



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **November 2, 2018**

This Edition:

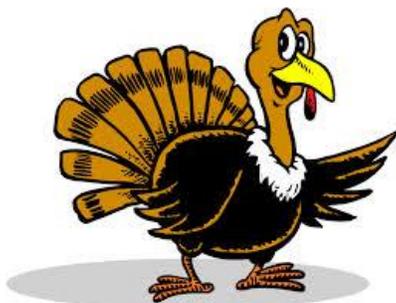
The Chief's Desk..... Page 2
Finding Focus at the Firehouse Page 2
Own ItPage 3
Stuff that's Happening..... Page 6

Quote of the Week

"Resilience is very different than being numb. Resilience means you experience, you feel, you fail, you hurt. You fall. But, you keep going. ."

Yamin Mogahed

Flying High Turkey Drive Monday, November 19th at Frys! Come out and see PV Chamber Executive Marnie Uhl in her new ladder truck supporting our community along with CAFMA personnel.



The Chief's Desk

Resiliency, what does it mean for a fire service professional?



Resilience means - the capacity to recover quickly from difficulties; toughness; or, the ability of a substance or object to spring back into shape; elasticity. One refers more to people, institutions and/or organizations. The other refers to an object or thing. For our purposes, I'll refer to both definitions as I believe

they are intertwined.

I was recently speaking to a couple of peers from different agencies in different states. Throughout their long careers each has experienced the ups and downs of being a fire service professional. As we all know, our profession can contort us into a variety of positions both comfortable and uncomfortable over the years. Each person was expressing what they felt was an inability to pull from their reserves and be as resilient as they once were – an inability to get from a contorted position back to a position of comfort. In short, they're just tired.

Institutions and organizations are theoretically infinite. We as people are finite within them. Many organizations have thrived despite chaos over their years of existence as we've discussed previously based on the book *Great by Choice* from Author Jim Collins. Companies have reserves, they have investors, and the people within them come and go over the years thereby constantly infusing new ideas, vision, and enthusiasm.

As individuals, we don't have the same seemingly endless stream of resources as organizations. We are, for lack of a better analogy, parts and pieces of an organization no different than the elastic in your favorite stretchy pants are a piece of the clothing. Over the years, for whatever reason, the elastic eventually loses its elasticity meaning it will no longer spring back into shape. In other words, it loses its resilience and our pants no longer stay where they should. In some places it's become a fashion trend, but I'm not sure it should be.

Continued Page 4

Upcoming Events:

Nov 5 – Senior Staff, Labor Management
Nov 6 – Meet with Prescott FD – future fire station needs
Nov 7 – SCBA discussion with Golder Ranch in Oro Valley
Nov 8 – AFSI meeting followed by AFCA meeting Phoenix
Nov 9 – Present at ISO Class

Board Meeting:

November 26th Administration Swearing in new Board Members

CVFD – 1600-1630
CAFMA – 1630 -1730
CYFD – 1730-1800



Finding Focus at the Firehouse

By: Linda Willing from Firechief.com



Why is it that firefighters can work on emergency scenes for many hours with boundless energy, but can spend a 24-hour shift around the station doing routine activities, and be too exhausted by afternoon to take on a new project?

Part of the answer might lie in how much focus each activity demands.

It might seem counterintuitive that activities that require high levels of focus can also be energizing. But that is the conclusion many researchers have come to, according to Chris Bailey's book, "Hyperfocus: How to Be More Productive in a World of Distraction." In this book, the author suggests that a lack of productivity is not the result of too much work, but rather the lack of enough complex and meaningful work.

Complex tasks demand attention, but menial tasks are subject to multi-tasking

Complex tasks demand more working memory and attention, so there is less tendency to be distracted or tempted to multitask. Recall your last big structure fire or multi-casualty accident scene. You probably weren't thinking about anything else when you first approached these incidents, but instead had laser focus on the problem at hand.

[More](#)

Own It

By: Andrew Stauder Fireengineering.com

If there is one thing that I remember being taught growing up in Northwest Ohio it was I had to own up to mistakes I made or something I broke. Regardless of how bad it was I knew that if I lied about it or tried to pass the blame off to someone else it only made the consequences worse in the end. It was definitely a hard lesson to learn with many "reminders" given to me by my parents. However it instilled a sense of ownership in me from a young age. When ownership is a thought it is usually no water spots on the chrome bumpers of the fire trucks or shining the tires after washing the engine. A lot of times ownership has the word pride associated with it. Together they form a bond in a firehouse with apparatus and equipment that guys place a lot of sweat in making sure the equipment is pristine.

[More](#)

Chief's Desk Continued

Being in a leadership position means that you have to be flexible or have an ability to deal with the highs and lows without succumbing to the pressure. Over time, the stress can and does wear on you to the point that you feel like you've lost your resiliency and just don't have anything left in the tank to push forward. At that point, it's not the big things necessarily that become problematic; it's the cumulative



effect of the little things that can throw you off your game. For those that remember the 70's/80's, you're *Stretch Armstrong*. Over the years of being pulled, stretched and contorted Mr. Armstrong would lose his elasticity which means he would no longer stretch and then return to his normal state. Once his resiliency was gone, it was time to replace him with something, or in our case, someone else.

This isn't just a problem for Fire Chiefs, it's really a problem throughout the ranks of emergency services whether Fire or Police. Our ability to be resilient is vital to success in our positions. In the case of a chief officer, the ability to be resilient is vital to the success of the organization we serve, as well as to our own mental and physical health.

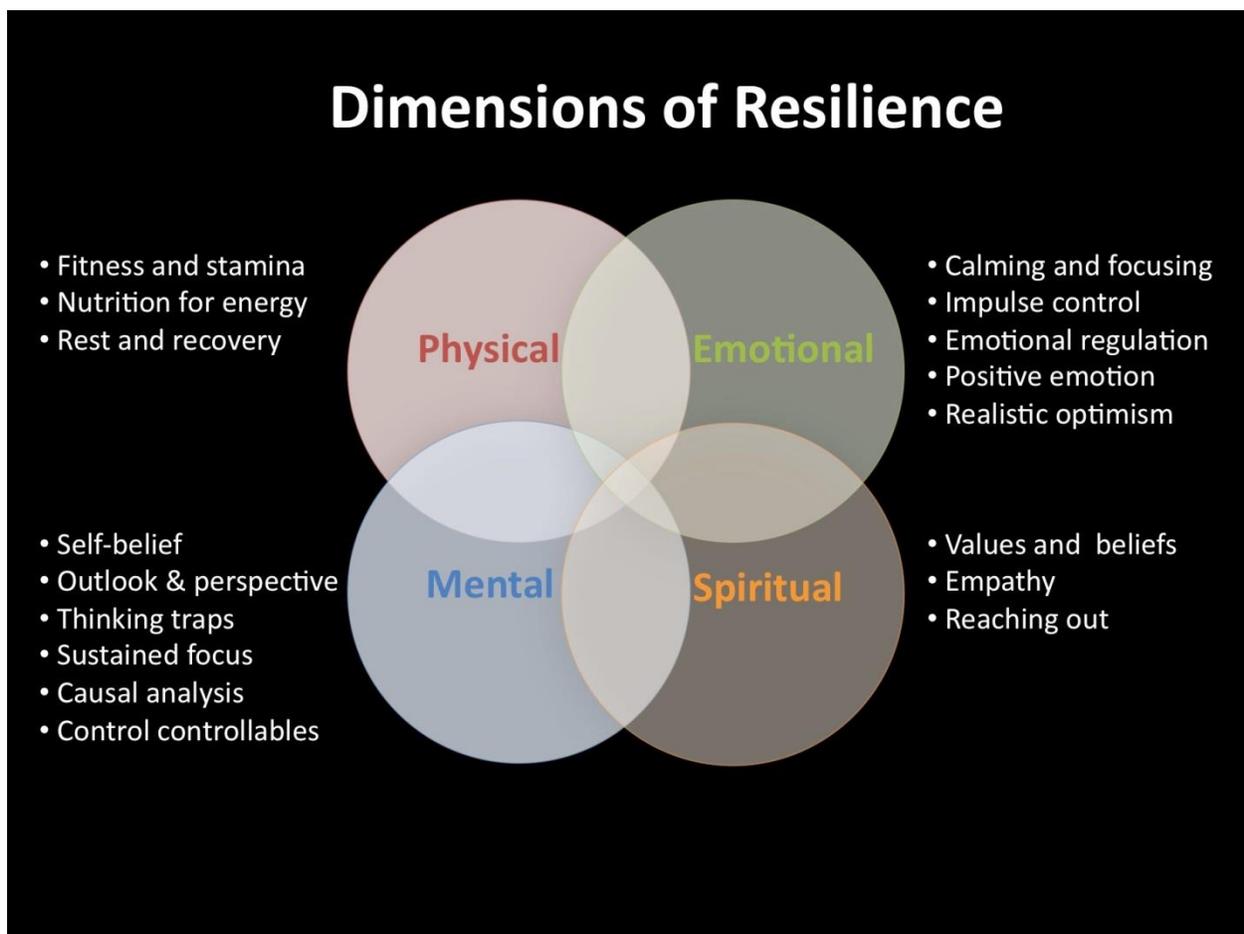
I'm thankful. Despite 25 years in emergency services I still feel resilient. I may have lost some of that resiliency in other positions, but overall I feel I'm still good for some additional years as a contortionist. One of the two peers I spoke with has been doing the job at least 10 years longer than me. He has been resilient his entire career, but is beginning to feel the wear of being stretched and twisted all while simply trying to do the right things for those he serves. He's dealt with large issues, small issues, complex issues, political issues, etc. throughout the entirety of his career. Like *Stretch Armstrong*, he's finally being pulled to the point that he simply doesn't spring back into shape. Makes me wonder what I will feel like in ten years.

The other has just lost some of his resiliency related to the agency he currently serves. He still has some elasticity left and reserves to pull from, but not in his current position. This is not an uncommon occurrence and is why many Chiefs end up leaving one organization to go serve another. Does it mean he is like new again? No, but he can pull himself back together enough to be effective in a different environment for an additional period of time.

Each of us has a variety of forces pulling us in different directions every day. If it's not work, it's family. If not family, maybe it's being a coach. If not coaching, maybe it's community commitments. If its community commitments, there is likely a political component – and we are all witnessing what the political side looks like today. The reality is that life forces us to be contortionists at times, and over time it can wear us down.

So how do we work to maintain our resiliency for as long as we can? Before I offer advice, my attorney advises that I have to provide a disclaimer. DISCLAIMER: I am not a licensed clinician, psychologist, doctor, pharmacist, pilot, veterinarian, beautician or barber.

With that out of the way, here are my random thoughts. The basics – eat a healthy diet, exercise, and get some sleep. It's important to have a hobby, something you enjoy that allows your mind to relax for a bit – as *Happy Gilmore* demonstrated for us, find your happy place. Stay close to your family. This means talking to them; sitting on the couch close to them at night while working or falling asleep doesn't count, so I'm told. Remember, you cannot be everywhere; you will have to say *no* on occasion. If I went to every single event our agency takes part in, or every event I'm asked to attend, I'd never have any time to myself or my family. I've had to make the word *no* part of my vocabulary.



Build a network of peers and friends that can provide support. This is vitally important, and a two way street. If you hear of a peer who is going through rough patch, reach out to them. A simple phone call, text or email can really lift a person's spirits. Use this network as a sounding board for issues you face. If you have a personnel or political problem that you haven't run across before, reach out to someone who has. Their experience can be vitally important in guiding you to make the best decision you can for all involved. Just accept that you cannot make everyone happy all the time, including yourself.

Share your knowledge with others. Teaching, mentoring, and/or coaching can be healthy outlets and more often than not turn into tremendous learning experiences for you as well as your audience. Stretch yourself out and try something new. Challenging yourself can be invigorating.

Sweat, but do not obsess over the small stuff, and grow thicker skin – I still need work on this area sometimes. Why sweat some, but not all, of the small stuff? Because the small stuff can lead to big problems down the line, if not properly addressed. Ask those of our members that attended the Career Survival training this week what they learned about the small stuff; enlightening to say the least.

Remember, you cannot be all things to all people. Embrace that fact, and you will relieve some of your stress. People are just going to be unhappy with you sometimes.

In the end, each of us will likely lose some or all of our resiliency over the course of our careers. Not trying to burst your bubble just being honest. It happens to most people across the spectrum of professions. Eventually, you just get tired.

For now, remain flexible, find a healthy outlet that makes you happy besides work and use it as an escape. Build your peer support network, and offer the same to others. Spend time with your family, they are your core. This is an amazing career, and we are all truly blessed to be able to spend our lives in the service of others.

Stuff That's Happening

As you saw from Patty, Nate Hallowell has had to resign his position effective immediately due to some family circumstances. We did offer Nate options outside of resigning, but circumstances being what they are, he said he would feel better if he resigned. The door is open for him to come back, should his situation change in the future. This does mean we will be hiring 6 personnel during this round, and that we will be an additional person short until the recruit academy concludes in March.

The Captains Academy was another resounding success thanks to the efforts of the Prescott Area Training group as well as all of the participants. This was the first year that testing for Fire Officer 1 was an option. Having the academy count for the designation is a big step forward for AZ, and hopefully paves the way for the BC Academy to act as Fire Officer II.

As part of the academy, Chief Feddema brought in the Career Survival Group. He also had them do an afternoon presentation at administration. We had a number of B-Shift personnel in attendance, as well as Chief Light and some of his administrative staff. Talk about an eye opening presentation, wow! Chief Feddema is contemplating bringing them back out in the future so more of our personnel can attend, and I know Chief Light is considering the same for Prescott. After presenting in our area, they presented at the BC Academy in Avondale. Based on the feedback from those participants, Chief Nichols and Chief Deadman have recommended they be added as part of the AFCA/AFDA Leadership Conference next July.

The registration for the Senior Leadership Academy has been posted. If interested, please follow the registration link on our training web-site. The information has been sent out statewide, and has already generated some interest as well as registrations.

Conversations regarding our Capitol Replacement Plan have started. This year represents the first time that we've had Tech Services and Facilities represented in the meeting. From here on out, their inclusion is considered standard. As we've learned since the IT Audit, and just in general consideration of facilities, a true Capitol plan cannot exist without considering our infrastructure needs. Not that they weren't considered before, it just wasn't as formal.

Don't forget to get your reservation in for our annual Awards/Holiday Banquet coming up on December 8th.
