



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **Oct 10, 2020**

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**"Information is not knowledge. The only source of knowledge is experience. You need experience to gain wisdom."**

**Albert Einstein**



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## Kayleen Malm 2020 Firefighter of the Year

Kayleen has been a Firefighter for the Central Arizona Fire & Medical Authority since 8/15/2016. She has accomplished a lot in a short amount of time, including recently becoming a Paramedic, and will be a future leader with CAFMA. Kayleen has consistently performed at an outstanding level, both on and off duty. Kayleen is someone that has the desire to help no matter where she is. She has been involved in a number of programs:

- She is a "Big Sister" with Big Brothers Big Sisters
- Family Liaison for Firefighter Angel Foundation
- I.A.F.F. Local 3066 union
- She is an avid proponent of physical fitness, and has built multiple fitness plans for CAFMA personnel that may not have had the courage to do this otherwise (non-ops personnel)
- She is a Recruit Training Officer
- She is someone that is always looking to share her knowledge and information with others

Kayleen exemplifies the values that make the Central Arizona Fire & Medical Authority a great organization. We look forward to watching her success in the future.

Respectfully,

John Feddema  
Assistant Chief of Operations  
Central Arizona Fire & Medical Authority

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## The Chief's Desk

I had the opportunity to welcome this year's Battalion Chief Academy Class on behalf of the Arizona Fire Chiefs Association Thursday morning at the Tempe Fire Training Facility. It is always good to see a classroom full of future leaders ready to absorb material and expand their network. I also had the opportunity to present the afternoon session on Conflict Resolution.

Part of attending any training class is adding to your slideshow. A slideshow resides in your brain; it is where you tuck away experiences or information that you can refer back to at some future date. Chief Todd Abel presented *Leading beyond the Slideshow* as the Academy's opening program. Todd learned a number of lessons about navigating uncharted waters in the minutes, hours, days, and years after the Yarnell Hill Fire. His experiences in the aftermath of the tragedy were not something for which many people would have a slideshow established.

I had to step out for a meeting so I missed much of his presentation; however the feedback has been amazing. Do not tell him, but I already have a lot of ideas for other places he can present and am actively working to secure future engagements for him. He can thank me later.

In his book *Situational Awareness for Emergency Response*, Dr. Richard B. Gasaway discusses the concept of building slideshows. He writes that situational awareness is much more than just recognizing what is happening around you in the moment. In reality, situational awareness includes taking bits and pieces of every experience we have and storing them for future use. When we need to reach for a nugget or piece of knowledge to address a situation, our brain unconsciously runs through our slides searching for something to use as a guide. The more experiences we've had in life or our career the larger our slide show. After a death defying or harrowing experience, many people say they saw their life flash before their eyes. Dr. Gasaway suggests that what they experienced was their brain frantically searching for slides that may help them respond to their current situation.

The more training, education, and experience we have the more likely we are to have relevant slides. However, as in Todd's situation, there are circumstances for which we simply do not have a slide on file. This may manifest itself in the form of some sort of emergency incident, a life event, or it could be a leadership challenge that you have never faced before.

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### Upcoming Events:

Oct 12 – Record Sample Podcast - again, Meet with CEO of Dignity Health, Meet with ASU  
Oct 13 – PV Chamber Breakfast, Leadership Development Program Meeting, Afternoon meeting with guest speaker  
Oct 14 – Office prep for who knows what's next, Record first full Podcast  
Oct 15 – Chief on Jeeping Vacation

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### Board Meetings:

October 26  
CAFMA – 1700-1830

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## How to Lead with Gentleness, Not Fear

By: Michael Hyatt

“Who’s got something scary?” asked my friend’s producer. The if it bleeds, it leads mentality hung over the newsroom. The scarier the headline, the more views it would receive. It’s no secret that people respond to fear, and unfortunately, many leaders take this approach with their employees.

But fear breeds complicity, not commitment. Instead of fear-based tactics, mature leaders use gentle power. They gain influence through building trust and casting a strong vision. They are known to be for their people, not against them.

Respect is a far better motivator than fear. While fear produces behavioral compliance, it degrades self-motivation. Internal motivations are stronger than external ones. To influence performance improvements in employees, you’ll have to show respect in a way that fuels internal drive.

Leaders must prioritize self-awareness. Research shows that as people grow in positional power, they tend to lose empathy for others. It doesn’t have to be this way. As you advance in your career, you can pursue empathy-building exercises and gentle leadership methods.

Gaining influence can be difficult. To help you confidently lead with gentle power, I’ve identified three tools that generate long-term motivation in your team.

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## How to Build Trust In A Room When You Need It Most

By: Lolly Daskal

o be an effective leader you need to be able to build trust. It’s really that simple. If trust isn’t present, you can’t lead successfully. Building trust is an ongoing process, something you need to work at every day. Here are some of the key elements:

**Learn to communicate effectively.** Poor communication is a major reason for mistrust. Good communication includes being clear about what you have or have not committed to and what has been agreed upon. Building trust requires connection, so it’s important that the messages you send are exactly what you intend them to be and that you listen well enough to interpret other people’s messages correctly.

**Demonstrate expertise and good judgment.** People are more likely to trust you as a leader if they believe you know what you’re talking about and have the experience and discernment to make good decisions. You can’t build trust when you’re faking it. Do your homework and make sure you can showcase your expertise with clarity and confidence.

**Value your relationships and don't take them for granted.** Strong leadership is based on developing and maintaining relationships. That means you need to be active in keeping relationships strong, never taking them for granted. When you support people, resolve conflicts fairly and give honest feedback, you show the consistency that builds trusting relationships.

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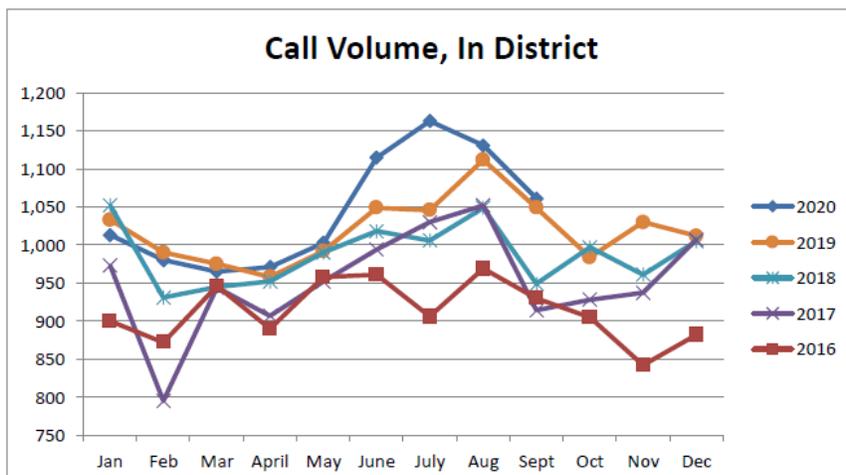
## Monthly Call Report

By: GIS/Statistician Michael Freeman

CALL VOLUME HISTORY  
(IN-DISTRICT INCIDENTS; INCLUDING AID-RECEIVED)

	2016	2017	2018	2019	2020	2020
Jan	900	973	<b>1,052</b>	1,033	1,013	1,099
Feb	872	795	931	990	980	1,073
Mar	946	944	945	975	965	1,058
April	890	907	952	958	971	1,060
May	958	952	990	992	1,003	1,107
June	961	994	1,018	1,049	1,115	1,208
July	906	1,030	1,006	1,046	<b>1,163</b>	<b>1,282</b>
Aug	<b>969</b>	<b>1,052</b>	1,049	<b>1,112</b>	1,131	1,239
Sept	930	914	949	1,049	1,061	1,163
Oct	905	928	997	984		
Nov	842	937	961	1,030		
Dec	882	1,007	1,005	1,012		
AVG	913	953	988	1,019	1,045	1,143
TOTAL	<b>10,961</b>	<b>11,433</b>	<b>11,855</b>	<b>12,230</b>	<b>9,402</b>	<b>10,289</b>

INCIDENT RESPONSES BY CAFMA





## September Response Report - 2020

Land Area: 369 sq. miles    Population: ≈100,000    Fire Stations: 10 Full-Staffed

Responses in District	
TOTAL FIRE INCIDENTS	13
STRUCTURE FIRE	2
STRUCTURE FIRE; CONFINED	2
MOBILE HOME/PORTABLE BLDG	1
VEHICLE FIRE	4
BRUSH/GRASS/WILDLAND FIRE	3
OTHER/TRASH FIRE	1
<i>Fire is 1.23% of call volume</i>	
TOTAL RESCUE & EMS	705
<i>EMS is 66.45% of call volume</i>	
OVERPRESSURE / OVERHEAT	1
HAZARDOUS CONDITION	12
SERVICE CALL	200
GOOD INTENT	98
FALSE ALARM/OTHER	32
<i>Other is 32.33% of call volume</i>	
TOTAL INCIDENTS IN DISTRICT	1,061
INCIDENT RESPONSES BY CAFMA	1,163
Residential Fire Loss	\$649,500
Commercial Fire Loss	\$10,000
Vehicle Fire Loss	\$26,000
Calls in Town of Chino Valley	168
Calls in Town of Prescott Valley	589
Calls in Town of Dewey-Humboldt	43
Calls in District, Unincorporated Areas	261
Calls Out of District	9
Average total # of calls per day	35.37
Average fire calls per day	0.43
Average EMS calls per day	23.5
Average all other calls per day	11.43
Aid Given to Prescott	101
Aid Received from Prescott	55
Mutual Aid Given	2
Mutual Aid Received	0

Unit Responses		
	In District	Total
E50	137	142
E51	21	143
E53	181	184
E540	37	38
E54	134	137
E57	31	32
E58	168	169
E59	147	152
E61	104	105
E62	111	115
E63	54	56
T50	4	4
B3	53	58
B6	23	27

Call Volume at PRCC		
	MONTH	YTD
PFD	788	6,868
CAFMA	1,061	9,402
GCFD	9	89
OD	9	74
WKFD	4	40

### Top 5 Call Types

641	EMS
115	Assist Invalid
55	Cancelled en Route
40	Public Service
25	Medical Assist, EMS Crew

### Move Ups by Station

50:	29	57:	3
51:	42	61:	20
53:	11	62:	4
54:	2	63:	24
58:	1	540:	4
59:	6	TOTAL:	146

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## Chief's Desk Continued

I can tell you with certainty that my slide show has expanded over the last seven years serving as a fire chief. Even with all of those experiences there does not seem to be a day or week that goes by that I am not caught off guard by something. Not to be unexpected, I mean firefighters are some pretty creative folks – especially B-shift. The concept of a leadership slideshow is not fire service centric, rather it is something that is prevalent in all aspects of our life as well as in both government and private industry.

So what do you do in those moments when you do not have a slide in the deck that fits the situation you are facing? This is where having a network of peers is important. In my case, I may phone a friend to see if they have faced a similar issue. As I have mentioned before, the fire service in Arizona is unlike any other in the United States – in my opinion. If I have an issue, I can pick up the phone and call any number of peers from across the state or country to seek advice. In turn, there are times when they may reach out to me for assistance. Not all situations are the same, however input from someone who has experienced something similar may help guide you to make the right decision, or at least close to correct.

There will be times when access to others will not be available, or that you are facing something that few others have ever experienced. So, what now? We have discussed at length the concept of creating a positive culture within our organization. We have also driven home the idea of not only developing and adhering to an organizational set of mission, vision, and values, but of developing your own personal set – establishing your core so to speak.

In times when you are faced with a leadership challenge for which you have no slide, and you have few options for phoning a friend, you may be left to rely on the available information and your value system. Gather all of the information together, determine what you want the outcome to be, and make a decision. Will you get it right every time? No, absolutely not. Will you have made a defensible decision even if it was slightly off? More than likely.

In life, it is important that we strive for excellence and not perfection – there is quite a difference between the two. Perfection is not real so do not hold yourself or anyone else to that standard. We learn through making mistakes. The important point to remember is not to repeat the same mistake over and over again. In that regard, refer back to the slide you created the first time around i.e. if it was the wrong decision then, what makes you think it is a good idea to do it again? Striving for excellence means adhering to our personal and organizational values, making decisions based on those values in conjunction with the available information and owning up to our errors when they occur. Each event creates another slide for us to draw from in the future.

You cannot be afraid to make a mistake. There will be times in our lives in which we have to accept failure as an option and move forward. Personally, I think not making a decision is far worse than making the wrong decision. I can learn something from making the wrong decision, but I do not learn anything from avoiding a decision for fear of failing. If we avoid decision-making, we fail to grow as professionals

and as people. Ultimately, we experience analysis paralysis and we remain stuck in neutral. Neutral is not where we need to be as individuals or as an organization.

Why is higher education important in the fire service? Because it adds slides to our slideshow. Why is seeking training important to us? Because it adds slides to our slideshow. Why is networking with our peers important? Because we tend to talk shop which ultimately adds slides to our slideshow. Just about everything we do in life, every opportunity we take advantage of, and every experience we have provides us an opportunity to add to our arsenal of knowledge.

I was once asked in an interview to describe a bad leader I worked for and what I learned, and then describe a good leader and what I learned. My response was that I could not differentiate between the good or the bad leader because I had learned both good and bad lessons from each. The lessons I learned were added to my slideshow allowing me to draw from those experiences as a guide for making better decisions.

None of us will ever have a complete slideshow, it's just not possible. Life is a journey, not a destination so there will always be new things to experience. The important part of setting yourself up for success is defining and remaining true to your core, facing fear of failure with courage, make mistakes, and learn from all of it. It is not perfection you are seeking, its doing the best you can for everyone you serve including yourself.