# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **Nov 13, 2020**

*"Try not to become a person of success, but rather try to become a person of value."*

Albert Einstein



Happy Veterans Day, and thank you to all that have served!

## The Chief's Desk

What is outcome? You might think that is a stupid question, but bear with me. An outcome is the result of something, e.g. an event, a goal or objective, or an election. Outcomes can be good or bad depending on the preceding circumstances or events. Many of you listen to, or at least have listened to, the *Focus 3 Podcast*. They've developed an equation that clearly articulates what I'm saying; I've adapted it just a bit: Event + Response or Reaction = Outcome. As a reminder, reaction = negative outcome while response = a positive outcome.

I had the privilege on Tuesday this week of interviewing Craig Lapsley, former Fire Commissioner, and former Emergency Management Commissioner for the State of Victoria, Australia. The topic was collaborative efforts to build resilient communities. Because I want you to listen to the podcast, I will not go into detail here. However, the concept is based on the idea that it takes everyone in a community working together to build resiliency. This means putting aside political and personal differences to work for the betterment of the community as a whole.

Mr. Lapsley shared a concept that struck me as vitally important in our efforts to realize the best possible outcome for our community, our organization, and as individuals: **Better information leads to better decisions, which leads to better outcomes, and ultimately a safer community.** On a more micro level relating to individual achievement of goals: Better information, leads to better decisions, which leads to desired outcomes, which strengthens the individual as well as the organization.

As an employer, where does our responsibility lie within this equation as it relates to the individual? Better information means that we are providing clearly stated succession plans, that we have provided clear expectations, and that we are providing opportunities for training. This information allows you to prioritize and focus your efforts as you work to achieve your goals. If you are adhering to our mission, vision, values, philosophies, and expectations as spelled out in *The Compass*, and you have followed the map we've provided through our succession plans, the likelihood of achieving your stated goal is much greater, i.e. a positive outcome. When you achieve, you not only improve yourself, you also strengthen our organization as well as our community.

# Should we stop managing performance and start coaching?

**By: Stuart Hearn**

If we want our companies to thrive, we need to fill our ranks with motivated employees. For that to happen, we need a performance management system in place that promotes communication, trust and valuable feedback. Everyone involved needs to know that they are a crucial member of the team, that they are being heard and that their manager is in their corner. Unfortunately, many companies are still operating with a performance management system that places far too much emphasis on control, rather than encouragement, support and development.

Over the past few years, the concept of employee coaching has received a great deal of attention. Could the idea of coaching employees, rather than managing them, be a game-changer? Or is it just another HR buzzword?

**What are coaching conversations?**

Coaching conversations involve forward-thinking, one-on-one discussions with employees that ensure they are aware of their work and goals, that they have the tools they need to perform and that they have the confidence and skills required to succeed.

In terms of performance management, it's worth noting that the goal of continual improvement is the same as it has ever been. With employee coaching, however, the process is more collaborative. Employees are being asked to lead conversations and make more decisions about their roles, their goals and their training. The idea is that, with increased ownership and autonomy, employees become more confident and more empowered – but employees can't do this all by themselves. They need their manager in their corner to offer guidance, support and encouragement.

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# Being Successful in the Fire Service

**By: Dr. Candice McDonald**

What does success in the fire service look like to you? For some, when they think of personal success, they picture power by becoming an officer; some imagine rewards and praise for a job well done; and others just want to make a positive impact on the community they serve.

The definition of success will be different to different members. No matter what success means to you, it is not something that will come easily. Researchers and subject matter experts offer countless guides

on the steps you need to take to become successful. The common theme among all of these words of wisdom is **Personal Responsibility**.

There are specific things we can personally own that will control our outcomes of success in the fire service. It is important to take inventory of the things you are doing and the things you can improve on. The true key to success is taking ownership of your actions as you work toward your goals. Taking personal responsibility for the following will help you to have a successful tenure in the fire service:

**Set Personal/Organizational Goals:** Individuals AND organizations need to know where they are going in the future. If not, they will feel adrift with no clear direction. Goals can serve as our compass to success. Setting goals will help turn vision into reality. Clearly defined goals outline what you want to achieve and where to focus resources. It is important to document and post personal and organizational goals where you can see them daily. Written goals provide a visual for long-term visions.

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## Chief's Desk Continued

We can provide the information and the road map, but it's the individual that has to make the decision to utilize the tools provided. For example, let's say your goal is to promote to captain. Our overarching philosophies and expectations are clearly spelled out in *The Compass*.

1. Step One: Live up to the expectations and model our values both inside and outside the organization. Remember, not perfection, instead we are looking for excellence, meaning you will make mistakes from time to time and that's okay.
2. Step Two: Access the succession plan and start taking classes that will fulfill the criteria.
3. Step Three: Understand that the succession plan sets minimum standards that serve as a guide. If you want to be successful, and you understand our values and expectations, you will seek education and training that will exceed organizational expectations and minimum standards.
4. Step Four: Act everyday as if you are already in the position to which you aspire. Ultimately, you will have positioned yourself as a highly competitive candidate for promotion to the rank of captain.

This concept is applicable to every position within our organization, not just Operations. I would go so far as to say it applies to most everything in life. Not everything will be as clearly spelled out for you, but the idea is that you have to seek the best information you can as the first step in any endeavor. If you start with bad information, you won't make the best decisions, and the outcome will not be as you hoped.

We need to understand that we are not always in complete control of the events in our lives, nor can we be certain that the information we've been provided is accurate. It seems that with each day it gets more difficult to weed through the avalanche of information we are provided, much of which is contradictory. How, in our current world, do we make better decisions when the information is so scattered and inconsistent? I don't have a good answer for that. I've given up on news sources and tend

to seek my information through scholarly articles and/or peer-reviewed studies. I also have to decide if the topic is relevant and justifies my attention. Much of what's out there today does not.

Let's zoom out, no pun intended, and look at a macro view of a situation applying the original concept as it relates to safer communities. Unfortunately, I'm going to use an example that, while timely, is actually an example of a failure. You guessed it, I'm going COVID.

1. **Better Information:** The data currently being collected and used related to COVID 19 is horribly flawed and some data points are being completely ignored. Both the manner in which the data is being collected and how it is being utilized seems contrary to sound statistical analysis. Other data is being ignored, e.g. increased suicides, increased drug abuse and overdoses, increased domestic violence, increased behavioral health crises, and increased illness as a result of not seeking care for long-term illnesses, e.g. diabetes, heart conditions, and respiratory diseases.
2. **Better Decisions:** Garbage in, garbage out as they say. If data is not being properly collected, or analyzed, and some data that is supposed to be used is being ignored, it seems reasonable to deduce that poor decisions are being made.
3. **Better Outcomes:** Because the inputs are wholly inaccurate decisions are being made that are worsening the situation. As mentioned under better information, we are seeing increased numbers of suicides, drug issues/deaths, violence, depression, and a decrease in the overall health and wellness of our populace. These are terrible outcomes that are largely being ignored.
4. **Safer Communities:** In one day, FDNY ran nearly 400 cardiac arrests. These were not COVID-related deaths, they were folks with underlying health conditions who put off care as a result of lockdowns and/or fear of leaving their homes. At one point, Phoenix reported a 60% increase in cardiac arrest-related calls for similar reasons. I will not belabor the point, but as outlined above, we are seeing more people die as a result of poor decision-making by elected officials and "experts." Many people are losing their jobs, homes, and businesses which impacts behavioral health as well as the overall economic health of our communities.

As a result of bad information, bad decisions based on that information, and poor outcomes, our communities are not safer or stronger. I would go out on a limb and call the approach to COVID a cataclysmic failure. But that's just my opinion.

In his book *Seven Habits of Highly Effective People*, Stephen Covey suggested that we should begin with the end in mind. In our individual example, the person sets a goal and then begins working towards the objectives needed to achieve the goal. In the COVID example, there is no longer a discernable or realistic end result being sought, which only exacerbates the issues.

We've now applied this concept at both the micro and macro level outlining a path to success, and an example of a failure. In my mind, the concept is commonsensical. That said, in the work environment it is incumbent upon the employer to provide the map and the tools for their team members. It is then the team member's responsibility to do the work and make the right decisions. As a community, it's important to set aside differing opinions and politics in an effort to define a goal and seek the best possible path to achieve the best possible outcome to ensure a safer and stronger community.
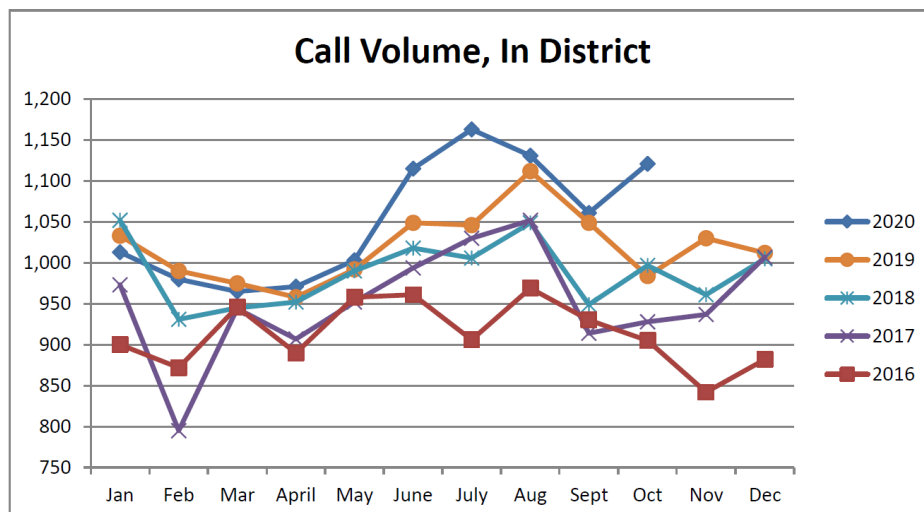
# Monthly Call Statistics

**By: GIS/Statistician Michael Freeman**

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

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2020 |
|---|---|---|---|---|---|---|
| **Jan** | 900 | 973 | **1,052** | 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 | **1,163** | **1,282** |
| **Aug** | **969** | **1,052** | 1,049 | **1,112** | 1,131 | 1,239 |
| **Sept** | 930 | 914 | 949 | 1,049 | 1,061 | 1,163 |
| **Oct** | 905 | 928 | 997 | 984 | 1,121 | 1,246 |
| **Nov** | 842 | 937 | 961 | 1,030 | | |
| **Dec** | 882 | 1,007 | 1,005 | 1,012 | | |
| **AVG** | *913* | *953* | *988* | *1,019* | *1,052* | *1,154* |
| **TOTAL** | **10,961** | **11,433** | **11,855** | **12,230** | **10,523** | **11,535** |

**INCIDENT RESPONSES BY CAFMA**
(INCIDENTS IN-DISTRICT, INCLUDING AID GIVEN & OUT-OF-DISTRICT)

### Call Volume, In District



Legend: 2020, 2019, 2018, 2017, 2016

# October Response Report - 2020

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

## Responses in District

| | |
|---|---|
| TOTAL FIRE INCIDENTS | 15 |
|     STRUCTURE FIRE | 1 |
|     STRUCTURE FIRE; CONFINED | 1 |
|     MOBILE HOME/PORTABLE BLDG | 3 |
|     VEHICLE FIRE | 2 |
|     BRUSH/GRASS/WILDLAND FIRE | 3 |
|     OTHER/TRASH FIRE | 5 |
| *Fire is 1.34% of call volume* | |
| TOTAL RESCUE & EMS | 744 |
| *EMS is 66.37% of call volume* | |
| OVERPRESSURE / OVERHEAT | 0 |
| HAZARDOUS CONDITION | 14 |
| SERVICE CALL | 210 |
| GOOD INTENT | 100 |
| FALSE ALARM/OTHER | 38 |
| *Other is 32.29% of call volume* | |
| TOTAL INCIDENTS IN DISTRICT | 1,121 |
| INCIDENT RESPONSES BY CAFMA | 1,246 |

| | |
|---|---|
| Residential Fire Loss | $609,830 |
| Commercial Fire Loss | $2,500 |
| Vehicle Fire Loss | $4,000 |

| | |
|---|---|
| Calls in Town of Chino Valley | 149 |
| Calls in Town of Prescott Valley | 624 |
| Calls in Town of Dewey-Humboldt | 71 |
| Calls in District, Unincorporated Areas | 277 |
| Calls Out of District | 9 |

| | |
|---|---|
| Average total # of calls per day | 36.16 |
| Average fire calls per day | 0.48 |
| Average EMS calls per day | 24 |
| Average all other calls per day | 11.68 |

| | |
|---|---|
| Aid Given to Prescott | 140 |
| Aid Received from Prescott | 68 |
| Mutual Aid Given | 0 |
| Mutual Aid Received | 0 |

## Unit Responses

| | In District | Total |
|---|---|---|
| E50 | 157 | 167 |
| E51 | 28 | 182 |
| E53 | 190 | 193 |
| E540 | 40 | 43 |
| E54 | 162 | 163 |
| E57 | 31 | 33 |
| E58 | 169 | 173 |
| E59 | 137 | 145 |
| E61 | 85 | 87 |
| E62 | 102 | 108 |
| E63 | 45 | 47 |
| T50 | 3 | 7 |
| B3 | 53 | 59 |
| B6 | 22 | 26 |

## Call Volume at PRCC

| | MONTH | YTD |
|---|---|---|
| PFD | 793 | 7,661 |
| CAFMA | 1,121 | 10,523 |
| GCFD | 10 | 99 |
| OD | 5 | 79 |
| WKFD | 4 | 44 |

## Top 5 Call Types

| | |
|---|---|
| 684 | EMS |
| 128 | Assist Invalid |
| 62 | Cancelled en Route |
| 47 | Public Service |
| 27 | No Incident Found on Arrival |

## Move Ups by Station

| | | | |
|---|---|---|---|
| 50: | 60 | 57: | 5 |
| 51: | 48 | 61: | 9 |
| 53: | 14 | 62: | 8 |
| 54: | 2 | 63: | 25 |
| 58: | 1 | 540: | 3 |
| 59: | 5 | **TOTAL:** | **180** |