



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 15, 2018**

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Quote of the Week

"A society grows great when old men plant trees whose shade they will never sit in."
Unknown

2018 Hose Cart Races & Bucket Brigade



You are invited to join us on **July 1st** for the annual bucket brigade and hose cart races. As the oldest fire department in Arizona we continue this tradition that started back in 1881 with in service hose cart teams fighting fire in Prescott. The cost to participate this year is \$50 a team. If you wish to participate please register by 6/15/18. Teams will be made up of 5 off duty Fire personnel and their significant others. The races and bucket brigades will start at 0900. This is great time for the whole family and we look forward to seeing you there!!
Contact Jason Beyea at: jason.beyea@prescott-az.gov with any questions and to register your team.



The Chief's Desk

Fun Fact: *The Review* is not the first internal news publication 😊 Jim Casey, founder of UPS felt internal communications were important as a growing company that was becoming decentralized. In 1924, he, as the CEO of UPS, started their first employee newspaper, *The Big Idea*. According to an article I read, the publication reflected his nature, integrity and honesty; principles and values that hopefully remain intact at UPS today. I'm not sure if he was the first, but seems pretty progressive for 1924.

If you're a student of history, especially history as it relates to how businesses were founded, how they performed throughout their history, and where they are today then you would enjoy the article I recently read entitled *Jim Casey: The Unknown Entrepreneur that Built the Great UPS*. The article shared both Mr. Casey's personal beginnings as well as the history of his company.

I was fascinated by some of the philosophies of Mr. Casey and how they are still relevant in business today as well as applicable in our profession. It was especially interesting to learn of his passion for clean and neat looking uniforms, professionalism, and clean/polished vehicles. Honestly, these specific beliefs are very familiar to us when we consider the fire service – at least to a point; I mean really, their trucks are brown? Where's the bling bling?? Actually, there's a cool story about why they were purposely not painted ornate colors – brilliant business move in those days. Personally, I like red with some black striping a cool name, and an Arizona Flag grill 😊

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A Leaders Nightmare: "I don't trust you."

Posted by Benjamin Martin on May 23, 2018 at 8:01pm

I hate to admit it, but unfortunately, as a leader, I know what the words I don't trust you sound like. Perhaps the most frustrating part for me at the time was that I didn't know exactly what I did at the time to earn this statement. I spent countless hours second-guessing myself, asking other's opinions, and trying to find a way to reconnect with this person to get us back on track.

But in searching for answers I found none. Each day the distance between us seemed to grow larger, and unfortunately, it increasingly polarized our team. What made it feel even worse at the time was that professionally I couldn't talk about it when confronted with a rumor. Our duty as leaders demands that we hold these types of events in private on behalf of the employee while we work through them, even if

Upcoming Events:

June 18 – Morning meeting,
Meet with Strength Finders
Coach for Senior Leadership
Academy
June 19 – PRCC Liaison Meeting,
Chino Chamber Mixer
June 20 – Meet with IT person,
PVEDF Board Meeting, Meet
with IT Company
June 21 – Prescott PD and Fire
with PVPD and CAFMA meeting
radio challenges in buildings,
Windmill Fire AAR

Board Meeting:

June 25th

CVFD – 1600-1630
Joint Budget – 1630-1700
CAFMA – 1700-1800
CYFD – 1800-1830

the person we supervise is willing to share their version of events. I heard things about myself, that didn't even remotely begin to resemble what was actually happening. I watched as previously healthy relationships suffered because of rumors.

It left me wondering...am I even a leader? If so, am I a bad one?

I don't believe that bad leaders are a systemic problem in most organizations. Don't get me wrong, I'm not saying bad leaders don't exist. I've seen and know first-hand how infuriating it is to watch a person in a position of formal influence neglect those in his care—seemingly inconvenienced by having to work with people. But I've also personally had the opportunity to work with, observe, and talk with many incredible leaders who give and give from a seemingly never-ending supply of opportunity for others. Bad leaders are great at generating negative press which unfortunately employees are quick to spread, and this is why at times it might seem as though we might have so many more bad ones than good ones. But I don't believe that to be true in my organization, and it's probably not true in yours either.

[More](#)

Chiefs Desk Continued



Companies, organizations and even political bodies have life cycles. It seems that in all cases, the further you get from the founders values and philosophies the more organizations struggle. In the case of governmental entities, few will actually wither and die because of the nature of being a governmental entity. In these cases it's the public that finally gets fed up and votes in new people they hope will do a better job. In contrast, a company could end up completely out of business, or may have to sell out to a stronger competitor. As firefighters, we may not think we face competition, but the reality is that we do – especially in Arizona where there is kind of a strange affinity for private over public whether it works or not – think EMS. (Authors Opinion only - per the attorney).

In any case, the life cycle is dependent on planning e.g. strategic planning, succession planning, etc., as well as on education. In the case of UPS the article talks about Jim Casey's insatiable thirst for continued knowledge and innovation. Mr. Casey's formal education stopped prior to his teen years due to family requirements, picked up again for a couple semesters, but ended for good at the age of 14. Obviously, a different time in history, however Mr. Casey was a lifelong learner and knew the importance of true knowledge and expertise gained only through the continuous pursuit of education.

As one of the founders of UPS, and the CEO for over 50 years Mr. Casey remained relevant because he continuously sought knowledge, which led to innovation and ultimately growth. Many large companies that have failed over the years fell from grace and disappeared because they didn't learn and they didn't innovate which meant they didn't grow. Some of these companies suffered from extreme bouts of hubris denying anything could outperform them while at the same time their competitors and some

new to the market, passed them by. By the time they realized what had happened, it was too late. Of course, they generally found something or someone else to blame for their failures.

UPS has from the beginning believed that taking care of their people through pay, benefits, support, education, and promotion from within was how you keep a business healthy and growing. During the early 1900's when unions were fighting industry for recognition, Jim Casey and his management team invited them to the table. Mr. Casey saw the rise of the unions and rather than feel threatened he felt he could work with them. I understand there have been some struggles from time to time within UPS beginning in the mid 90's, but as was stated earlier the further away we get the origins of a company the more struggles we see. In my opinion, this phenomenon cannot be solely placed on management. As history clearly shows, the further an organization gets from its founder, the more we see a separation from early principles and values. However, history also shows a departure from the values held by those generations of workers who came before us and many in the work force today. In short, some of the challenges faced by organizations are created by a shifting culture on both sides. The same can be said about opportunities.



As I read stories like this one about UPS, I can't help but think about our organization. We have a rich history prior to CAFMA as Central Yavapai Fire District and Chino Valley Fire District. Our founders believed in commitment to community, commitment to each other, and tradition. They were hungry for knowledge and hoped to develop fire service agencies that would stand the test of time.

United Parcel Service didn't start as UPS; rather they started as the American Messenger Service in Seattle, Washington. It was through a series of business acquisitions, mergers and expansion that they became United Parcel Service and ultimately UPS. While the name changed, their spirit and commitment to the business did not.

Why did they go through all the effort to grow and evolve? Simple, as was mentioned earlier, an organization either chooses to adapt to a changing environment, or they wither and disappear. Hubris, commitment to what made them successful in the past without an eye on the future, and unwillingness to deal with uncomfortable realities leads to failure.

Both Chino Valley and Central Yavapai Fire District's faced uncertain futures, and certain cuts under their old models. Through Central Arizona Fire and Medical Authority (CAFMA) we found a way to sustain our commitment to our community as well as our commitment to each other. I think we all understand today that as a governmental entity we have a certain level of confidence that the organization has an infinite future – unless you're the Roman Empire, which is something to think about. However, we are finite within the organization. Our collective legacy is what we leave for the next generation of CAFMA families in regards to culture and sustainability.

The title of the article is *Jim Casey: the unknown Entrepreneur that Built the Great UPS*. You see, it wasn't about Mr. Casey; it never was, if you consider his history. It was about building a great and lasting company. CAFMA is not now, and never has been about us. No, it's about those we serve and those that

come after us. It's our job to come together and continue to build a great organization that will serve future generations of CAFMA families as well as our ever growing community.

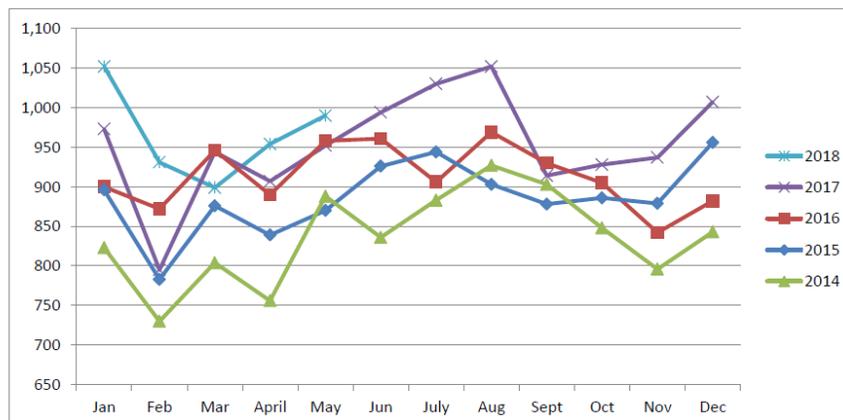
Here's a link to the article: <https://www.archbridgeinstitute.org/jim-casey/>

May Response Report

GIS/Statistician: Michael Freeman

CALL VOLUME HISTORY

	2014	2015	2016	2017	2018
Jan	823	896	900	973	1,052
Feb	730	783	872	795	931
Mar	804	876	946	944	899
April	756	839	890	907	954
May	888	870	958	952	990
Jun	836	926	961	994	
July	883	944	906	1,030	
Aug	927	903	969	1,052	
Sept	903	878	930	914	
Oct	848	886	905	928	
Nov	796	879	842	937	
Dec	843	956	882	1,007	
AVG	836	886	913	953	965
TOTAL	10,037	10,636	10,961	11,433	4,826





May Response Report - 2018

Land Area: 251 sq. miles Population: 86,865 Fire Stations: 10 Full-Staffed

Responses in District	
TOTAL FIRE INCIDENTS	18
STRUCTURE FIRE	2
STRUCTURE FIRE; CONFINED	2
MOBILE HOME/PORTABLE BLDG	1
VEHICLE FIRE	3
BRUSH/GRASS/WILDLAND FIRE	8
OTHER/TRASH FIRE	2

Fire is 1.82% of call volume

TOTAL EMS	585
OVERPRESSURE	1
HAZMAT	20
SERVICE	227
GOOD INTENT	109
FALSE ALARM/OTHER	30

Other is 39.09% of call volume

TOTAL # OF CALLS	990
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Residential Fire Loss	\$1,650,600
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$5,000

Calls in Town of Chino Valley	150
Calls in Town of Prescott Valley	501
Calls in Town of Dewey-Humboldt	41
Calls in District, Unincorporated Areas	298
Calls Out of District	11

Average total # of calls per day	31.94
Average fire calls per day	0.58
Average EMS calls per day	18.87
Average all other calls per day	12.48

Aid Given to Prescott	152
Aid Received from Prescott	76
Mutual Aid Given	0
Mutual Aid Received	0

Unit Responses		
	In District	Total
E50	144	154
E51	30	147
E53	174	179
E54	115	116
E57	41	45
E58	144	147
E59	119	128
E61	97	98
E62	120	129
E63	47	56
T50	4	4
B3	44	49
B6	25	31

Call Volume at PRCC		
	MONTH	YTD
PFD	720	3,610
CAFMA	990	4,826
GCFD	22	48
OD	10	46
WKFD	6	20

Top 5 Call Types

547	EMS
71	Public Service Assistance
69	Assist Invalid
63	Cancelled en Route
32	Unauthorized Burning

Move Ups by Station

50: 53	57: 1
51: 24	61: 10
53: 8	62: 3
54: 1	63: 14
58: 0	
59: 4	TOTAL: 118