



THE REVIEW

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Quote of the Week

“The secret of joy in work is contained in one word - excellence. To know how to do something well is to enjoy it.”

-Pearl S. Buck



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The Chief's Desk

Are you happy with where you are in life? It's a trick question so don't answer it right now. Personally, I'm very happy with where I am in life, but I'm not satisfied. I know, that sounds negative, but if you stop to consider the question, it really isn't.

I feel like I'm in a good place professionally as far as my overall career and I feel I work for a fantastic agency filled with talented people. Yet, I'm currently enrolled in the Certified Public Manager Program at ASU, and my application is in with the Naval Post Graduate School for their Executive Leadership Program. I am absolutely in a good place; however that does not mean that I can stop learning or stop expanding my vision of what could be. CAFMA is not a stagnate organization which means I cannot afford to stop seeking new and different ideas to keep us moving forward – despite some pleas for a break²

I've never really been happy with my overall physique. To that end, I spend around 90 minutes in the gym every day, and 6-12 weeks recovering from surgery every couple years. That's not a good thing, but it does seem to be a thing. However, I'm happy with some of the results I'm seeing since my last shoulder rebuild. Those committed to working out will typically arrive at a place where they are happy with their results, but that merely serves as motivation for them to keep pushing. It's not as if you look in the mirror one day and say "that's it, I look amazing" and then walk away never to return to the gym. It seemingly takes months to see substantial change from working out, and about 24hrs to lose it. Sometimes, life just doesn't seem fair in this regard. The bottom line is that you can be happy with what you see and how you feel, but if you stop putting in the work, you lose what you've gained.

I'm happy with where we are as a family. Andrew is off my payroll and doing well in his new job. He has a fantastic girlfriend who Jen and I absolutely love. Yet, I can't wait to see what the future holds for them. While they are in a great place today, today is really only a foundational building block for tomorrow. Ashley, David, and our granddaughters are doing well in Mesa. David was just promoted, and the girls are excelling in Gymnastics. Ashley was given a higher-level position in the gym and continues to learn valuable business and development skills. They are in a good place, but are by no means stagnate.

Jen is of course in a great place because she's married to me. I'm not sure it gets better, so I don't know where to go with this one. If she was here right now, it's possible she would have some ideas. But, she's not so we'll leave it as if it just doesn't get better. Continued on Page 5

Upcoming Events:

Feb 10 – HUSD Community Summit, Policy Meeting, Senior Staff
Feb 11 – BC candidate chiefs interviews, Chino Town Council
Feb 12 – PRCC Chiefs meeting, meet with MES
Feb 13 – AFSI Meeting Phoenix

Board Meeting:

Feb 24th Chino
All Boards in a work study –
1600-1700
CAFMA – 1700-1830



Humility for Leaders

By: Chief Jo-Ann Lorber

Words have enormous power. They can make us erupt into laughter or bring tears to our eyes. They can influence, inspire, manipulate, and shock. They can build and destroy.

Some words have different effects on different people. One such word is humility. It is one of those words that are seldom in neutral gear. Some people love the word and all that it stands for. Others almost fear the word and interpret it synonymously with a lack of self-confidence or timidity.

We often confuse humility with timidity. Humility is not clothing ourselves in an attitude of self-abasement or self-denigration. Humility is all about maintaining our pride about who we are, about our achievements, about our worth – but without arrogance. It is the antithesis of hubris, that excessive, arrogant pride which often leads to the derailment of some corporate heroes, and public officials. It's about being content to let others discover the layers of our talents without having to boast about them. It's a lack of arrogance, not a lack of aggressiveness in the pursuit of achievement.

An interesting dichotomy is that, often, the higher people rise, the more they have accomplished, the higher the humility index. Those who brag the least, or not at all, are often the most secure and confident, and in turn, humble.

IAFC.org

Firefighter skills proficiency: How many things can you really be good at?

By: Bruce Bjorge

Today's firefighters are stretched to the limit on the number of tasks we are called upon to perform. It presents the question: How many different skills can one person really perform well?

This is an honest question many of us may not be willing to answer honestly. Our profession looks much different than it did 20 years ago. Today, America's firefighters are who you call for a multitude of problems—or when you don't know who else to call. Firefighters are asked to perform many different tasks beyond firefighting. Many of us are members of fire departments that provide fire suppression and EMS in a transport or non-transport role. Many of these same organizations also operate a special operations division that includes dive rescue, swift water rescue, fireboat operations, large area search, high-angle rescue, confined space rescue, trench rescue, structural collapse, vehicle/machinery rescue and hazardous materials incident response.

With each additional responsibility, members of the organization are asked to take on new tasks, learn new skills and perform them all when called upon. These are critical tasks that require proficiency and must be performed safely. If we fail, the consequences can result in significant injury or death. Even more challenging, we don't experience high call volumes for most of these tasks, so we depend primarily

on training to maintain firefighter skills proficiency. Before too long, some members could make a full-time job attending training just to keep up with continuing education unit (CEU) mandates for their licenses and certifications—and that's not even counting special team proficiencies for the teams they are on!

INDIVIDUAL PERSPECTIVE

Let's use rope rescue as an example. Suppose your local jurisdiction has found out a new zip-line attraction is coming to your area. Because of this new community risk, the decision has been made to develop a rope rescue team to respond should someone become injured or trapped.

[Firerescue1.com](http://firerescue1.com)

Update

Chief Freitag

We met with AMR Monday afternoon. While I cannot discuss the particulars at this time, I can say it was interesting. Honestly, there are a number of things in play right now so stay tuned as the EMS world turns.

Chief John Feddema taught at the Mohave County Leadership Academy Monday morning presenting Leadership and Responsibility in Today's Fire Service. I have not had a chance to see the presentation, but the feedback when I was there on Tuesday was fantastic.

Chief Randy Karrer and I presented at the Mohave County Leadership Academy on Tuesday afternoon. We presented a four-hour session that included Leading beyond Operations with some additional focus on organizational excellence, difficult conversations, and conflict resolutions. We've heard good things, and they said they'd invite us back so it doesn't seem like we totally screwed it up.

Dave and I attended the AFDA meeting Thursday morning this week and discussed some of the legislation moving through this session. I'm happy to say that the S1160, Firefighter Cancer Presumptive, cleared the appropriations committee and will now move to rules followed by a floor vote in the Senate. They hope to have it on the floor in the next two weeks. The next step will be getting it assigned to a committee in the House and moving it through their process. This is what's known as a heavy lift, so we still have a ways to go.

H2260 which deals with skilled nursing and assisted care facilities does have some opposition in its current form. This bill would require facilities to provide lift assists for their clients and require staff to perform life saving measures when necessary. Currently, many of the facilities simply call the fire department for everything. We understand calling for an emergency event, but in many communities they are using the fire departments to provide everything – which is not why we exist. The non-emergency calls for service at these facilities is stressing emergency services systems across the state.

They will have a stakeholders meeting today, Friday, at the Capitol to see if they can find common ground.

There is an Omnibus bill moving through that would lower the commercial tax rate. For agencies at the max mill rate, this means a forced reduction in revenues at the same time hard costs and the costs for the pension system continue to rise. It appears there is a compromise in the works that would lower the rate for commercial property owners as proposed, and help fire districts. Stay tuned.....

Dignity Health is dropping a bill that would add a Certificate of Operations to the current Certificate of Necessity statute. Bryan Jeffries, Chief Tom Dwiggin, and I met with officials from Dignity Thursday afternoon in Phoenix. We're not supportive of adding additional loopholes to an already broken system. It is our belief that we need to come together as one large group to seek meaningful changes in the CON process. We'll be meeting again soon to discuss opportunities. The bottom line is that the system has been broken for years and the state has been asleep at the wheel allowing it to continue. It's time we force a change that considers quality patient care as the bottom line.

H2313 related to fire sprinkler systems is being amended and will have a far more narrow scope when done. The fire service can support the original intent of the bill, but the current form is far too broad.

We are going neutral in fireworks bills. It's a losing battle at this point and not worth the political capital. That said, we will seek some safety standards for areas in the wildland urban interface, as well as preserves.

Chief's Desk Continued

My intent in writing this is not to brag about my family, maybe a little, or my life. What I'm saying is that it's good to be happy with where you are, and at the same time continue to strive for more. Not necessarily the next big boat, car, or truck, but personal development. That can be through additional educational opportunities, time spent improving your health and wellness, and/or continually improving your relationships with family and friends.

We often talk about personal mastery being a journey not a destination. Neil Peart was recognized as one of the best, or the best percussionist in the world. While he may have been happy with his skills, he was not satisfied. He was a consummate student of his craft constantly seeking to learn new drumming techniques from others whether in the same or different genres of music. Masters of their craft usually describe themselves as lifelong students not experts.

Sometimes life just kicks you in the teeth. It can be a day, or days. If it's a day, we can generally come back the next feeling pretty good. If its weeks or months, it can physically and emotionally wear you out. Let me preface this by saying I am not a psychologist, and per our attorney, this is my opinion. I think that if we take stock of all the good in our lives on a regular basis, the good will be one of the lead index cards in our brain. If it's a lead index card, during stressful or depressing times it will be easier to grab

hold of the good thereby helping us through whatever it is that's causing us stress. At least that is my theory.

I promised myself when I move to Arizona that I would never take the beauty of the area and the relationships I've established for granted. Every once in a while I have to remind myself to take a moment and enjoy the scenery, but I've stayed true to my initial idea. As far as the relationships I've been able to forge, I never forget to be thankful for those.

This doesn't mean that stress isn't a factor as I navigate the schedule I've created for myself, but I generally find humor and fun in the craziness of the day. At the end of the day, I generally look back and think about how fortunate I am to be here with all of you and to have the opportunities that I've been granted.

We asked this question in our recent Chiefs interviews, and I asked it when Chief Karrer and I presented at a leadership academy in Bullhead this week – What motivates you? What drives you to get out of bed in the morning and take on life? I guess it shouldn't be surprising that people have to think about it for a moment before trying to answer. One person at an event said, "Money motivates me to get out of bed in the morning." I pressed a bit and he said, "Well it takes money to provide for my family." Ultimately then it's not money that's motivating you it's your family. Money is simply a means, family is the drive.

Now that you know the question, don't try to BS us in the interview. We're not asking so we can assess you on what you think a textbook answer would be because there isn't one. We're trying to get to know who you are. And, trying to get you to think about who you are and what you want out of your career and life.

I'll close with the original question, and some follow-up for you to contemplate. Are you happy with where you are in your life? Why? What are you doing to make it better? What is it that drives you to achieve something? What is it that you truly enjoy? Remember, stagnation really isn't standing still because when you're stagnate the world is passing you by which means you are really falling behind.

Life is short, might as well make the most out of the time we have and enjoy the ride. I have homework to do before I get to spend some time with friends today so I need to close this one out.