

Make This Your Finest Hour

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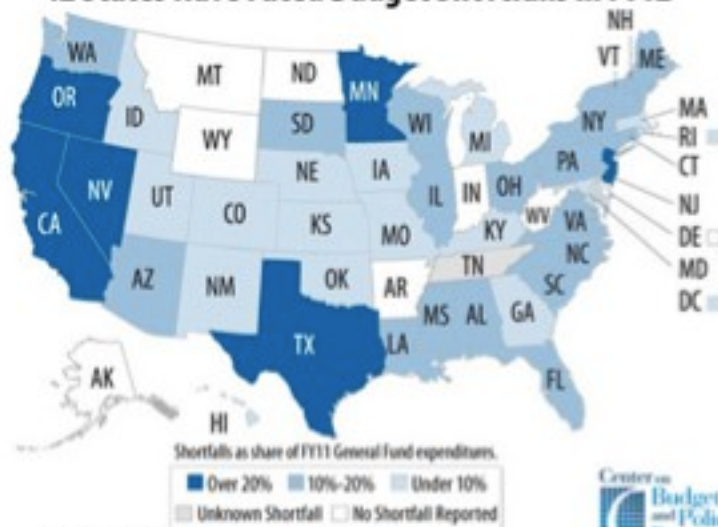
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The current state of affairs.

- World economy
- Stock market
- State government
- Local government
- Employment.

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42 States Have Faced Budget Shortfalls in FY12



How are people feeling?

- Afraid
- Angry
- Desperate
- Anxious
- Vulnerable
- Betrayed

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The rational brain vs. The emotional brain

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Passionate leaders = good

Emotional leaders = bad

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Leadership is about influence

Based on:

Communications

Relationships

Trust

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Change is occurring.

Are we prepared to influence it?

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National League of Cities Survey

- Largest spending cuts in 25 year history of the survey.
- 87% financial officers reporting cities are worse off than in 2009.
- NLC president: "All the easy cuts are gone."
- 25% of cities reportedly cutting back further on public safety.
- Making deeper cuts to those services usually reserved as "last resort."

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Seven challenges we face

1. Escalating demands for non-fire services drawing us away from their core mission
2. Mandates without money to effectively provide services
3. Static, inefficient government systems
4. Pressure to accelerate use of technology to improve efficiency
5. Pressure for regional service delivery and multi-jurisdictional problem solving
6. Revenue sources (taxation) is still based upon an old economy
7. Dealing with citizen mistrust who lack basic civic knowledge

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Six community perceptions

- Government is inefficient
- There is no financial accountability
- Government is non-transparent
- Information dissemination is poor
- Non-responsive to the community
- Disconnect between the service citizens think they deserve vs. what they can afford.

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Five new threats

- Citizen support for public safety is waning
- They are apathetic to cuts in service
- Angry when something goes wrong
- Firefighter pay/benefits/pensions/work schedules are being framed as part of what is wrong with government
- Jealousy (It's a strong emotion).

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**The low hanging fruit
has all been picked.**

(The easy cuts have all been made.)

The time to be creative is upon us.

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**There are tough questions
on our horizon.**

Our answers will influence our direction.

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Oversight

- Should we have a Department of public safety?
 - Consolidation of administrative functions
 - Budget
 - Policy development/administration
 - Personnel administration
 - Record keeping
 - ICMA Position.

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Metrics

- How do we measure quality?
 - Average response times
 - Structural fire dollar loss
 - Separate out responses to “real” emergencies
 - Response stats (Code 11)
 - Track critical success metrics
- Fire loss = failure.

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Staffing

- Are members time used efficiently?
 - Effective uses of staff time
 - Idle time is a source for criticism
 - Sleeping on the job. (In most professions, would get you fired.)
 - Schedules are not based on workload/demands. They are based on how the firefighters want to work.

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Technology

- Are all the available technologies being used?
 - Compressed Air Foam Systems (CAFS)
 - Class A foam
 - Fire interruption technology
 - High pressure mist fire extinguishers
 - Thermal imagers
 - Firefighting drones
 - Automated Vehicle Locator Systems (AVLS)
 - System status management.

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Efficiency

- Is staffing and responses efficient?
 - Right sizing responses (staff & apparatus)
 - Routine vs. emergency responses
 - Use volunteer/part-time personnel
 - Work schedules based on workload
 - Shared resources/responses
 - Smaller (non-custom) response units.

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Suppression vs. prevention

- Is the focus on suppression or prevention?
 - Reactive vs. proactive
 - Expensive vs. low cost
 - Highly resource intensive vs. low resource usage
 - High personal risk vs. low personal risk
 - Expensive to train vs. low cost to train
 - Expensive to maintain vs. low cost to maintain.

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EMS

- How should EMS be provided?
 - Private vs. public
 - Level of service (FIR, EMT, Paramedic)
 - Transport or no transport
 - Total out-of-service time (exposure)
 - Types of response vehicles
 - Number of responders on a call
 - Training level of responders
 - EMS as a revenue stream.

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To answer these questions properly, requires:

- Establishing what citizen expectations are
- Understanding the community's ability/willingness to pay
- Realizing there are political forces/priorities in play
- Data that justifies needs (budget, staffing, equipment)
- Outcome-based evaluations.

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Responder safety/well-being

- As resources change, so must the mission, vision, goals and expectations.
- The way responders do their jobs will be impacted.
- Members need to be involved in tough discussions. Remember how they are feeling.

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Please join me in thanking our reservists, soldiers, sailors, airmen and marines for protecting our freedoms around the world.



These are challenging times will change the
services we provide and the way we provide
them.

Our time to lead
(influence change)
is now.

Make this your finest hour.

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Situational Awareness Matters



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