

FIRE LINK

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PRESIDENT'S REPORT

by Jerry Rhodes

While writing this article, I am traveling to Bismarck, North Dakota. By the time the newsletter is published, I will have the honor of meeting with the fire chiefs from North Dakota and the State of Missouri. In the near future I am looking forward to meeting with the chiefs from Nebraska, South Dakota and Wyoming. It has been fulfilling to travel to the states of the Missouri Valley Division and help members network with common issues.

Some exciting projects at the national level: the intra-state mutual aid system, the balance of the states in the Missouri Valley Division will be included in the project in 2008. Chief Representatives from ND, SD, NE, KS, and IA attended briefing on February 21 and 22, 2008. State fire chief's associations will be briefed soon. We have worked hard to make the Missouri Valley Division a leader in statewide and national mutual aid.

Fire chiefs' terrorism checklist is on the IAFC website. Fire departments across the country are field testing this checklist currently.

Leadership Orientation Conference and the Congressional dinner are right around the corner. If you are going to Washington D.C. for either of the two events make sure you schedule time to meet with your Senator and Congressman.

Two major conferences in the Missouri Valley Division this year: The Missouri Valley Division Conference in Joplin, Missouri from July 9 through 11, 2008 and the Fire Rescue International in Denver, Colorado from August 13 through 16, 2008. For the Fire Rescue International, the Missouri Valley Division and your state vice president can obtain free floor passes to the expo. This expo is the largest fire service manufacturers' show in the world.

The ASK'EM project is designed to ask your neighboring fire chief if they are members of the Missouri Valley Division and the International Association of Fire Chiefs. A strong political voice can help the fire service so we can help the people of our communities.

One degree makes a difference, so stoke the firebox, keep the pressure up, fire officers lead your firefighters, make a difference in your community.

Safety Tip: when adrenaline is pumping in the body, the brain is not well profused. Controlling emotions controls the flight or fight reaction. Safety is not a reaction, it is a thought process.

Firefighters, this is our calling, it is their emergency, it is our task. You cannot help them if you get hurt or killed. THINK SAFETY.

Be safe, it is a dangerous duty out there. ☐

NEW MEMBERS

A BIG WELCOME TO OUR NEWEST MEMBERS

DC Gale Blomenkamp—Columbia, MO

AC Troy Negrete—Oak Grove, MO

Chief Terry Merrel—Maplewood, MO

Chief Bob Harvey—Leadville, CO

AC Perry Guido—Omaha, NE

Chief Larry Steely—Parsons, KS

Chief Forest Walter—Topeka, KS

Chief Jim Fraas—Peyton, CO

Chief Jeff Yeats—Colorado Springs, CO

BC Ken Brown—Iowa City, IA

DC Paul Richard—Bridgeton, MO

Chief Thomas Openlander—Kirkwood, MO

Chief Jim Harris—New Madrid, MO

DC Mike Piper—Aurora, CO

AC Mike McDonnel—Omaha, NE

Chief Jeff Scott—Prairie Village, KS

Chief James Dagle—Sunrise Beach, MO

Chief Michael Hasty—Lake Ozark, MO

BC Chris Tindall—Gladstone, MO

BC Julie Williams—Lawrence, KS

AC Eddie Saffell—Buckner, MO

RC Donn Hill—Sioux Falls, SD

DC Marsha Petry—Morrison, CO

Chief Kelly Wagner—Dillon, CO

BC Joseph Hegenderfer—Dillon, CO



Calendar of Events

Fire Life Safety Educators of Colorado

Breckenridge, CO
April 23-25, 2008

MVD Public Education Conference

Kansas City, MO
June 18-20, 2008

MVD Annual Conference

Joplin, MO
July 9-11, 2008

IAFC-FRI

Denver, CO
August 13-16, 2008

The Power of Ethical Management, Organizational Behavior, Part II

by Chief Richard R. Carrizzo

In last quarter's article, I discussed excerpts from Kenneth Blanchard's book, *The Power of Ethical Management*, and ways to help take the grayness out of ethical situations. There were three questions that helped guide us to the 5-P's of Ethical Power: Purpose, Pride, Patience, Persistence, Perspective. These 5-P's are the five core principles for use each day to help us be more ethical leaders.

That is all great for individuals, but as leaders, how do we know that our organizations are also truly ethical? It is our duty as the top manager, just under elected officials, to understand this in order to be successful. We have all heard the stories of the leaders that did wrong and then somehow brought that wrong to their organization by association, creating a culture full of unethical behavior. None of us want to hear the snide remarks about us personally or even about our organizations. Thus, have you ever asked how organizations can cultivate an environment that is conducive to ethical behavior?

Why is it that some of your employees behave differently outside the workplace, such as at home, than they do in the work environment? Some think that it is their right to behave this way or that they are owed something from the organization. How did it get this way? It is every level of management's function to create a positive and productive environment that cultivates ethical decision making.

It is a combination of issues, but is

believed to point to one philosophy, how people are treated, not just some of the time, but all of the time. Both internal and external customers perceive the way they are being treated by the organization and by management as being either positive or negative. The more negatives that happen, the weaker the values-based culture. Just as if the per-

It is a combination of issues, but is believed to point to one philosophy, how people are treated, not just some of the time, but all of the time. Both internal and external customers perceive the way they are being treated by the organization and by management as being either positive or negative. The more negatives that happen, the weaker the values-based culture. Just as if the perception is consistently positive, the stronger the culture and values will become.

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Therefore, the 5-P's of Ethical Management, as Kenneth Blanchard explains in *The Power of Ethical Management*, do transfer into our organizations and help shape the organizational values and beliefs. The first P is Purpose. Purpose in organizations must be communicated and lived by the top down. The vision, mission and goals must be continually conveyed to all employees

by the management staff. Everyone should be speaking the same language throughout the organization. The best ethical behavior in employees comes from within, even known to be in their soul. It must come from that place that holds all of your values, your purpose in life, and even the type of person you want to be. In your fire department, the depth or soul should be represented by top management. Those hopes, visions, and purpose for the organization should be made known and not be a question in internal or external customer's minds.

I remember a story in which a CEO was asked what he thought his primary function was. He stated very quickly that his primary function was: "To model love. I am the soul of this company. It is through me that our organizational values pass."

The second P is Pride. In organizations, this is how people feel about the organization they work for. In order to build pride in employees, you must

build up their self-esteem by putting emphasis on positive experiences that happen. The enhanced self-esteem and organizational pride foster sound, ethical decision-making. I know a chief that hands out Positively Outstanding Service Awards. These have been dubbed POS Awards, which has been a controversy for some due to what others think POS really means. The awards are given to individuals or crews when an above-the-

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Ethical Management, Organizational Behavior

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duty service is given to a customer. An example would be taking recently purchased groceries of an MVA victim to their home because they were being transported to the hospital by ambulance.

“Catching” people doing things right should be practiced up, down, sideways – in every direction in the organization. Another way is to have a strong performance review system. There are three parts to a good system. The first is performance planning, the time in which you set out the goals, objectives and performance standards. The second part of the system is the day-to-day coaching, when we get in there and help our employees achieve the goals and standards. This is an ongoing process that never ends, if we want our employees to be doing the right things and following us. The final step is the performance evaluation in which we do a face-to-face meeting and compare the goals and objectives to the performance of the past period. These periods are commonly on an annual basis, but sometimes must be done for shorter periods of time in order to keep the employee more focused.

Patience in organizations is the third P. It involves trusting that your values are correct over the long term and not just on short runs. You must continually focus on the long-term outlook of the business. Your focal point should revolve around the quality of the service you are providing and how to strengthen those relationships with internal and external customers. This strength building should also continually examine the communities that you protect. With regards to the employ-

ees, patience means “investing energy and adhering to the overall purpose and agreed-upon policies and procedures of the organization.”

Recently I read a story of a company that was making internal computer components and was asked by the government to make this one particular component. The company declined the multi-million dollar offer because they thought the component was inferior, although it did meet the government’s standard. The CEO advised that he felt that in the long-run it would not be good business to make a component that was not up to the company’s standards. He went on to say that with patience he was trusting the process and that a better contract would come about that would provide better return for the company. Sure enough, he was right.

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The fourth P, Persistence in organizations means that you stick to the organization’s mission, goals, objectives and commitments. You keep everyone on the same road, following the same plan. Part of that is sticking with the organization’s “code of conduct” or established values of ethical behavior that the culture has set. This is not always easy. Just a few months ago the Executive Committee of IAFC struggled with accepting a large sum of money from a private consulting firm that mandated that the money be used to send ICC fire service members to a code council meeting to pass a resolution that was going to be on the floor. The Committee examined their own set of values and determined that they did not want to ruin the value of “integrity” for the Association. What the Committee realized was that IAFC has an established vision for the Association and that in order to stay persistent in the organizations, they must all keep hold of those ethical standards.

Perspective, the fifth and final P, in organizations occurs when management teams take time to evaluate and contemplate where the organization is at the moment. Is there a plan to take it elsewhere or where is it going? The final examination must look at how it is going to be. We have all heard of strategic planning, but are you using it within your organizations? If not, why not? I have heard many times that “our department just does not have the time or

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DISCOVER CLUES

TO EFFECTIVE FIRE AND BURN PREVENTION EDUCATION



9TH ANNUAL
Missouri Valley Division
International Association of Fire Chief's

FIRE, BURN AND LIFE
SAFETY CONFERENCE

JUNE 18-20, 2008

Sheraton Kansas City Sports Complex Hotel
9103 E. 39th Street • Kansas City, MO



Early Bird Registration

2008 Missouri Valley Fire, Burn and Life Safety Conference

Early Bird one day registration \$90

Early Bird Full registration \$175

To get Early Bird rates your
payment must be received by May 23, 2008

More information contact:
Elena Nuss
enuss@kdhe.state.ks.us
785-296-3403
Marilee Brown
mbrown@kdhe.state.ks.us
785-368-7290



Keep an eye on: ***mvpubed.com*** for details



66th Annual Missouri Valley Fire Chiefs Conference

“Living the Dream”

**Hosted by the Joplin Fire
Department on Historic Route 66**

July 9, 10 & 11 2008

Speakers include:

Jonathon B. Mullin, NASA
Bobby Halton, Fire Engineering
Charlie Dickinson, USFA
William Pessemier, IAFC Research
Howard Cross, Cross Associates

Activities include:

Golf outing
Theme night at the 66 Drive In:
Car Show
BBQ
Music by “The Lovin’ Spoonful”
Special Movies Showing at Dark

**2008 Missouri Valley Fire Chief Conference
Joplin, Missouri
"Living the Dream"
Conference Registration Form**

- Package A** **\$325.00** 1 Conference registration, 2 Banquet Tickets, 2 Theme Night Tickets 1 Partners Program (2 days) Breakfast and Lunch both days.
- Package B** **\$250.00** 1 Conference Registration, 1 Banquet Ticket, 1 Theme Night Ticket, Breakfast and Lunch Both Days

- Non-Member Fee of \$25** (additional for conference registrants that are not Missouri Valley Fire Chief Association Members)
- Life Member** Package A \$125 Package B \$100

Individual Activities: Please check box, if more than one write number in box.

- Theme Night** \$50 Include in Package A & B
- Banquet** \$50 Include in Package A & B
- Golf Outing** \$75 July 9th
- Lunch Pass/Day** \$15

Partners Program:

- Thursday Morning Tour** \$20 "adult" (includes lunch) Children (ages 6-14) \$10
- Thursday Afternoon Tour** \$15 "adult" Children (ages 6-14) \$5
- Friday Morning Tour** \$20 "adult" (includes lunch) Children (ages 6-14) \$10
- Friday Afternoon Tours** \$15 per day "adults" Children (ages 6-14) \$5
Children 5 and under free

Please Check:

- State Officer New Member First Time MVFC Conference

Total Amount Enclosed: _____

Registration

Name _____ IAFC Member# _____

Organization _____

Address _____

Email _____

Phone _____ Fax _____

Name as you would like to appear on your badge _____

Please make checks payable to: Missouri Valley Association of Fire Chiefs
Mail registration form and checks to Joplin Fire Department
303 East Third St.
Joplin, Mo 64801

Questions Please Call 417-624-0820ext 1301

Four Agencies Accredited in MO Valley

Chief Medical Officer Program Off and Running

by Chief Richard R. Carrizzo, MO Valley International Director

At the end of February the Center for Public Safety Excellence, Inc. held its Spring Board Meeting, along with the Commission on Professional Credentialing and Commission on Fire Accreditation International (CFAI) meetings. Each spring the three Boards gather to review and develop present and new strategic goals for one day. The second day each Commission meets separately to hold its bi-annual face-to-face meeting. At these separate Commission meetings, candidates for designation or agencies up for accreditation approval are reviewed and either approved or denied.

This meeting the Commission of Fire Accreditation International approved six agencies as Accredited Agencies. Of the six, four of these agencies were within the Missouri Valley Division. This is a wonderful honor for each of the departments and their communities. It also speaks volumes of the leadership shown by their fire chief and the organization. We should all be so proud for their accomplishments and proud of the leadership in our Division.

The agencies Accredited are listed in the box at right.

This was Parker FPD and Lenexa FD second Accreditation and Lawrence and Fenton's first Accreditation. Agencies Accredited must continue to provide the Commission data and completely go through the process again every five years.

The Commission on Professional Credentialing (PCP) awarded ten individuals with the designation of Chief Fire Officer and re-designated 20 officers. Two of the new CFO's, along with three of the re-designations were from this Division.

As of this week the total of Accredited Agencies is 127 and 554 Chief Fire Officer Designees. From our Division there are 12 Agencies Accredited and 51 individuals holding the Chief Fire Officer Designation. These agencies and individuals are from six of the eight divisional states.

An additional highlight of the CPC's meeting was reviewing last month's teleconference, in which the Designation of Chief Medical Officer was awarded to five individuals. At this week's meeting the evaluators advised that they were evaluating four additional applications, which are part of the beta group. This is a new program that is open to all

Medical Officers, either from private, hospital, 3rd party or fire-based service agencies. It is a similar program as the Chief Fire Officer, but strictly deals with EMS managers. The program gives those managers an opportunity to show employers, employees and other stakeholders that they have the necessary experience, education and abilities to succeed in running a successful EMS operation.

If you would like further information about becoming an Accredited Agency, Designated as a Chief Fire Officer or Chief Medical Officer, please contact me directly or visit www.publicsafetyexcellence.org ☐

Accredited Agencies:

**Parker Fire Protection District
Parker, Colorado
Fire Chief Dan Qualma**

**Lenexa Fire Department
Lenexa, Kansas
Fire Chief Dan Rhodus**

**Lawrence-Douglas County Fire Medical
Lawrence, Kansas
Fire Chief Mark Bradford**

**Fenton Fire Protection District
Fenton, Missouri
Fire Chief Larry Boyle**

Designation of Chief Fire Officer

**Fire Chief John Callahan
Smithville Area Fire Protection District
Smithville, MO**

**Captain David Edwards
Sedgwick County Fire District #1
Wichita, Kansas**

Re-Designations

**Chief John Bates
Golden Fire Department
Golden, Colorado**

**Chief Steve Westermann, IAFC President
Central Jackson Fire Protection District
Blue Springs, Missouri**

**Chief Doug Williams
Eureka Fire Department
Eureka, Kansas**

News from Missouri

by Chief Greg A. Pottberg,
State Vice President

This past week the Missouri Association of Fire Chiefs held their Winter Conference and annual business meeting at Big Cedar Lodge on Table Rock Lake in southern Missouri.

The conference speaker was Chief Rick Lasky from Lewistown, Texas and he provided valuable insight into effective Leadership and "Pride and Ownership" for the Chief Officer. Even with the less-than-perfect weather, the conference was attended by 100 Chiefs and Board members from across the state.

The business meeting covered reports from our Missouri State Fire Marshal Randy Cole, Dave Hedrick, Director of MU Fire and Rescue Training, along with our Missouri Valley President Jerry Rhodes and 2nd Vice President Jack Taylor. Thank each of you for taking the time to attend!

As other business items were discussed that affect our state, we also conducted elections as follows; Dave Williams of North Kansas City Fire Dept. re-elected President, Russ Mason of Central County Fire Prot. Dist. re-elected Vice President, and three Regional Directors re-elected: Chief Andy Nimmo of Redings Mill Fire Prot. Dist., Chief Richard Ennis of Cape Girardeau and Chief Kenny Hoover of Little Dixie Fire Prot. Dist.

We would like to remind everyone of the upcoming Missouri Valley Fire Chiefs Conference to be held in Joplin, Missouri on July 9-11 hosted by the Joplin Fire Department. "Living the Dream" on Route 66 is the theme, with further information being sent out soon. □

Wyoming News

Fire Chief Brad Sarff Announces his Retirement

by Chief Mark Young, State Vice President

Fire Chief Brad Sarff has announced his plans to retire from the fire service after 26 years of service. Chief Sarff has served as the Rock Springs Fire Department Fire Chief since 1995 and has been employed in the Rock Springs Fire Department since 1982. Throughout his tenure as Fire Chief, he has served in many different leadership positions in the Missouri Valley Division and throughout the State of Wyoming. Chief Sarff proudly and effectively served as Wyoming's State Vice President on the MVD Board of Directors from 2003 to 2007 and is a Past President of the Wyoming State Fire Chiefs Association for the years of 2001 and 2002. Chief Sarff has been very active in other state

activities to include serving on the Wyoming Fire Academy Foundation Board, serving on numerous committee assignments for the State Fire Marshal's office and serving as a member of the State Emergency Response Commission Planning Committee.

Chief Sarff will be retiring in March. His retirement plans include relaxing a little, doing some work on the house and spending time with family. You can also bet that he will be spending more time on the golf course and touring the country on his motorcycle.

The MVD Board of Directors would like to thank Chief Sarff for his leadership within the Division and we all extend our best wishes to him and his wife, Karen. □

Announcing ParamedicTV.com – the First Video Community for EMS Providers

EMS1 is excited to introduce the first online video community dedicated to first responders, EMTs, and paramedics: www.ParamedicTV.com.

At ParamedicTV.com you can view, discuss and upload an unlimited number of industry-related videos. You can also

customize your experience by creating a playlist, subscribing to other members' videos, rating your favorites, and much more.

Call 1-866-431-5367 for more information. □



MVD Web Site
www.mvdiafc.org

American LaFrance LLC files for relief under Chapter 11

SUMMERVILLE, SC JANUARY 28, 2008 - American LaFrance LLC (the "Company" or "ALF") announced today that it has filed a voluntary petition for relief under Chapter 11 of the U.S. bankruptcy code in the United States Bankruptcy Court for the District of Delaware. The Company announced that it will request approval of \$50 million in debtor-in-possession financing from its pre-bankruptcy lenders. The Company will continue to operate its manufacturing facilities and provide repair services as a debtor-in-possession. The Company has retained William K. Snyder, a Managing Partner with CRG Partners Group, LLC, as Chief Restructuring Officer.

The Company will shortly file a Plan of Reorganization along with a motion for sale under Section 363 of the bankruptcy code in case the Plan of Reorganization is not approved. It is anticipated that the reorganization process will be completed in less than 90 days, at which time the Company will emerge from bankruptcy with ample liquidity for ongoing

operations and a more viable debt structure. The Company will file today motions to honor customer warranties and employee wages, among other relief. The Company intends to honor its obligations to supply vehicles that are supported by performance bonds.

ALF's Chapter 11 filing is the result of several factors, including significant operational difficulties encountered upon the separation of ALF's business from the business of ALF's former parent, Freightliner LLC. To address these operational problems and to fund general operating expenses, ALF has incurred approximately \$150 million in secured debt since the business was purchased from Freightliner LLC.

American LaFrance LLC, through its predecessor entities, is one of the oldest fire, rescue, and EMS vehicle manufacturers in the United States, dating back to the its founding in 1832. The Company operates eight manufacturing/servicing facilities and two company-owned vehicle dealerships. □

Fire & Life Safety Conference of the Rockies

The 2008 Fire & Life Safety Conference of the Rockies will be held April 23-25 in Breckenridge, Colorado at Beaver Run Resort. Discount registration deadline is March 23. Scholarships, special pricing for larger groups and special room rates are available.

This year's topics include: *Educators in the Urban Interface, Today's Challenges for the Educator, Web 101, and I'm New to Public Education...What Do I Do Now?*

More information can be found at the Fire Safety Educators of Colorado website:

<http://firesafetyeducators.org/conference2008.html>

□

MVD Last Alarm

North Dakota

Chief Bill Oehlke, retired from Devils Lake, North Dakota, was 69 years old at his passing. He served the Devils Lake Volunteer Fire Department for 35 years with the last 29 as a paid Chief. He had written two books about the fire service and was well respected throughout the state of North Dakota.

2008 Candidates for the IAFC Board of Directors

The deadline for candidates to announce their intention to run in the 2008 election or to alter, amend or revise the IAFC Constitution and Bylaws was February 1, 2008. As of that date, two candidates filed their paperwork and were certified by the Elections committee for Second Vice President; one candidate for First Vice President and one candidate for President and no proposed ballot amendments were put forth.

The following were certified as 2008 candidates for the second Vice President election:

- Chief Marion Fred Blackwell, Jr., of the Stillwater Fire Department (OK)
- Fire Chief Jack Parow of the Chelmsford Fire Department (MA). □

Missouri Valley Division

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Lincoln, NE 68501

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The Missouri Valley Division of Fire Chiefs is dedicated to supporting professional development of its members through educational, leadership, and networking opportunities, while serving as a liaison between State Chiefs' organizations and the International Association of Fire Chiefs.

Ethical Management, Organizational Behavior

(continued from page 3)

that we are too big or too small to accomplish the task." I believe that all organizations have a plan, but that the only person who knows that plan is the chief and he is not sharing it with the organization.

In order for an organization to achieve perspective, they need to take time and investigate where their organization really is. The leader and managers must get a pulse on the entire organization. You don't want things to pass you by because you were not taking time to make sure things were moving in the right direction and that the goals and objectives were being met. The summation would be that in organizations, perspective is an important ingredient to a successful and positive organization.

As I come to an end of this series of articles, you probably have thought not only of yourself, but maybe your boss or co-worker, whether that is a fire chief, assistant chief or even a city manager

and asked yourself why he has not read these articles. You must remember that not everyone is like you and it took more than a day for "Rome to be built." Things cannot change overnight, things that are really worth something, take a lot of work to achieve. If you are in an organization that doesn't meet your expectations or give you intrinsic value, some choices need to be made. I have always believed that once your personal values and beliefs do not match up with the organizations', you have three choices.

The first choice is to leave the organization and do something that you want to do. This may mean changing professions altogether or finding a new department that has the same values system as yours. The next option is to continue doing what you are doing. This option may be fine over the short run, but in the long run your own satisfaction will not be reached and you will end up causing more harm to your health and probably

end up being a non-productive employee. The third option is work at making a change. You may not be able to make major changes in your organization, due to your position, but what about in your own division, battalion or even in your own pumper company.

You can make a difference. It is all about how you do it and timing it correctly!

Richard R. Carrizzo is fire chief for the Southern Platte Fire Protection District. He holds a master's degree in business administration, is a graduate of the National Fire Academy's Executive Fire Officer Program, serves as commissioner for the Chief Fire Officer Designation program representing combination departments and is International Director-At-Large for Missouri Valley Division of International Association of Fire Chiefs. Contact him at rcarrizzo@spfpd.com