



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 11, 2021**

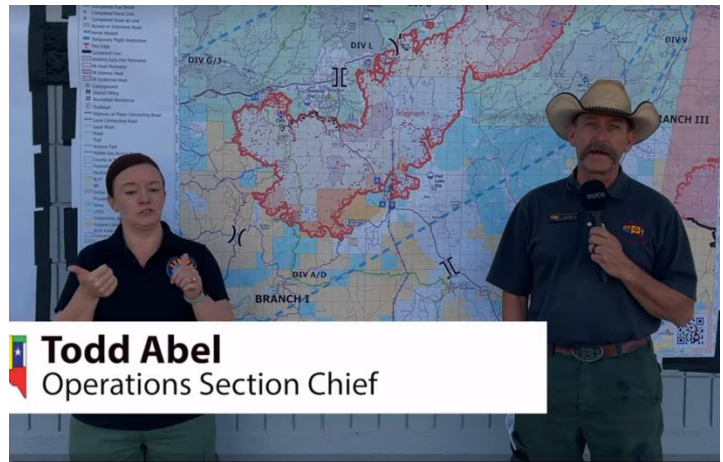
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"The key is not the will to win, everybody has that. It is the will to prepare to win that is important."
– Bob Knight



I had no idea Engineer Croft was such an artist 😊 Below is the reenactment of the drawing.... Don't forget to listen and share this week's Podcast with special guests Zach and Leslie! Croft – you're up next 😊



Todd Abel
Operations Section Chief

We need a ruling, and Chief Abel's opinion does not count.... Does he owe 53C some ice cream for the above face time?? You decide, I just report 😊

The Chief's Desk

I have been attending my final week-long session of the Executive Leaders Program (ELP) via Zoom. Super not fun taking part virtually, but better than being in California at the moment.

As part of this week's class preparation, we read a book by Michele Wucker, *The Gray Rhino: How to Recognize and Act on the Obvious Dangers we Ignore*. Michele also served as a presenter for our Wednesday session. I find the topic of risk assessment fascinating. Not from the standpoint of simply assessing risk, but the idea of actually identifying, addressing, and dealing with it.

Michele coined the metaphor 'Gray Rhino' to describe the challenges we see in the distance, but often do nothing to avoid. A 'Black Swan' event is defined as something that no one could have predicted. In contrast, a Gray Rhino is not only predictable, it is easily identifiable. Below, I'll cover three of the most basic ways people deal with Gray Rhinos.

The first is that they ignore the threat completely. It's not an issue of tunnel vision, rather, an issue of ignorance, or a feeling of, "It's not *my* problem." These individuals do not even attempt to get out of the way.

The second is called muddling. Muddling refers to making small moves to side-step the Rhino, but not doing anything substantive enough to actually get out of the way. People may use a muddling approach for a couple different reasons; one, to make it look like they're doing something, though they really do not have the intestinal fortitude, or ability, to make the necessary changes. Second, it may be that the problem is simply so large that only small steps can be taken to limit the impact.

The third way people may deal with a Gray Rhino is to identify, assess, shift resources, and immediately act to cut the Rhino off before it can charge. This method not only takes vision, but also takes resources and possibly a bit of courage.

So, you might ask – Chief, how does this relate to us and why are you boring us with this crap? Valid question – I needed a topic for this week 😊 Actually, no, I'd like to talk about two examples of Gray Rhinos we're currently facing as an organization and how we are working to address them.

The first CAFMA example relates to PSPRS, or our pension debt. One could describe what we've done over the last five or six years as muddling. I think that would be a fair characterization of the steps we've taken given the complexity of the issue. PSPRS is a ginormous financial avalanche that has been gaining speed for years. Like a snowball, with each rotation it gets bigger and gains momentum as it races to crush us – a Gray Rhino. The issue has not been with identifying the threat, that's easy. Our challenge has been getting a handle on what the PSPRS system is doing, how they are applying their assumptions, and the lack of financial tools/options available for us to address the problem.

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Upcoming Events:

June 14: Policy Committee,
Captains Interviews
June 15: RWOP Luncheon,
Meet with County Attorney
June 16: Labor Management,
PVEDF Board Meeting, Meeting
with DHS
June 17: Chief Rose EOP eval,
PV council meeting

Board Meetings:

June 28 Administration
CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830

FL Club Shooting Showed Need for Support for FFs, Medics

By: Kalia Richardson

Orlando firefighter Jimmy Reyes remembers heading to Pulse nightclub and hearing the shake in the dispatcher's voice as gunfire echoed in the background. Upon arriving, he began categorizing the victims: Red meant "very critical." Black meant deceased.

"It was more about, suck it up and keep going, just ball your emotions and your feelings together," Reyes said, describing the mentality that allowed him to keep working despite the horror around him. "... But sometimes, deep down, it still hurts."

The chaos of June 12, 2016, left lingering trauma for those who tried to save the lives of those wounded at Pulse, and led local agencies to reexamine the services and preparation available to local rescuers, with the Orlando Fire Department expanding mental health services and Orlando Regional Medical Center amplifying training protocols.

After the Pulse shooting, people began discussing trauma in ways they hadn't before, as well as prioritizing the mental health needs of first responders after horrific incidents, said UCF Restores Executive Director Deborah C. Beidel.

UCF Restores, which provides clinical treatment to people with PTSD, responded to OFD two days after the shooting to arrange debriefing discussions, and worked with the Orlando Police Department to host trauma workshops and mental health evaluations. She said a "suck it up, buttercup" mentality exists among first responders, something she hopes to reverse.

firehouse.com

7 LEADERSHIP LESSONS THAT WILL CHANGE YOUR CAREER FOREVER

By: John Eades

One of the most impressive things about all great leaders is their relentless pursuit of wisdom.

They do this through a learning cycle of knowledge, comprehension, and application that goes on their entire lives.

What's fascinating about leadership is many timeless principles remain the same, while at the same time, leaders need to change to remain successful in modern times. This is precisely why great leaders are grounded in principles but always keep an open mind and a learning mindset.

Whether you are the CEO of a company, managing a team, or just trying to lead your family better, these lessons will change your perspective on leadership or remind you what you already know.

Lesson 1: Being a Leader Means It's No Longer About You

Recent statistics show 40% of new managers fail within the first 24 months of taking their job. One of the primary reasons is managers believe and act like their promotion is about them. The truth is, the only day your title matters is the day you receive it. After that, all that matters is how you bring out the best in others.

"When you were made a leader you weren't given a crown, you were given the responsibility to bring out the best in others." Jack Welch

Lesson 2: Leadership Isn't about Power, but Excellence

Many people in leadership positions are ambitious. Which by itself isn't a bad thing. However, ambition for power is bad, ambition for excellence is good. Your job is to channel your ambition into being an excellent leader focused on putting others' needs ahead of your own and raising the bar on effort and performance.

"Leadership is not about control but service. It's not about power but empowerment." - Dr. Myles Munroe

BBNTimes.com

Chief's Desk Continued

Staff has met numerous times over the years with PSPRS representatives in an effort to understand their calculations, amortization schedules, investments, and their strategy – which they didn't have until more recently. What we did not want to do is throw additional revenues into the abyss.

It took a wholesale change in management and staff at PSPRS to finally get the answers we needed. Armed with the answers, we now had to determine the best strategy for our organization to start managing the inevitable increases in our unfunded liability. How do you address a financial debt? You have to have the financial resources to pay it down. To that end, we were armed with answers, but nothing else. As a fire district, we have strict taxing limits, and, up until the last couple of months, we had zero financial tools available for addressing pension debt. Our only option had been to increase the tax rate to unsustainable levels, which by the way would not go over well with our constituents, nor would it generate enough money to pay down the debt.

Now that Certificates of Participation (COPs) are an option, we finally have one tool available that allows us to maneuver into a position to deal with the debt without crushing our taxpayers. Issuing COPs will allow us to refinance our current debt at a much-reduced interest rate, e.g. drop from 7.3% to 3% or less. Refinancing the debt does not increase the tax rate because we're using the monies we're already paying to PSPRS to pay the financiers. However, just like when you finance a house, we are paying far more in principal, which saves us money over the life of the loan. The estimates at this time indicate a savings to taxpayers between \$19 and \$22 million.

If we do nothing more than we are currently, i.e. do not utilize the COP option, our annual PSPRS contribution is projected to top \$8 - \$10 million in the next 10 years – our current annual payment is approximately \$4.5 million. That level of annual contribution is simply not sustainable. Given our inherent distrust of PSPRS, we invested in our own actuarial software. Based on the program we use, and actual historical data, our estimates for future payments are far higher than what PSPRS has projected. In my opinion, the actual dollar amount is likely somewhere in between the two, which is irrelevant because we cannot afford either one.

The COPs are projected to cap our annual contributions to PSPRS and the COP holders at \$5.5 million per year for the life of the loans. That is a good thing, and makes planning much easier. Are the COPs the be-all end-all? No, there is some level of risk as we have to use some of our properties to collateralize the loan. As long as we make the payments, the lease backs are not an issue. In my opinion, it is an acceptable risk. Not getting out of the way of this charging Gray Rhino is a much bigger risk for our community and organization.

Another Gray Rhino for us is recruitment and retention over the next five-to-ten years. We have identified a significant number of potential retirements which will open a number of positions. Retirements are just part of the equation. Given the growth in our area and increase in call volume, we will need to expand services in the coming years, which will require hiring beyond just replacing our retirees. Filling seats is not that hard, hiring and promoting the right people is the challenge. Yes, we are looking at better avenues to advertise and promote employment with our organization.

We hope our efforts will provide a larger pool of candidates. Why a larger pool vs. focusing on a smaller pool with greater talent? Because there really isn't a way to say we want a small pool of candidates, but only quality candidates may apply. For ease of comparison, let's assume that generally 10% of our applicants are hireable. That would mean that out of 30 applicants, three would be deemed worthy of hire. However, if we have 100 applicants, we would likely have 10 that are a good fit for the organization.

We all understand that the 10% estimate is a WAG at best. In reality, there are times when we end up with a number of people we want to hire, but not enough positions. Other times, we have more positions than we have good candidates. We are currently accepting applications for new firefighters. There are between 7-8 positions open, and we know that we are already short-staffed so we need to get people hired. However, if we go through the process and only find four applicants that we feel fit our organization, then we will only hire four and will run another process the first part of 2022.

If we hire for "butts in seats" rather than the right people with the right character, where does that leave the organization in 10 or 20 years? We have to be mindful that the decisions we make today have both short and long-term impacts to the Agency and our community. It is not our intention to create yet another Gray Rhino, rather it is to deal with the one that exists and avoid creating a secondary issue.

Obviously, there are more Gray Rhino examples than just these two. If we really wanted to go in depth, we would visit the topic of behavioral health. We will, just not this week, in this venue.

Remember, Gray Rhinos can be both organizational and personal. Looking at the future for you and your family, what do you see? If you see something charging at you, even if it seems a ways off, don't ignore it, start planning to address it. You never know, you may just create additional opportunities as a result

of dealing with challenges head-on. For you newer folks, think of retirement as a Gray Rhino and start planning for it today. This career goes faster than you think.

At least, as of today, I am a Graduate of the Naval Post Graduate School's Executive Leaders Program (ELP)! So, now what? Can't stop learning, so I'm thinking I will apply for their graduate program in Homeland Security... I'm helping to set the bar for senior staff 😊
