



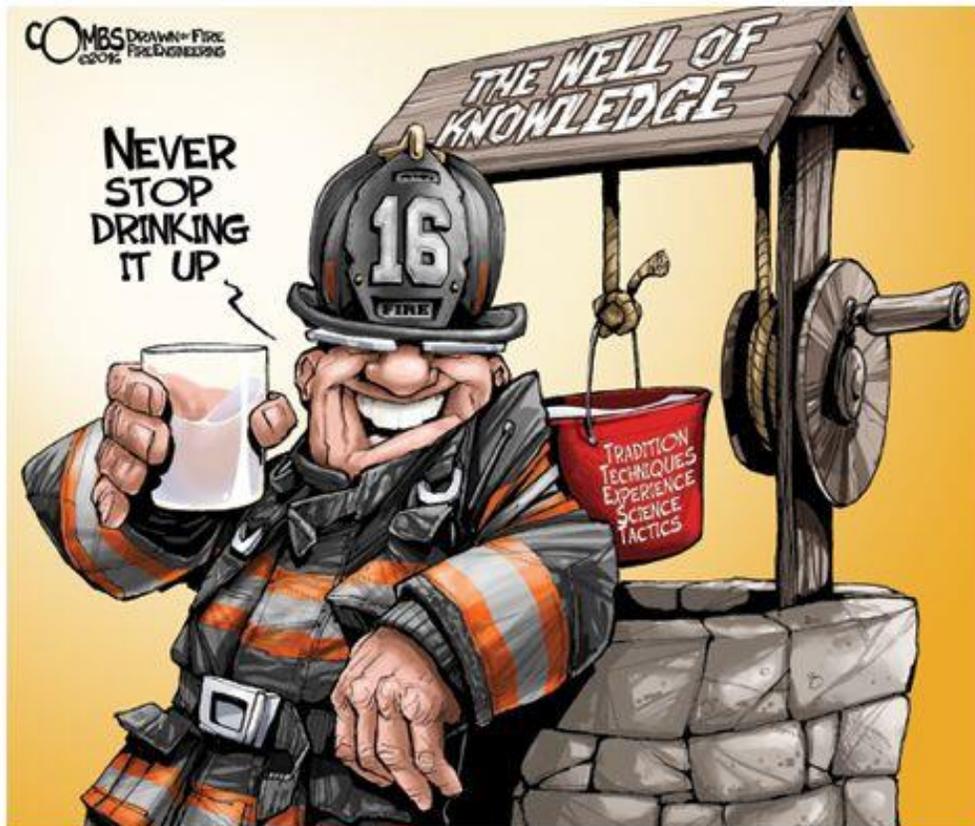
# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – July 24, 2020

### This Edition:

The Chief's Desk ..... Page 2  
How Your Defensiveness Can Undermine Your Leadership .....Page 3  
Firefighter Safety: 'You're Not Seeing What I'm Seeing' .....Page 3

"Life's challenges are not supposed to paralyze you; they're supposed to help you discover who you are."  
Unk



---

## The Chief's Desk

The mere mention of 2020 elicits a mix of emotions these days. It used to mean that you had great vision. Or, for some of us more tenured people, we might recall Barbara Walters hosting 20/20. That was way back when there was still a shred of journalistic integrity. Today, we try to avoid anything related to 2020 and wish the number would just go away. It certainly does not generate thoughts of visual acuity or journalistic integrity. There are a number of terms I could use to describe this year, but they are not fit for print in this publication.

While COVID remains front and center, it is not the only thing happening in 2020. That said, many people and organizations are sitting at idle waiting for things to pass – granted, some are stuck because of governmental mandates decimating their businesses. CAFMA cannot afford to be paralyzed by something that is outside of our control. Time is a commodity that should not be wasted. This means that while yes we have to deal with COVID, it is really only one item of importance. We still have an agency to run, infrastructure to plan for, and talent to develop. So, that is exactly what we are doing.

To that end, we moved forward with our Fire Instructor I program this week. While we limited the number of participants to ensure proper spacing, we ended up with a good interactive learning environment. At least as much as we could, given Fire Instructor I is an extremely dry curriculum. Fortunately, we have invested in developing an instructor cadre so that we do not have to depend on a lot of outside assistance. Please don't misunderstand, I want outside folks to ensure we are providing a diverse learning opportunity. However, given the current situation regarding COVID, we may not have been able to move forward with a program had we not had internal instructors. We think and work globally, but are self-sufficient when circumstances require.

We may be the only organization in the nation that will move forward with hosting the NFPA 1403 class (Standard on Live Fire Training Evolutions) this year. It is scheduled for September and limited to 25 participants. We have no plans to cancel the class offering as we consider it essential training. Our training facility provides for needed distancing, and our training staff ensures proper decontamination at the close of each day. Instructors are already scheduled, and we have a back-up plan should an instructor cancel their participation. This is an important program for our training officers as well as training officers from across the state.

Continued on Page 4

---

### Upcoming Events:

July 27 – Multi Agency  
Coordination Meeting, Board  
Meetings  
July 28 – Coffee Meeting, AFCA  
Regional Reps ZOOM meeting  
July 29 – Visit Station, Office  
work  
July 30 – Chief on Vacation

### Board Meetings:

July 27 Admin  
CAFMA – 1700-1830



---

## How Your Defensiveness Can Undermine Your Leadership

By: Lolly Daskal

It's a natural human response to feel defensive, especially when you think you're being accused of something or receive feedback you don't agree with. There are countless reasons why people have feelings of defensiveness.

Feeling defensive may be normal, but acting on that defensiveness—letting it show in your words and behavior—is another matter, especially for leaders. When you're a leader, your actions and reactions are constantly being watched and emulated by others. So if you find yourself frequently behaving defensively, be aware that you're not only undermining your own leadership but also potentially harming those you lead with your bad example.

If defensive responses are ingrained into your behavior, you may not even be aware of them. Here are some of the most common ways defensiveness manifests in leaders. See if any of them sound familiar:

**Attacking the messenger.** If someone gives you feedback that's critical in nature, the last thing you should do is attack the critic or become argumentative. Instead, make a genuine effort to understand what's being said and why.

**Rationalizing away feedback.** If, as a leader, you cannot be open to what is being said and instead distort the critical perspective while rationalizing your behavior, you harm your reputation and effectiveness. Make it a goal to be seen as a leader who can listen and acknowledge anything without easily offended.

[lollydaskal.com](http://lollydaskal.com)

---

## Firefighter Safety: 'You're Not Seeing What I'm Seeing'

By: Bill Gustin

Battalion 5 companies were operating at a fire in a large, old, wood-frame house. The crews of Aerial 2 and Engine 7, each searching a different portion of the house, were having difficulty locating the fire. Eventually, at the 10-minute incident time, Aerial 2 encountered some flame on the floor that appeared to be a pool of accelerant or melted plastic. The officer of Aerial 2 advised command, Battalion 5, that firefighters had located the fire and were knocking it down.

What Aerial 2 didn't tell command was that every time they stopped flowing water, the small fire on the floor would reappear. Something else was odd: How could such a seemingly small fire fill the entire house, from floor to ceiling with heavy smoke? When command ordered everyone out of the house, the officer of Aerial 2 acknowledged the chief's order with a report that they were making "good headway" and should have the fire under control in a few minutes. Command replied by saying: "Aerial 2, that's negative, you're not seeing what I'm seeing. Evacuate the building immediately." What command could see that Aerial 2's crew could not see is that the smoke was getting progressively darker, more turbulent, and pressurized.

[fireengineering.com](http://fireengineering.com)

---

---

## Chief's Desk Continued

Stay tuned for additional training opportunities as the year progresses. While most other training in the state and country remains canceled, we will move forward. Captain Merrill was going to move forward with his attendance at a National Fire Academy (NFA) program in Florida. However, the NFA is requiring all students wear masks and social distance throughout the 6-day program. We both feel that donning a mask in a classroom environment degrades the learning experience so he has withdrawn from the program for now. I'm still waiting to hear regarding my attendance at the Naval Post Graduate School Executive Leadership Program which has now been pushed back to November. Chief Feddema is awaiting word regarding the Executive Fire Officer Program through the National Fire Academy.

Senior staff has been meeting with representatives from Granville and Jasper exploring future station placement options. We had hoped to put a station by the water tanks off 89A, however we are told that construction of the needed interchange is not on the drawing board and will not come to fruition for years. That said, we can get land in the area, but we would have no infrastructure or access to the highway, and limited routes back to Glassford Hill Road. To that end, we are looking at other lots that will better serve our needs closer to Glassford without winding through the neighborhoods.

Additionally, we are trying to plan for future development to the north. This may include building the next fire station a bit larger to accommodate additional crews. The thought is that if call volume picks up north of 89A before we need a full-time fire station, we may be able to run an additional 40 hour engine or another crew out of shared quarters. We know we will eventually need a station to the north, however we need a plan to bridge the gap.

Eric Crossman will be working with a committee to develop one standard fire station plan as we've mentioned previously. We will likely take the best of Stations 50 and 62, fix the things we do not like and move forward with a standard single story plan. The two stations are very similar and provide a solid platform from which to begin our design. We are weighing our options between a minimum three engine bays or four. The extra space from a "garage" perspective is not that expensive, and we seem to run out of space rather quickly. Either way, the idea is to build something thinking 15-20 years ahead not two or three. The conversation does include developing a sound plan for future station remodels and updates.

We are discussing options for future expansion of fleet to include a shared facility with Facilities Maintenance. The double wide is not a functional long-term solution for our facilities team. To that end, we are looking for something that would provide both office space as well as storage space for equipment and supplies. Additionally, we will need space for small engine repair, SCBA maintenance, etc. as we look to create a new model for those programs. We may be able to build a building to accommodate our small engine and SCBA needs near the warehouse. However, the expansion of fleet and facilities maintenance will likely require us to procure an additional piece of property.

Staff and Tech Services met Tuesday to finalize plans to move forward with creating our own Podcasts, and videos for our YouTube Channels. Jonah is ordering equipment, and we plan to repurpose an office at old admin to create a studio space. I know there are some who do not read *The Review* because there are too many words. We can use a short Podcast to supplement *The Review* for those who learn more by listening, or watching YouTube videos. Videos and Podcasts related to our weekly update will likely be five minutes or less in duration. However, we will create other Podcasts/videos that are longer where we interview guests and discuss topics such as leadership, tactics and strategy, or discuss trends in emergency medicine. We have a multitude of ideas to help disseminate information using a variety of mediums to meet individual needs. It will take several months, but we hope to have things running by fall this year.

We are still moving ahead with accreditation, however we have to attend a required training class first. Unfortunately, the class has been delayed as a result of COVID. To that end, our goal of attaining accreditation by late 2021 will likely be delayed until 2022. We will continue our efforts internally to ensure SOGs, SOPs, the Standard of Cover, etc. are up to date and ready to submit. Fortunately, having received accreditation previously, we are well prepared to meet or exceed their requirements.

Chiefs Jake Rhoades, Mark Gaillard, Tom Shannon, and I plan to work with the Texas Fire Chief's Association to develop a Fire Chief Leadership Development Academy for the State of Arizona. I spoke with Chief Isbell with Round Rock, TX recently who shared some background and history related to the success of their program. Within Texas, a chief is required to have either EFO, CFO, or their state program to be eligible for hire. Based on the preliminary details, it seems the Senior Leadership curriculum dovetails nicely with their curriculum. We believe this would be a value added within our state. Additionally, Texas has a program called *Best Practices*. It is a precursor to accreditation based on best practices for the State of Texas. Again, we believe a program like this could prove a significant benefit to a large number of fire service agencies in our state.

As you can see, we are not remaining sedentary even in this less than desirable year. We have recognized and addressed what we can with COVID while working diligently to continue CAFMA's forward progress. We do not have time in our lives or our profession to be paralyzed by fear or current circumstances. Rather, we need to continue moving forward and not waste precious time sitting on our hands. We have a job to do for an area that is growing, and we have future needs that need to be addressed both related to talent development and infrastructure planning. At the same time, we still have to respond to our normal call volume, which includes issues related to cardiac, respiratory, motor vehicle crashes, fires, etc. Time spent paralyzed by indecision, or worrying about issues spiraling out of control is time wasted. Onward and upward!