26:15 - 00:27:30:05

Straight up straight talk straight direct
if you will. Yes. Correct mayor.

00:27:30:06 - 00:27:33:19

Mayor said to me the other day,
the mayor and I don't have time to beat around the bush.

00:27:33:20 - 00:27:38:19

We just straight talk. I thought, oh, good. Okay.

00:27:38:21 - 00:27:40:02

Well, yeah.

00:27:40:02 - 00:27:42:23

I mean,

00:27:42:23 - 00:27:43:14

it's true.

00:27:43:14 - 00:27:45:00

It is.

00:27:45:00 - 00:27:48:20

The people are the people we serve and represent our

00:27:48:22 - 00:27:51:07

struggling in this economy.

00:27:51:07 - 00:27:55:15

And in this time right now, the just the cost of living and

00:27:55:17 - 00:27:58:01

the pressure on families is so real

00:27:58:01 - 00:28:01:00

that they don't have time for us to be nice forever.

00:28:01:00 - 00:28:01:18

They.

00:28:01:18 - 00:28:03:21

I think people understand the need for ownership and buy in.

00:28:03:21 - 00:28:08:12

Yes, but at some point we're like, okay.

00:28:08:14 - 00:28:09:21

Get on board or get out of the way.

00:28:09:21 - 00:28:11:04

Yes. Yes.

00:28:11:04 - 00:28:13:17

And they expect us to be that. Yes. Leaders. Yes.

00:28:13:17 - 00:28:17:13

And you've taken steps to put us in the right place and

00:28:17:13 - 00:28:21:13

and I really think that I think we can carry your vision.

00:28:21:13 - 00:28:25:19

And I think we can do some great things with it. I appreciate that.

00:28:25:21 - 00:28:26:13

I have to think that

00:28:26:13 - 00:28:30:10

people are wondering because we haven't even brought up I.

00:28:30:12 - 00:28:34:17

But the world I think I read today that time magazine is calling.

00:28:34:17 - 00:28:36:15

I like person of the year or something.

00:28:36:15 - 00:28:37:04

Oh really.

00:28:37:04 - 00:28:39:16

I don't know if it's like I don't know if that was true
because I saw it online.

00:28:39:16 - 00:28:42:19

So there's a lot of things I'd like you I don't believe.

00:28:42:20 - 00:28:44:11

Just so you know.

00:28:44:11 - 00:28:46:21

So I'm like, I should have you mentioned it if I can't confirm it.

00:28:46:21 - 00:28:52:17

But but the point is, I is taking over the world, in a lot of ways.

00:28:52:19 - 00:28:53:20

Right?

00:28:53:20 - 00:28:57:22

And someone, a friend of mine, we were talking at a basketball game,

00:28:58:00 - 00:29:00:13

a dad of a teammate from a daughter's.

00:29:00:13 - 00:29:02:13

He said that

00:29:02:13 - 00:29:04:16

his boss said I

00:29:04:18 - 00:29:05:21

isn't going to replace you.

00:29:05:21 - 00:29:09:23

I is going to replace the people that don't buy into I.

00:29:10:01 - 00:29:12:04

Right. That's a really good statement.

00:29:12:04 - 00:29:14:00

It was I was really powerful.

00:29:14:00 - 00:29:18:06

And and we have bought into AI
and we are using it in a lot of different ways.

00:29:18:06 - 00:29:20:04

Right. It's a tool. It's a tool.

00:29:20:04 - 00:29:25:19

It is a very powerful tool
that I think really can benefit the city, and the citizens.

00:29:25:19 - 00:29:29:10

But it has to be used responsibly for sure. Yeah. For sure.

00:29:29:12 - 00:29:32:08

But you do you want to talk about some ways we're using it for.

00:29:32:08 - 00:29:32:22

Yeah. Yeah.

00:29:32:22 - 00:29:34:10

One thing. Saul did some efficiencies.

00:29:34:10 - 00:29:36:18

Yeah. One thing I'm really excited about, mayor.

00:29:36:18 - 00:29:39:10

And we'll be doing a demo of this little app

00:29:39:10 - 00:29:42:14

that we, that we felt we had, someone come in and help us.

00:29:42:14 - 00:29:47:21

And it was kind of built around our process for legislative review.

00:29:47:23 - 00:29:48:16

There you go.

00:29:48:16 - 00:29:52:20

And, you know, legislature puts out a lot of bills every year.

00:29:52:20 - 00:29:55:05

I don't even remember the number.

00:29:55:05 - 00:29:55:23

More and more, every.

00:29:55:23 - 00:29:59:12

More and more every year. And it is challenging.

00:29:59:14 - 00:30:05:03

When you already have a full time job to then go and study that legislation and understand

00:30:05:05 - 00:30:08:19

every consequences it's going to have for the city.

00:30:08:19 - 00:30:14:23

And and we have a lot of, you know, we have, a lot of,

00:30:15:01 - 00:30:18:20

professional assistance in helping us, you know,

00:30:18:22 - 00:30:23:05

you a, the US CPA,

00:30:23:07 - 00:30:26:16

you know, just from my perspective on different finances

00:30:26:18 - 00:30:30:14

that they'll weigh in on what they feel like a bill will do for a city.

00:30:30:14 - 00:30:33:06

So we do get information that way.

00:30:33:06 - 00:30:38:00

But the time it takes for one person to sit and read through everything and understand,

00:30:38:00 - 00:30:42:00

I don't know, I don't really like reading state law.

00:30:42:02 - 00:30:43:04

They're tough. It's tough.

00:30:43:04 - 00:30:47:05

Yeah, well, in those bill, each bill file, some of them are hundreds of pages.

00:30:47:07 - 00:30:47:14

Yeah.

00:30:47:14 - 00:30:53:01

So we we have created an app that's the legislative app for using AI

00:30:53:03 - 00:30:58:08

that will help us identify the bills we need to be more concerned about than the others.

00:30:58:10 - 00:31:02:09

This isn't to replace any any human review of these bills.

00:31:02:09 - 00:31:07:07

This is simply to help us narrow down what we need to be focusing on.

00:31:07:09 - 00:31:09:20

So I'm excited to see how that process goes.

00:31:09:20 - 00:31:14:17

If it can make us a little more effective this year with the legislative process.

00:31:14:19 - 00:31:18:21

And I know about this one personally, because I have to spend so much time at the Capitol during the legislative session.

00:31:18:21 - 00:31:23:08

But I found myself down there.

00:31:23:10 - 00:31:25:11

You know, I have to rely on a lot of different expertise.

00:31:25:11 - 00:31:29:00

The the bills that affect municipalities are in the hundreds every year.

00:31:29:02 - 00:31:30:16

We work with the League of Cities and Towns.

00:31:30:16 - 00:31:32:11

We have our own lobbying team down there.

00:31:32:11 - 00:31:35:16

We have our own staff that come and engage when needed.

00:31:35:18 - 00:31:40:13

But how do we how do we make sure we're not missing something

00:31:40:15 - 00:31:44:06

when there's thousands of bills?

00:31:44:08 - 00:31:47:08

Each bill, it can be hundreds of pages, sometimes thousands.

00:31:47:08 - 00:31:49:03

And sometimes it's one little. Word, one.

00:31:49:03 - 00:31:50:00

Sometimes it may.

00:31:50:00 - 00:31:53:03

A may versus the show. Changes everything it does.

00:31:53:07 - 00:31:55:16

And so,

00:31:55:16 - 00:31:59:00

we had a tracking system that was

00:31:59:02 - 00:32:00:23

pretty antiquated when I got here.

00:32:00:23 - 00:32:04:04

Very, very human driven with spreadsheets. And. Right.

00:32:04:06 - 00:32:08:07

So if you know the legislative process, you know, the bills are updated all the time.

00:32:08:07 - 00:32:11:21

There's new calendar readings and new, drafts

00:32:11:21 - 00:32:16:21

that get adopted and presented sometimes are just posted for public awareness.

00:32:16:21 - 00:32:20:15

And then before they're adopted and advanced, each bill has to go through like

00:32:20:15 - 00:32:24:17

three reading calendars before it's finally passed up each side of the house.

00:32:24:19 - 00:32:29:07

So there's a house, and then it has to go back to Senate, do the same thing the traveling through committees.

00:32:29:07 - 00:32:32:06

It's just a really daunting process to track.

00:32:32:06 - 00:32:34:12

Yes, hundreds of bills at a time.

00:32:34:12 - 00:32:37:22

So we had staff members

00:32:38:00 - 00:32:40:17

individually across the city doing human

00:32:40:17 - 00:32:44:11

tracking of every single bill that affected their functions.

00:32:44:13 - 00:32:47:10

And it was so inefficient. So efficient.

00:32:47:10 - 00:32:52:20

And thousands of hours of time just so that I would have the information I needed when we were talking to. Yes.

00:32:52:20 - 00:32:55:20

And then if we if someone couldn't keep up.

00:32:55:20 - 00:32:57:13

Right, we were missing.

00:32:57:13 - 00:32:59:12

There was a risk. Yes.

00:32:59:12 - 00:33:03:06

And so I came back and I said, this isn't working.

00:33:03:08 - 00:33:04:18

This is wasting too much time.

00:33:04:18 - 00:33:08:19

And it's actually not finding the information I need because I was

00:33:08:21 - 00:33:11:12

I was finding things just in my interactions.

00:33:11:12 - 00:33:13:05

Did I go back to the system, weren't being caught?

00:33:13:05 - 00:33:14:23

I'm like, what's going on?

00:33:14:23 - 00:33:18:10

Like perfect example of wasted time and energy.

00:33:18:12 - 00:33:21:04

Hugely inefficient right. Yes.

00:33:21:04 - 00:33:23:18

So I'm looking forward to having more support.

00:33:23:18 - 00:33:27:10

And really what the system's going to do
is it's going to kind of alert us to things that change.

00:33:27:10 - 00:33:30:11

Correct. And then we can we can just focus on the change.

00:33:30:11 - 00:33:35:22

Instead of reviewing re reviewing the hundreds of bills again,
hundreds of pages of bill.

00:33:36:00 - 00:33:37:00

Right. Yep.

00:33:37:00 - 00:33:37:20

Lines and lines.

00:33:37:20 - 00:33:42:03

That's a lot across all of the different departments and staffing it.

00:33:42:05 - 00:33:43:01

It's overwhelming.

00:33:43:01 - 00:33:46:15

That was so overwhelming and cumbersome for the, for the city

00:33:46:17 - 00:33:50:16

that other things were taking a backseat for service deliveries.

00:33:50:18 - 00:33:51:13

Right. Yeah.

00:33:51:13 - 00:33:56:11

So now we can focus on those essential service
deliveries and functions. Yes.

00:33:56:15 - 00:33:59:20

Let AI help inform and help inform us.

00:33:59:22 - 00:34:03:14

And now we'll dig into the specific human review.

00:34:03:16 - 00:34:06:11

Yes yes. Yes

00:34:06:13 - 00:34:08:06

yes. It's good stuff.

00:34:08:06 - 00:34:11:06

I think it will be a big improvement.

00:34:11:08 - 00:34:14:00

And then you know, with your,

00:34:14:00 - 00:34:17:12

with the continued continuous growth mindset.

00:34:17:14 - 00:34:19:03

Well, we'll make it better from there.

00:34:19:03 - 00:34:22:23

See how it works, make improvements
and then see how it works again and make improvements.

00:34:22:23 - 00:34:23:22

Right. Yeah.

00:34:23:22 - 00:34:25:05

Yeah. It's what we do.

00:34:25:05 - 00:34:28:11

It's what we do. Yeah.

00:34:28:13 - 00:34:33:05

What's your favorite part about your work?

00:34:33:07 - 00:34:34:08

My favorite part,

00:34:34:08 - 00:34:38:19

and the most challenging part about my work is the people.

00:34:38:21 - 00:34:40:02

Who? Me? Yes.

00:34:40:02 - 00:34:44:17

You know, 100%.

00:34:44:19 - 00:34:48:12

I, you know, I, I am such a an accountant.

00:34:48:17 - 00:34:50:18

I got my degree from Weber State.

00:34:50:18 - 00:34:55:22

I started actually was an intern at Ogden City
when I was in my master's program at Weber State.

00:34:55:22 - 00:35:00:22

And I am I am a very much an accountant.

00:35:01:00 - 00:35:04:05

And so, I remember when I got my first job.

00:35:04:05 - 00:35:07:19

I'm sorry. Me this is sort of. You're good.

00:35:07:21 - 00:35:10:15

My, the the partner at the firm I was working for

00:35:10:15 - 00:35:14:15

told me, do not walk around like a robot,

00:35:14:17 - 00:35:16:11

say hello to people.

00:35:16:11 - 00:35:21:10

And and so that has really been
something I have strived to do in my career.

00:35:21:10 - 00:35:23:11

Not just be so focused.

00:35:23:11 - 00:35:25:01

I do get focused on numbers.

00:35:25:01 - 00:35:25:13

For sure.

00:35:25:13 - 00:35:30:06

But, to see the people, and to

00:35:30:08 - 00:35:34:05

and to grow people that kind of what my job has

00:35:34:07 - 00:35:37:12

more become is, is growing people so that I,

00:35:37:14 - 00:35:41:01

there are people in place to do better than I did.

00:35:41:03 - 00:35:42:02

Right.

00:35:42:02 - 00:35:45:18

And that has been so rewarding for me.

00:35:45:20 - 00:35:48:03

Well, you just you just described leadership.

00:35:48:03 - 00:35:55:12

I love taking off, getting something done,
but I love seeing someone that I've worked with.

00:35:55:14 - 00:35:57:14

Succeed and accomplish more.

00:35:57:14 - 00:35:59:22

Yeah, that

00:35:59:22 - 00:36:01:18

that is less

00:36:01:18 - 00:36:05:12

in the category, in my view of fun
and more in the category of fulfilling.

00:36:05:14 - 00:36:07:00

Okay. Fulfilling, isn't it?

00:36:07:00 - 00:36:11:19

I mean, it just feels good to help people become their best self, right?

00:36:11:21 - 00:36:12:05

It does.

00:36:12:05 - 00:36:14:00

And that is the challenge of leadership.

00:36:14:00 - 00:36:16:09

That's why you're in your position, right?

00:36:16:09 - 00:36:18:17

It's to help develop

00:36:18:17 - 00:36:22:20

and support people to drive and become their best self.

00:36:22:22 - 00:36:25:00

Right? Yeah, yeah, yeah.

00:36:25:00 - 00:36:29:07

I try not to get too wrapped around the axels about which
which programs we're going to do,

00:36:29:07 - 00:36:33:04

because I think there's a hundred ways to do a good thing.

00:36:33:06 - 00:36:37:22

And I don't ever want to be so invested
in the way we do something as a city

00:36:38:00 - 00:36:42:18

that I'm not willing to see that there's a better way to do it
or a change that could be made.

00:36:42:18 - 00:36:45:18

Right. And, and,

00:36:45:20 - 00:36:47:02

I hope, I hope that's

00:36:47:02 - 00:36:51:02

trickling down to, to my staff at least that

00:36:51:04 - 00:36:53:06

because we are going to see a lot of changes, mayor,

00:36:53:06 - 00:36:56:18

I think in the next year especially,

00:36:56:20 - 00:36:58:18

and I think it's important that we're all open

00:36:58:18 - 00:37:02:19

to critique and criticism and, and willingness to change.

00:37:02:19 - 00:37:05:20

And it doesn't mean we've done a terrible job in the past.

00:37:05:20 - 00:37:08:03

It just means we can do better. That's correct.

00:37:08:03 - 00:37:10:00

I remember my inauguration.

00:37:10:00 - 00:37:15:00

I talked about modesty, that we do have to have a sense of modesty,
that sure, if we're doing things well,

00:37:15:02 - 00:37:16:15

that doesn't mean we can't do it better.

00:37:16:15 - 00:37:19:01

But we also have to have

00:37:19:01 - 00:37:23:19

the willingness to confront our own ego and say,
have we been doing well here?

00:37:23:21 - 00:37:25:21

Have we really? You know what I mean?

00:37:25:21 - 00:37:28:05

And there's there's plenty of times where we haven't.

00:37:28:05 - 00:37:29:11

Yeah, I agree.

00:37:29:11 - 00:37:33:16

You know, I don't I don't want to be the politicians out there
just saying everything's rainbows and

00:37:33:18 - 00:37:36:16

because there's challenges all around.

00:37:36:16 - 00:37:39:16

Yeah. Running, the running the city is not easy.

00:37:39:18 - 00:37:42:10

There are some very serious problems.

00:37:42:10 - 00:37:44:16

And challenges that have to be addressed and dealt with.

00:37:44:16 - 00:37:49:22

State laws that have to be, you know, followed, federal laws that have to be followed.

00:37:50:00 - 00:37:52:17

New federal mandate to come from new administrations.

00:37:52:17 - 00:37:54:21

So very complex, very complex.

00:37:54:21 - 00:37:59:15

Every legislative session, we have to go back and correct for a lot of different things because state laws changed.

00:37:59:17 - 00:38:02:05

It's a lot. Right?

00:38:02:05 - 00:38:04:20

And of course, there's always armchair quarterbacks. Yes.

00:38:04:20 - 00:38:10:22

You know, love and love and bombs at us from, from the outside. But,

00:38:11:00 - 00:38:13:13

that is the job, right?

00:38:13:13 - 00:38:14:22

It is, it is a job. So.

00:38:14:22 - 00:38:18:12

Well, I look forward to our upcoming budget hearings

00:38:18:14 - 00:38:22:20

where we'll scrutinize purchases and scrutinize,

00:38:22:22 - 00:38:24:13

you know, expenditures

00:38:24:13 - 00:38:29:18

and how they're tracking with budgets and projections and expectations.

00:38:29:20 - 00:38:34:22

But I also really enjoy how we've found

00:38:35:00 - 00:38:37:11

efficiencies and time spent.

00:38:37:11 - 00:38:39:12

That time is money here.

00:38:39:12 - 00:38:40:20

Right.

00:38:40:20 - 00:38:45:06

And I appreciate that you come and talk with talk with us today about this things.

00:38:45:08 - 00:38:46:21

Right. Thank you for inviting me.

00:38:46:21 - 00:38:47:13

I appreciate being.

00:38:47:13 - 00:38:48:12

Here. Yeah.

00:38:48:12 - 00:38:51:10

Is there anything we haven't covered yet you wanted to cover.

00:38:51:10 - 00:38:55:01

No I, I just I, I've been with the city for,

00:38:55:03 - 00:38:57:22

several years now and, and I just, I've appreciated

00:38:57:22 - 00:39:01:14

your fresh approach and,

00:39:01:16 - 00:39:03:21

and I've appreciated the Ogden way.

00:39:03:21 - 00:39:06:21

And I think it will do great things for Ogden going forward.

00:39:07:01 - 00:39:07:21

I appreciate it.

00:39:07:21 - 00:39:10:15

I think, people are understanding more and more

00:39:10:15 - 00:39:13:15

as to the power of, of this approach.

00:39:13:15 - 00:39:17:07

And I think we're in a we're not in a just a moment.

00:39:17:09 - 00:39:20:18

I think we're in the beginning of a movement,

00:39:20:20 - 00:39:24:02

because the Ogden way starts with values,

00:39:24:04 - 00:39:27:07

but it builds out into, strategic alignment

00:39:27:07 - 00:39:31:09

internally, and it dovetails with strategic alignment externally.

00:39:31:11 - 00:39:36:03

In fact, just today, the standard examiner printed,

00:39:36:05 - 00:39:40:11

a sit down interview
we did with our editorial board and a bunch of our nonprofit partners.

00:39:40:13 - 00:39:43:13

We were achieving alignment not only with ourselves, within ourselves,

00:39:43:17 - 00:39:48:05

but with our many, many, almost countless partners externally.

00:39:48:07 - 00:39:50:17

And those are ways, too, that we can find

00:39:50:17 - 00:39:53:17

efficiencies and say, we don't have to be doing this here.

00:39:53:19 - 00:39:56:04

We already have partners out the commuter doing it.

00:39:56:04 - 00:39:57:09

Yeah, right. Yeah.

00:39:57:09 - 00:40:00:21

But instead of just quitting the service,

00:40:00:23 - 00:40:05:13

kind of like what the federal government is doing,
a lot of we're not just saying we're not.

00:40:05:15 - 00:40:06:10

We're not just doing it.

00:40:06:10 - 00:40:10:12

We're we're just bringing in a partner and bolting it on
and say we're all on the same mission.

00:40:10:14 - 00:40:11:13

Right. Yeah.

00:40:11:13 - 00:40:11:22

Yeah.

00:40:11:22 - 00:40:17:02

That's, that's going to be another hallmark of the upcoming budget
I think is more of that even.

00:40:17:04 - 00:40:19:00

Okay. That'll be good. Great.

00:40:19:00 - 00:40:22:14

Okay Lisa stated Lisa Stout thank you for

00:40:22:16 - 00:40:23:11

sitting with us today.

00:40:23:11 - 00:40:26:11

But thank you for sitting with me every week,

00:40:26:14 - 00:40:29:23

having these discussions over lunch every month

00:40:30:01 - 00:40:32:10

and kind of giving,

00:40:32:10 - 00:40:36:00

taking the directive and the vision and running with it.

00:40:36:00 - 00:40:37:04

Just put it into motion.

00:40:37:04 - 00:40:40:04

I, I can't tell you how much I appreciate that.

00:40:40:09 - 00:40:41:05

Thank you. Mayor.

00:40:41:05 - 00:40:45:16

It's really frustrating when people don't.

00:40:45:18 - 00:40:47:02

But you've never been one of them.

00:40:47:02 - 00:40:48:09

Well I appreciate that.

00:40:48:09 - 00:40:52:04

And and you know, again we can all improve.

00:40:52:06 - 00:40:55:09

That's right. Okay.

00:40:55:11 - 00:40:58:08

I guess let's finish our episode on that.

00:40:58:08 - 00:41:00:11

We call on proof.

00:41:00:11 - 00:41:03:11

We finish every episode with a call to action.

00:41:03:12 - 00:41:07:13

Just a way to take the discussion
we've had and reflect it back on for ourselves.

00:41:07:15 - 00:41:12:18

But if you're if you're thinking about your own finances
or if you work for the city

00:41:12:20 - 00:41:17:19

because a lot of the employees watch these episodes,
what are you working on today?

00:41:17:21 - 00:41:19:22

And every day and

00:41:20:00 - 00:41:22:08

that you think could be done better?

00:41:22:08 - 00:41:23:09

Right?

00:41:23:09 - 00:41:26:13

Find ways to improve every day.

00:41:26:15 - 00:41:31:02

If you know of something that's not already on our list,
let's add to the list.

00:41:31:04 - 00:41:36:08

Build it into the
the model in the, in the program of of efficiencies that we're driving.

00:41:36:10 - 00:41:40:01

And let's put your innovation

00:41:40:01 - 00:41:44:13

in your drive for, for constant growth to work.

00:41:44:15 - 00:41:48:22

And let's be transparent about how it benefits our public.

00:41:49:02 - 00:41:50:17

Right. Yep.

00:41:50:17 - 00:41:54:22

Looking forward to the state of the city
where we'll unveil more details around some of this.

00:41:55:00 - 00:41:58:18

And we'll have, some exciting announcements around internal operations

00:41:58:18 - 00:42:02:22

and how we're driving executive leadership and executive, efficiency.

00:42:03:00 - 00:42:04:12

Right? Right. Yes. Okay.

00:42:04:12 - 00:42:06:05

But until then,

00:42:06:05 - 00:42:08:16

Mayor Nadolski, this is Lisa Stout.

00:42:08:16 - 00:42:13:04

We are Ogden City, and, this is the Ogden Way podcast

00:42:13:06 - 00:42:16:12

Make sure you get out there, do good things,
do good things for the good for good reasons.

00:42:16:16 - 00:42:19:20

And everything will work out at some point.

00:42:19:21 - 00:42:23:21

Right? At some point. Okay. Thanks, everybody. Until next time.

00:42:23:23 - 00:42:24:07

Be good.