



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 22, 2018**

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## Quote of the Week

“Success consists of going from failure to failure without loss of enthusiasm.”

Sir Winston Churchill



## 2018 Hose Cart Races & Bucket Brigade



You are invited to join us on July 1<sup>st</sup> 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 9:00. 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](mailto:jason.beyea@prescott-az.gov) with any questions and to register your team.

**Lots of family fun  
on the horizon!**



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## The Chief's Desk

### Reluctance to Step into Leadership Positions



CAFMA has numerous higher level leadership positions coming available in the next several years. Chief Polacek and Chief Bliss retire in 2 years, and within the next 5-7 years we will see a near complete turnover of our Battalion Chief core. Fortunately our ranks are filled with talented individuals that could step up and fill most of these rolls. However, we have two issues

that need to be addressed. First, we have a lot of talented folks who “should” step forward and test for these positions; however what I keep hearing is a reluctance to promote. Second, because of timing we have some gaps that will likely require us to test internal/external for the Assistant Chief positions to ensure we have a field of qualified candidates.

Let me address the second issue first, as I’ve stated to those few interested in the two Assistant Chief positions, the plan at this point to test internal and external. We simply do not have enough internal candidates as of today to ensure a true candidate pool.

Now let’s address problem one – a reluctance to step into higher level leadership roles. We have plenty of highly qualified candidates to test for Battalion Chief, but very few are interested in moving up from the rank of Captain. Why the reluctance? There are a variety of reasons, however the one I’ve heard most is that many of these folks are reluctant leaders.

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### Upcoming Events:

June 25 – Meet with Sherriff Masher and Chief Jarrell, Board Meetings  
June 26 – Statewide Mutual Aid Meeting in Phoenix, Chino Town Council  
June 27 – Office Catch-up  
June 28 – Chief on Vacation, PV Town Council

### Board Meeting:

June 25<sup>th</sup>

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

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## Fire department leadership: It's influence, not a title

By: Robert Rielage Fire Rescue 1

I have four shelves of books on leadership and another two shelves of U.S. military leader biographies. Yet trying to concisely define "leadership" is difficult for me.

I recently had two reminders of the many facets of leadership, including that at times, a leader can feel very lonely and isolated, especially when having to make difficult decisions on the future direction of an

organization. The other reminder was about the importance of holding members of the team responsible for their actions.

The first occurred when I went into the office of a co-worker and found a newly framed picture on his wall. His wife had framed a montage of photos that included his assistant chief's helmet, badge and bugles, but more importantly contained a phrase that read: "Leadership is influence – not a title."

## **Leadership is earned through taking action**

What a true statement. Being a leader – in firefighting or sports – is earned and not just given with a promotion to a rank.

In baseball, for example, there are leaders in hitting, fielding, on-base and slugging percentage, games won and games saved. But sometimes the term also applies to the clubhouse leader. The player that keeps everyone in the game – whose chatter and high fives keep the team focused on their goals and through wit and humor can bring anyone out of the dumps when they've lost.

[More](#)

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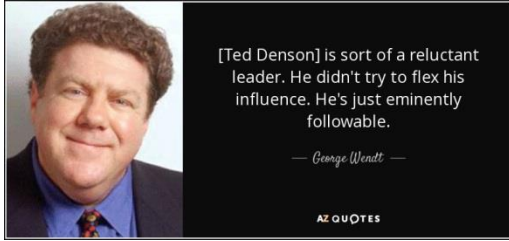
## **Chiefs Desk Continued**

So what is a "reluctant leader?" Reluctant leaders generally do not choose their roles; rather the job is thrust upon them. These individuals, through their knowledge, skills, abilities and demeanor simply draw people to them. Author Mike Berkley describes it as people who fall into the role rather than leaping into it. Unfortunately, as we see in our society, there are many people that leap into leadership roles, but they are not leaders. Remember, you can have a non-leader in a position of leadership which usually makes life difficult and is not helpful to an organization or community.

Are leaders born, or do they develop? That is the age old question subject to much debate by scholarly type people. For our purpose let's consider that we are each born with certain personality traits that are further honed through our upbringing, by those with which we choose to associate, and life experience. So, in a ways leadership is born. But, just because a person is born with raw potential doesn't mean it's developed. In contrast, someone may not be born with significant leadership prowess, but they develop the skills throughout their life. The debate rages on!

As previously stated, there are leaders that fall into positions and those that leap into positions. That said, not all that leap are truly meant for leadership roles. Have you ever heard the phrase, "promoted to their highest level of incompetence?" Have you seen it in action? How about this one, "it's about seniority, it's my turn." Does seniority mean they have 15 years of experience or 1 year of experience 15 times?

When you look around CAFMA what do you see? Is headed where you want it to go? Do you bring ideas to the table that keep us progressing? Do you want us to stay on track? I've had some tell me that they



feel they can make the biggest difference at the rank of Captain. While Captain is one of the more influential positions in our organization, the sphere of influence at the Battalion Chief level is greater. Others have said that they need more time to build their foundation as a Captain. I can see the wisdom in this, however what I hear when some

tell me this is that they're afraid to get out of their comfort zone. That's okay, but in reality stepping up usually means getting out of your comfort zone.

As a parent, spouse or family member you sometimes find yourself taking on roles and responsibilities that you'd rather not, but you know you have a responsibility as a family member to step up and be the adult. You do that because it's not just about what you want, or what you're comfortable with. We describe CAFMA as a family, and we have witnessed our family at work especially over the last few months. So why is stepping up here any different than within your family at home? Some of you have said you're happy where you are. That's great! However, we need you to step up today and help us build the leaders of tomorrow. There are a great number of our newer folks that will make fantastic leaders in high level positions in the future, but we have to get to that future first and they need mentors/coaches.

The alternative is that we do more hiring for Battalion Chief as well as other higher level positions from outside the organization. We have succession plans for every position so a new hire in any division within the organization knows what they have to do to achieve whatever they'd like in their career. In addition, we offer access to training and higher education both inside and outside the organization. We have a New Recruit Academy, an Engineer's Academy, and a Captain's Academy. We're in the process of developing the Battalion Chief and the Senior Leadership Academies which should kick-off early 2019. While we offer a tremendous number of learning opportunities internally, we remain committed to sending you outside for additional training. We do this because we want well rounded folks that can think globally about challenges and opportunities. Beyond the educational support, we offer support through mentorship and coaching for people in every position.

Given all that is available within CAFMA, one has to ask why we'd need to go outside to fill higher level positions when we seemingly have so many highly trained and well educated people internally. Granted, some of these programs are newer so we have some gap, but that's mainly at the Assistant Chief level. While some of the programs are new, it is my understanding that support from the organization for professional development has existed for years. Chief Gaillard in Flagstaff recently posted a Battalion Chief process internally. Unfortunately, he didn't get enough candidates so he had to start over and post internally and externally seeking candidates. From what I've heard, our folks do not want to have to go outside for Battalion Chief positions, yet the reluctance to step up remains.

If you like where we're headed, and from what I'm hearing you do, then we need you to step up, get prepared and take the leap. That said, I'm not above pushing so that you "fall" into it 😊 After all, I can be persuasive – not in the criminal collusion sense, but maybe some coercing ....LOL

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## Stuff That's Happening

The board is will approve a budget at Monday's meeting. We have to have the budget to the County by the 25<sup>th</sup>, or the same day it's approved. There is some misinformation being perpetuated in the community by people who have no knowledge our understanding of our finances. Staff will make a presentation prior to the public hearing Monday in an effort to provide clarity and correct misinformation.

I attended the Tri-City Chamber Mixer at the Rodeo Grounds last night, Thursday. What an amazing turnout and event! Granted I've never been to a Rodeo, but seems like a cool place. Maybe I can make it this year..... It is always amazing to me the level of support we have throughout the Quad Cities and just how many people come up and tell me they are here to support us 😊 There are soooo many people in the community as fed up as we are with the non-sense perpetrated by a few. It's good to know they have our back and are countering the false narrative. Ladies and gentleman, I am here to tell you that it's about doing the right thing and being true to our values while building relationships and earning trust.

In addition to the Rodeo grounds Tri-Chamber event, I made it to the Chino Chamber Mixer on Tuesday night. It was a great turn out and good to see so many friends in attendance. The event also provided an opportunity for me to stop and visit 62 for a bit and catch up with a couple of folks I don't get to see very often – I see Kontz all the time so seeing him wasn't as rewarding as catching up with Jacobson and Apolinar 😊 I stopped by 53 that morning for a bit and was able to catch up with some crew members from both A and B shift which was nice.

Chief Davis held the AAR for the Windmill fire Thursday afternoon. A few lessons learned, but overall a great job by B-Shift CAFMA, Prescott Fire and Prescott National Forest. Oh, and I learned that I can't try to employ suburban/urban tactics in a rural setting with zero water – who knew? I learn new things all the time.....

On Monday the 25<sup>th</sup>, Supervisor Brown is holding a meeting at the high school near Robert's Market to discuss east/west connecting routes between Viewpoint/Poquito Valley, Antelope Meadows, and Coyote Springs. We had emails from a number of residents after the Viewpoint Fire concerned about safety during evacuations given there is only one means of ingress and egress. The meeting is at the same time as our board meeting, so I cut Chief Polacek and Chief Chase loose from the board meeting so they can represent our interests.

We are in the process of engaging a head hunting firm to help us locate a new Tech Manager. Additionally, we're hiring a company, hopefully by next week, to build an IT back-up system. The company is out of Phoenix and specializes in in these types of systems. We're also looking at another consultant that can begin writing some processes and procedures related to security. Again, the company we are talking with specializes in that area. This is all a result of critical findings in the IT audit. Given the number of critical findings, it's going to take quite some time and expense to correct.



Thankfully we have Tony and Dave in house to help us along the way. We hope to have a Tech Manager in place in the next 4-6 months.

As most of you may know, Katie in admin transferred to a spot in finance. Susanne gave one full-time position to finance, and is back filling administration with a part-time position through Elwood Staffing for now. If you have a chance, please stop by the office and meet Melissa. The part time position should transition too full-time in January.

Factory training for ladder company crews took place this week at CARTA. I'm not sure our projected in service date at this point, but we get closer every day! The truck looks great, and seems to perform as good as it looks.

