



CK Weekly

ISSUE: 02/17/2017

CENTRAL KITSAP FIRE & RESCUE

Last week after the big wind storms on his way home, IT Mgr. Bob snapped this photo. It's actually multiple photos that he was able to stitch together. Thanks for sharing, Bob!

Division Chief, Brian Danskin!

This week, BC Danskin accepted a promotion to Division Chief of Support Services. Congratulations Brian on this next big step in your career!

CKFR will also begin Battalion Chief and Captain interviews during the next two weeks. Stay tuned!





REFLECTIONS

Thank you all for making my last, official work day with CKFR so special..... to all who stopped by throughout the day, to those who reached out with a phone call, and to everyone who prepared for and came to the “celebration” event(s) to wish me well and to share in a few memories.

When you reach retirement, you are asked to share your accomplishments or highlights of your career that were challenging or memorable.

While I could recount a list of professional accomplishments and goals reached along the way, what rises to the top are engrained memories related to people, remarkable people who together contributed to the successes and together learned to do better because of the failures.

Central Kitsap Fire & Rescue is the sum of its past, present, and future. We have all contributed to the sum of those parts and have achieved a lot. I am confident that together you will all continue to do great things for the department and community. I am excited for your future!

It has been an honor to serve with you and a privilege to share in the journey. Keep up the good work!

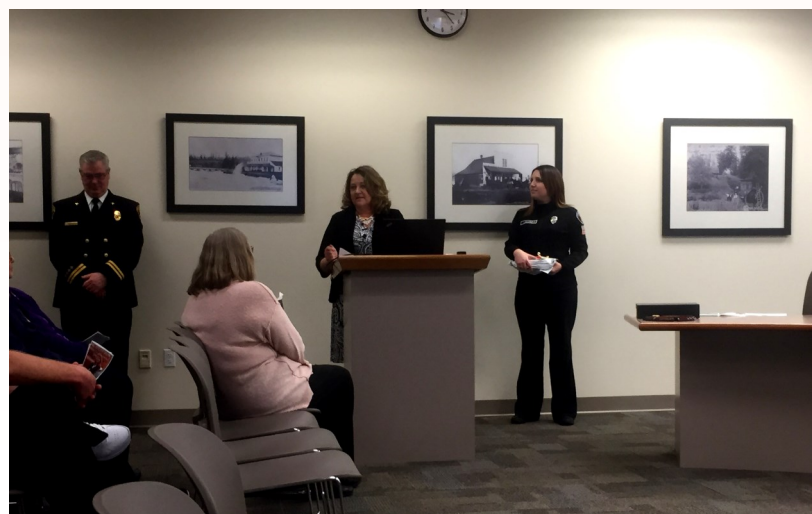
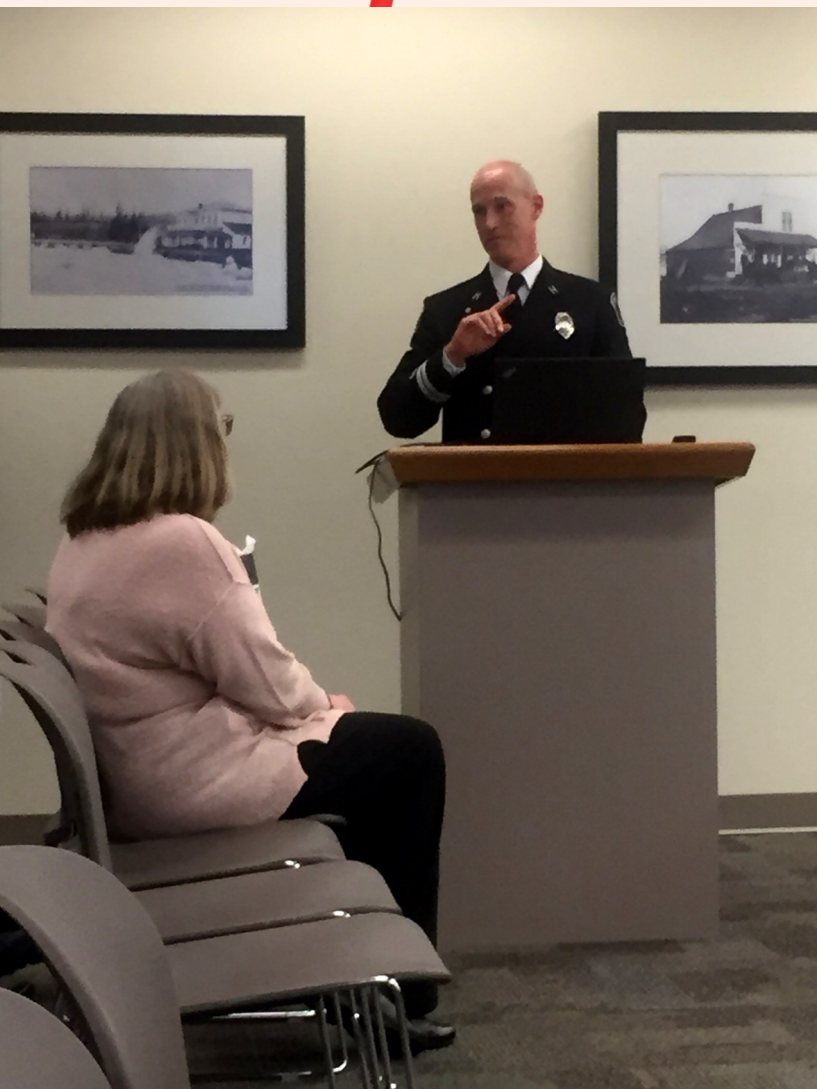
P.S. My last official act is to deliver the recipe, as promised, for “The Cheese Ball.”

THE CHEESE BALL

Two 8 oz. packages of cream cheese
1 ½ cups of sharp cheddar cheese, grated
1 small onion, minced
2 tablespoons Worcestershire
1 ½ tablespoons garlic salt
1 teaspoon fresh lemon juice
½ cup or so grated/ground pecans

Let cream cheese soften. Mix all ingredients (except the nuts) together well and form a ball or log. Roll in nuts until covered. Refrigerate until firm—flavors blend well if left overnight before serving.

 Monika Carberry



UPCOMING EVENTS

Mon. Feb 20	President's Day Holiday—(Admin Office Closed)
Mon. Feb 27	BOC Study Session, Admin Building (4 PM)
Mon. Mar 13	BOC Regular Meeting, Admin Building (4 PM)
Fri. Mar 17	Benevolent Fund Fundraiser, Cloverleaf Sports Bar & Grill

To All Personnel—2/13/17

Last week I had a visit from Tasha Weaver, the mother of Lucas Weaver. Lucas was the 18 year old that drowned on February 15th last year in Big Beef Creek.

Tasha wanted to do something in his memory and to show appreciation for CKFR, so she is raising money to help establish a Surface Water Rescue Team. She's not only receiving support from friends and family, but from several local businesses as well. You may start to see flyers or social media posts, such as the one below.

Donations are going through the Central Kitsap Medic One Foundation. If you receive inquiries about donations, please share the following:

- Checks should be made out to the Central Kitsap Medic One Foundation with a note that it's for Water Rescue in honor of Lucas Weaver
- Online donations can be made through the PayPal button on Medic One's page of our website, <http://www.ckfr.org/medic-one/>, noting it's for Water Rescue in honor of Lucas Weaver.

Thank you!

Ileana LiMarzi

Public Information Officer

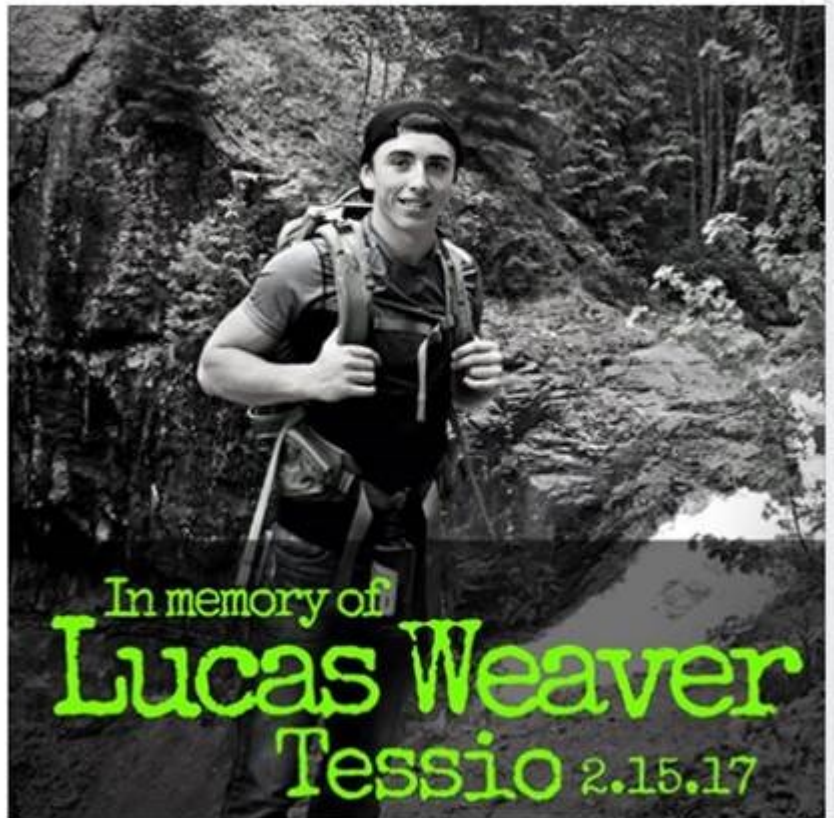
Don't miss out on the local fundraising opportunities! Tessio held a fundraiser earlier this week.



Tessio

17 hrs · 🌐

Please join us this Wednesday, February 15, at Tessio. We will be donating 20% of all sales to Central Kitsap Fire and Rescue, in the name of Lucas Weaver. We lost Lucas a year ago, and we'd like to remember him and show our appreciation for CKF&R. Thanks!



👍 Like 💬 Comment ➦ Share

👍❤️ 80

Chronological ▾

126 shares

CKFR Commissioner Vacancy

(Application Deadline: Feb. 28, 2017 @ 4:30 PM)

Central Kitsap Fire and Rescue (CKFR) is seeking a well-qualified and motivated candidate to be appointed by the Board of Commissioners (BOC) to a temporary position as Fire Commissioner, serving approximately April 1, 2017 through December 31, 2017.

For the full announcement and requirements for appointment, visit:
www.ckfr.org/boc-vacancy/

January Event Coverage

January 1, 7:00 - 11:00 pm, Station 53 Standby

Valerie Quill
Brian Fuchs

January 7, 9:00 am - 6:00 pm, Aid Coverage

Kyle Fields
Aurelia Flores

January 13, 6:00 - 12:00, Station 42 Standby

Kyle Fields
Tony Stewart
Aurelia Flores
Daniel Ide

January 20, 6:00 - 12:00, Station 42 Standby

Kyle Davison
Kyle Fields
Seth Sullivan
Christina Bigelow

**January 28, 8:00 - 5:00 pm, Special Olympics
Basketball, Aid Coverage**

Valerie Quill
James Thigpen
David Brisbon
Deb Leenstra

January 29, 1:00 - 7:00, Station Standbys

Station 41
Valerie Quill
Kyle Fields
Aurelia Flores
Brianna Lopez

Station 42
Carlos Suazo
Seth Sullivan

Station 45
Rueben Farley
David Brisbon
Steve Atkinson

Station 64
Tony Stewart
Brian Fuchs

WEEKLY QUOTE

*“No matter what people tell you, **words** and **ideas** can change the world.”*

Robin Williams

Thank you to all our volunteers!

GEMT UPDATE – February 2017

The GEMT program is still moving forward. President Trump ordered a regulatory freeze to all Heads of Executive Departments and Agencies. This “freeze” will be in place for 60 days from January 20th. This allows the new personnel in President Trump’s Departments and Agencies the time to learn their roles and duties. This has an impact on GEMT progress, including the new director of the Center for Medicare/Medicaid Services (CMS).

Your GEMT team lead, Keith Wright, has been working directly with Health Care Authority (HCA) and the consultants from AP Triton to continue building the program. We have a draft program for Indirect Cost Rates ready for review and approval by HCA. Wright will be meeting with HCA on February 23rd for approval of the Indirect Cost Rates plan. After that meeting, the plan will be sent to CMS for review. In conversation with HCA, they are still sending information to CMS knowing that they are most likely reviewing it and have it ready to send back with approval or questions when they are allowed to send out information (after the 60 day time frame has expired). HCA still feels that this program is moving forward and we are anticipating more progress this year.

Your GEMT team asks that you do not take independent action by contacting the state directly. You will be kept apprised of the program’s progress through future updates as they become available. If you have questions, feel free to contact the Washington GEMT team leader, Battalion Chief Keith Wright, at kwright@centralpiercefirer.org

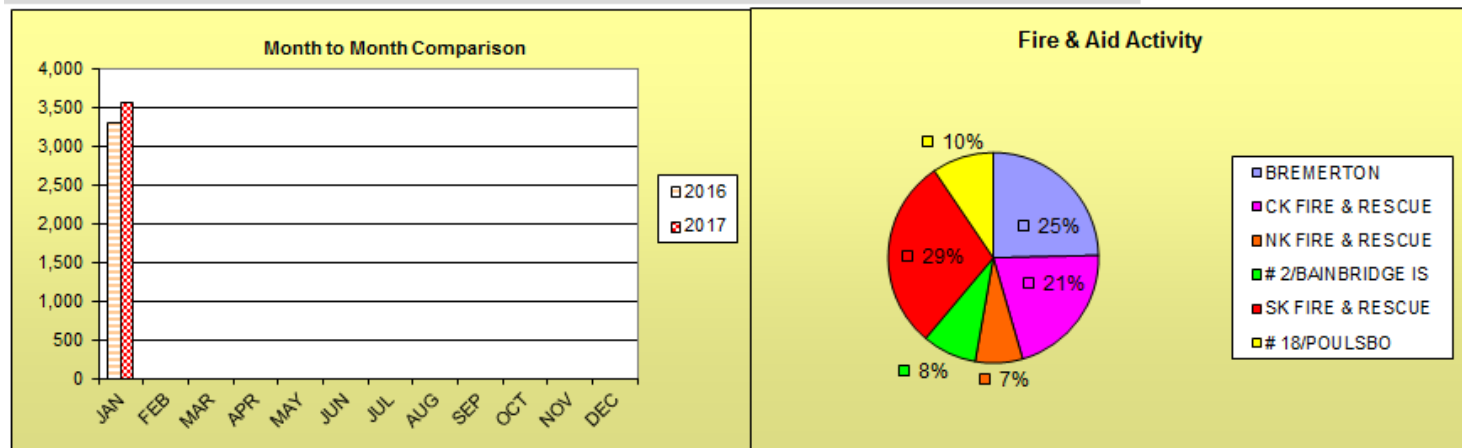
Kitsap County Central Communications

JANUARY END OF MONTH

2017 Fire & Aid Activity Report

FIRE DISTRICTS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2017 Y-T-D TOTAL	2016 Y-T-D TOTAL	% change
BREMERTON	792												792	708	11.86%
CK FIRE & RESCUE	672												672	566	18.73%
NK FIRE & RESCUE	234												234	208	12.50%
BAINBRIDGE ISLAND	269												269	229	17.47%
SK FIRE & RESCUE	945												945	809	16.81%
POULSBORO	305												305	278	9.71%
Subtotal	3,217	0	0	0	0	0	0	0	0	0	0	0	3,217	2,798	14.97%
MISC (ALRTE, TONE, TESTF)	345												345	428	-19.39%
Total Events	3,562	0	0	0	0	0	0	0	0	0	0	0	3,562	3,226	10.42%
*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****	*****
**NKFR/PORT GAMBLE	11												11	17	-35%



Kitsap County EMS Office Surplus List

On February 28 at 9:00 AM, the following items will be available for purchase at the estimated price or to the highest bidder.

Quantity	Item / Description	Current Estimated Value
4	Corner desk, 5' desks, 4' hutch desk	\$25 each
2	4' tall file cabinets non locking	\$30 each
2	5' tall file cabinets locking	\$60 each
1	5' tall file cabinet wide - locking	\$200
2	28" rolling file cabinets - locking (match desks)	\$25 each
1	3' long drawer filing cabinet locking	\$40
2	5' storage cabinets	\$75 each
1	28" file cabinet	\$20
5	3', 4' and 5' tables	\$25 each
1	5' pine bookcase	\$25
2	pine and metal bookcases	\$40 for the pair
4	various sized book cases	\$20 each
1	Paper shredding container	\$50
1	paper shredder	\$20
1	Conference table	\$75
10	10 conference table chairs	\$250
3	office chairs	\$30 each
4	delux desk chairs	\$80 each
1	Dell printer	\$100
1	laminating machine	\$20
1	table top fax machine	\$60

Good Bosses Switch Between Two Leadership Styles

By Jon Maner—Harvard Business Review



Think back to the last team project you participated in at work. How did the person running the project lead the group? Did they lead by presenting a plan and using their authority to insist that others follow along? Or did the person instead lead by explaining why a particular course of action seemed like the best one, allowing others to willfully get on board?

These two leadership styles, which [I](#) and [other researchers](#) refer to as **dominance** and **prestige**, respectively, reflect [two fundamental strategies](#) people use to navigate their way through social and organizational hierarchies. Leading through dominance means influencing others by being assertive and leveraging one's power and formal authority. Leading through prestige means displaying one's knowledge and expertise and encouraging others to follow. In the case of dominance, employees usually have little choice but to follow the leader; when it comes to prestige, deference to the leader is more negotiable.

Dominant leaders achieve their goals by asserting their role as the boss, incentivizing people with bonuses and promotions, and coercing people with the threat of punishment. In meetings, they do most of the talking and may even [lower the pitch of their voice](#) as a way of intimidating others. Dominant leaders crave power, because power allows them to make decisions knowing that their subordinates will fall in line. As one former Apple [employee said about Steve Jobs](#), a paradigmatic example of a dominant leader: "When Steve was pissed off about something, it got fixed at a pace I've never seen...people reacted that fast out of fear."

Prestige, in contrast, means influencing others by [displaying signs of wisdom and expertise](#) and being a role model. Prestige allows people to influence others even in the absence of formal authority or power. Prestigious leaders enjoy being respected and admired, but they aren't as interested as dominant leaders are in having power or always getting their way. Indeed, prestige-oriented leaders often allow others to set the course, while subtly directing people from behind.

Neither strategy is necessarily better than the other. Some leadership situations call for dominance, whereas others call for prestige. Being maximally effective as a leader means being able to diagnose the situation and adopt the leadership approach that works best. Switching back and forth between the two approaches depends on the

Which situations call for dominant leadership?

Dominance works best when the leader's job is to get everyone aligned quickly and moving in the same direction. When a company has a clear strategy for a new product launch, for example, a leader needs to provide firm directives to get the marketing, distribution, and sales people working together and moving in one direction. When there is a clear vision, and the challenge is getting your team to enact that vision, dominance is an effective way to create a unified front. When facing tight deadlines, dominance is needed to generate rapid and well-coordinated responses. And during times of organizational crisis or change, dominance may be needed to manage various stakeholders with opposing viewpoints. Such situations often call for leaders to make strong executive decisions without worrying too much about whether someone might get offended. And in organizational cultures marked by a clear chain of command, in which leaders are expected to give orders and employees are expected to follow them, dominance also fits well.

The problem with dominance, of course, is that many people don't enjoy being ordered around. So dominant leaders [tend not to be liked](#) very much, and their [leadership style can undermine relationships with colleagues and subordinates](#). In research I've conducted with colleagues, we have found that dominant leaders are also easily [threatened by other talented team members](#) who might be in a position to outshine the leader. As a consequence, when there appears to be a rising star on the team, dominant leaders sometimes try to [suppress that person by ostracizing them](#), [closely monitoring them](#) to make sure they don't get out of line, and [preventing them from forming close friendships](#) with other team members.

To lead effectively, dominant leaders should try to harness their egos and overcome the relationship difficulties that often result from their dominant leadership style. One way to do this is through perspective taking. As a default, dominant leaders aren't very good at seeing the world from other people's points of view. Yet, considering other's perspectives can help leaders understand what motivates employees and makes them feel valued, and identify when others are frustrated with how they are being treated. Perspective taking allows leaders to build relationships and foster trust—and defuse some of the interpersonal problems associated with dominant leadership.

Which situations call for prestige?

Prestige works best when a leader is trying to empower his or her subordinates. If a marketing team is charged with creating an innovative new advertising campaign, for example, a prestigious leader can release the constraints on team members and encourage them to think outside the box. This doesn't necessarily mean being less hands-on, but it does mean being less directive. Rather than mandating their own vision, as dominant leaders typically do, prestige-oriented leaders instead facilitate the team's vision by encouraging team members to actively discuss their ideas and by synthesizing their contributions into a coherent strategy.

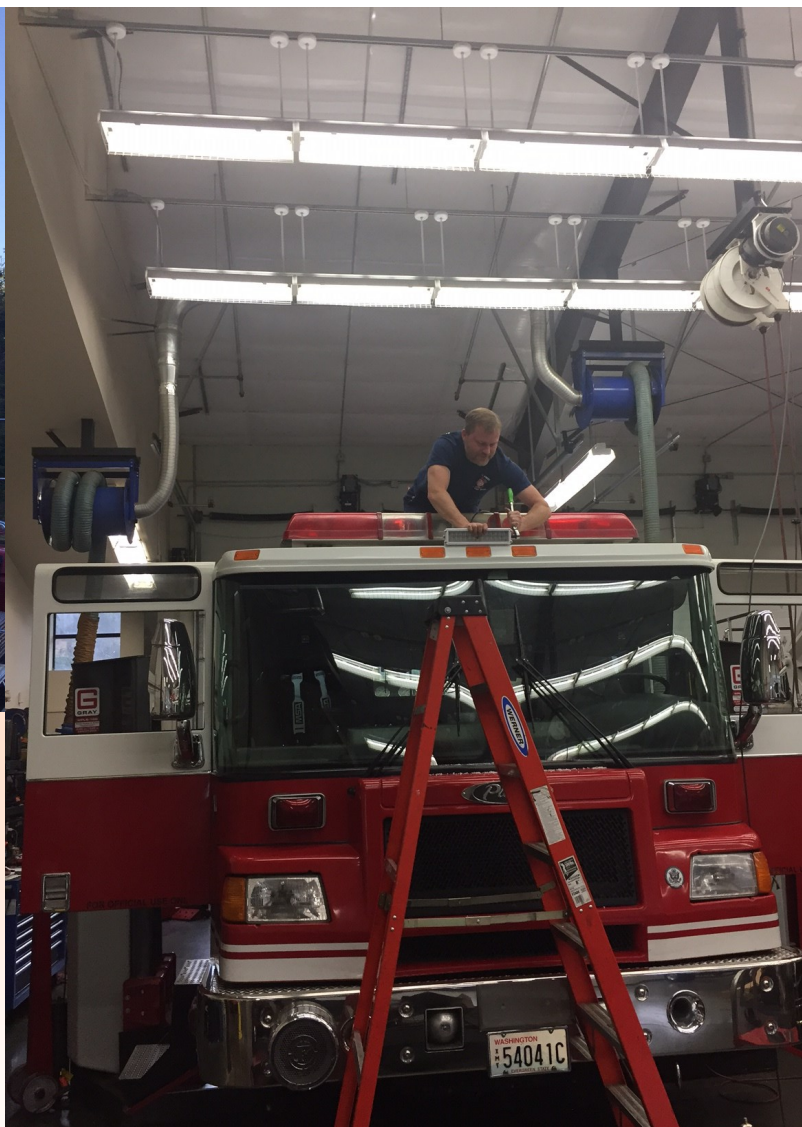
Prestigious leaders provide essential contributions to idea-generating and decision-making processes, but at the same time, they listen to and incorporate input from others. Listening is as important as talking for prestigious leaders. This creates a safe environment where team members feel respected and free to innovate and generate creative solutions. In this sense, leading via prestige often means leading from behind. Prestige works well in organizational cultures marked by relatively egalitarian relationships among coworkers, in which people at all levels of the organization are used to having their viewpoints heard and respected.

But just as there are dangers to dominance, so too are there pitfalls to prestige. For example, prestige-oriented leaders sometimes care a little too much about what others think of them, and this can lead them to make bad decisions. Recent research my student Charleen Case and I conducted, which is currently under peer review, asked leaders to choose between options likely to enhance the team's performance (for example, asking workers to come in on Saturday to finish a project) and options that were more popular among team members (trying to squeeze the extra work in during the week). The more leaders cared about prestige, the more they tended to make the popular choice. (However, we don't know whether performance dropped as a result.)

To overcome the problem of caring too much about what others think, leaders can be more transparent about difficult decisions. Explaining to coworkers and subordinates how particular decisions came to be allows them to feel like part of the process and helps preserve trust even when unpopular choices are made. Similarly, the awkward edge of delivering negative feedback to an employee can be blunted by actively coaching the employee and providing them with the means to do better. While avoiding uncomfortable social situations can be a problem for prestige-oriented leaders, adopting an honest and straightforward approach helps keep their relationships intact.

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IN THE SHOP

Above: T56 was upgraded with new LED scene lighting.

Right: Joe is installing scene lighting on E64.