

1

00:00:00,000 --> 00:00:02,540

This episode is brought to you by Bubs Naturals

2

00:00:02,540 --> 00:00:04,600

and one of the most profound new supplements

3

00:00:04,600 --> 00:00:07,080

I've added to my own diet is collagen.

4

00:00:07,080 --> 00:00:09,320

And Bubs provides the only collagen

5

00:00:09,320 --> 00:00:11,600

that is not only NSF certified,

6

00:00:11,600 --> 00:00:14,160

but also Whole30 certified.

7

00:00:14,160 --> 00:00:15,300

Now when we think of collagen,

8

00:00:15,300 --> 00:00:16,760

you might think of beauty products,

9

00:00:16,760 --> 00:00:20,280

but when ingested, collagen not only positively affects

10

00:00:20,280 --> 00:00:24,680

skin, nails, and hair, but also joint and gut health.

11

00:00:24,680 --> 00:00:27,620

Something that I witnessed personally within myself.

12

00:00:27,620 --> 00:00:30,960

Now I'm also a huge fan of altruistic business

13

00:00:30,960 --> 00:00:33,520

and Bubz was founded out of tragedy.

14

00:00:33,520 --> 00:00:36,600

Glenn Bub Doherty was one of the two Navy SEALs

15

00:00:36,600 --> 00:00:38,400

killed in Benghazi.

16

00:00:38,400 --> 00:00:41,560

And his friends, Sean and TJ founded this company

17

00:00:41,560 --> 00:00:44,080

to not only create great nutritional products,

18

00:00:44,080 --> 00:00:46,640

but also take 10% of the proceeds

19

00:00:46,640 --> 00:00:48,280

and donate them to charity.

20

00:00:48,280 --> 00:00:49,820

So they are offering you the audience

21

00:00:49,820 --> 00:00:51,300

of the Behind the Shield podcast,

22

00:00:51,300 --> 00:00:53,840

20% off your first purchase

23

00:00:53,840 --> 00:00:57,920

if you use the code SHIELD at [bubznaturals.com](http://bubznaturals.com).

24

00:00:57,920 --> 00:01:01,240

And if you wanna hear more about the inception of Bubz

25

00:01:01,240 --> 00:01:03,240

and Glenn's powerful story,

26

00:01:03,240 --> 00:01:07,320

listen to episode 558 of Behind the Shield podcast

27

00:01:07,320 --> 00:01:09,000

with Sean Lake.

28

00:01:10,120 --> 00:01:12,400

This episode is sponsored by a company I've used

29

00:01:12,400 --> 00:01:16,040

for well over a decade and that is 5-11.

30

00:01:16,040 --> 00:01:18,840

I wore their uniforms back in Anaheim, California

31

00:01:18,840 --> 00:01:21,280

and I've used their products ever since.

32

00:01:21,280 --> 00:01:24,540

From their incredibly strong yet light footwear

33

00:01:24,540 --> 00:01:28,600

to their cut uniforms for both male and female responders,

34

00:01:28,600 --> 00:01:31,360

I found them hands down the best workwear

35

00:01:31,360 --> 00:01:33,600

in all the departments that I've worked for.

36

00:01:33,600 --> 00:01:35,200

Outside of the fire service,

37

00:01:35,200 --> 00:01:38,200

I use their luggage for everything and I travel a lot

38

00:01:38,200 --> 00:01:41,560

and they are also now sponsoring the 7X team

39

00:01:41,560 --> 00:01:43,400

as we embark around the world

40

00:01:43,400 --> 00:01:45,460

on the Human Performance Project.

41

00:01:45,460 --> 00:01:47,440

We have Murph coming up in May

42

00:01:47,440 --> 00:01:49,760

and again, I bought their plate carrier.

43

00:01:49,760 --> 00:01:51,840

I ended up buying real ballistic plates

44

00:01:51,840 --> 00:01:54,120

rather than the fake weight plates

45

00:01:54,120 --> 00:01:55,680  
and that has been my ride or die

46

00:01:55,680 --> 00:01:58,360  
through Murph the last few years as well.

47

00:01:58,360 --> 00:01:59,720  
One area I wanna talk about

48

00:01:59,720 --> 00:02:01,880  
that I haven't in previous sponsorship spots

49

00:02:01,880 --> 00:02:04,260  
is their brick and mortar element.

50

00:02:04,260 --> 00:02:06,360  
They were predominantly an online company

51

00:02:06,360 --> 00:02:07,720  
up till more recently,

52

00:02:07,720 --> 00:02:11,680  
but now they are approaching 100 stores all over the US.

53

00:02:11,680 --> 00:02:14,080  
My local store is here in Gainesville, Florida

54

00:02:14,080 --> 00:02:16,180  
and I've been multiple times.

55

00:02:16,180 --> 00:02:17,800  
And the discounts you see online

56

00:02:17,800 --> 00:02:20,000  
are applied also in the stores.

57

00:02:20,000 --> 00:02:20,920  
So as I mentioned,

58

00:02:20,920 --> 00:02:25,920  
511 is offering you 15% off every purchase that you make,

59

00:02:26,500 --> 00:02:28,880  
but I do wanna say more often than not,

60

00:02:28,880 --> 00:02:30,800  
they have an even deeper discount,

61

00:02:30,800 --> 00:02:33,320  
especially around holiday times.

62

00:02:33,320 --> 00:02:36,120  
But if you use the code SHIELD15,

63

00:02:36,120 --> 00:02:39,440  
that's S-H-I-E-L-D-1-5,

64

00:02:39,440 --> 00:02:41,920  
you will get 15% off your order

65

00:02:41,920 --> 00:02:45,120  
or in the stores every time you make a purchase.

66

00:02:45,120 --> 00:02:47,560  
And if you wanna hear more about 511,

67

00:02:47,560 --> 00:02:50,280

who they stand for and who works with them,

68

00:02:50,280 --> 00:02:54,000

listen to episode 580 of Behind the Shield podcast

69

00:02:54,000 --> 00:02:57,460

with 511 regional director, Will Ayers.

70

00:02:58,840 --> 00:03:00,520

Welcome to the Behind the Shield podcast.

71

00:03:00,520 --> 00:03:01,920

As always, my name is James Gearing

72

00:03:01,920 --> 00:03:03,600

and this week it is my absolute honor

73

00:03:03,600 --> 00:03:08,600

to welcome on the show veteran firefighter, Steve Sakaguchi.

74

00:03:09,520 --> 00:03:13,280

Now in this conversation, we discuss a host of topics.

75

00:03:13,280 --> 00:03:15,740

From the Japanese intern camps in America

76

00:03:15,740 --> 00:03:19,640

during World War II, growing up in a restaurant industry,

77

00:03:19,640 --> 00:03:22,160

his journey into the fire service,

78

00:03:22,160 --> 00:03:24,720

some of his own leadership failures,

79

00:03:24,720 --> 00:03:26,780

his journey to find the great leaders

80

00:03:26,780 --> 00:03:28,920

outside the fire service,

81

00:03:28,920 --> 00:03:31,600

the application of the skills he learned,

82

00:03:31,600 --> 00:03:35,320

how to build a training department and so much more.

83

00:03:35,320 --> 00:03:37,360

Now before we get to this incredible conversation,

84

00:03:37,360 --> 00:03:40,180

as I say every week, please just take a moment,

85

00:03:40,180 --> 00:03:42,380

go to whichever app you listen to this on,

86

00:03:42,380 --> 00:03:46,960

subscribe to the show, leave feedback and leave a rating.

87

00:03:46,960 --> 00:03:48,840

Every single five star rating

88

00:03:48,840 --> 00:03:51,000

truly does elevate this podcast,



89

00:03:51,000 --> 00:03:53,600

therefore making it easier for others to find.

90

00:03:53,600 --> 00:03:58,600

And this is a free library of over 900 episodes now.

91

00:03:59,000 --> 00:04:02,300

So all I ask in return is that you help share

92

00:04:02,300 --> 00:04:04,720

these incredible men and women stories

93

00:04:04,720 --> 00:04:07,360

so I can get them to every single person

94

00:04:07,360 --> 00:04:10,080

on planet earth who needs to hear them.

95

00:04:10,080 --> 00:04:13,240

So with that being said, I introduce to you

96

00:04:13,240 --> 00:04:15,860

Steve Sakaguchi, enjoy.

97

00:04:17,360 --> 00:04:20,360

["Skyfall"]

98

00:04:35,040 --> 00:04:38,080

Well Steve, I wanna start by saying thank you so much

99

00:04:38,080 --> 00:04:39,040

firstly for your patience,

100

00:04:39,040 --> 00:04:40,680

we originally supposed to do this a few weeks ago

101

00:04:40,680 --> 00:04:42,640

and we rescheduled because I had to take care

102

00:04:42,640 --> 00:04:44,000

of some family stuff.

103

00:04:44,000 --> 00:04:45,360

And secondly, I wanna welcome you

104

00:04:45,360 --> 00:04:47,280

to the Behind the Shield podcast today.

105

00:04:48,640 --> 00:04:49,480

Thanks so much, James.

106

00:04:49,480 --> 00:04:52,560

You know, it's awesome to be here

107

00:04:52,560 --> 00:04:54,440

and I really appreciate the invite

108

00:04:54,440 --> 00:04:56,520

and no worries about the delay,

109

00:04:56,520 --> 00:04:59,600

like so much has happened just in that short four weeks.

110

00:04:59,600 --> 00:05:01,600

So I'm just happy to be here

111

00:05:01,600 --> 00:05:04,280

and hopefully the listeners can find some value

112

00:05:04,280 --> 00:05:05,920

through our conversation.

113

00:05:05,920 --> 00:05:09,040

So where on planet earth we finding you this afternoon?

114

00:05:09,040 --> 00:05:13,920

Well, we are finding me in Milano, Oregon,

115

00:05:13,920 --> 00:05:18,080

technically Cambie, but in the little hamlet of Milano.

116

00:05:18,080 --> 00:05:20,280

So I'm sitting at our kitchen table

117

00:05:20,280 --> 00:05:24,200

on what we would call our tiny Milano farm.

118

00:05:24,200 --> 00:05:28,120

And so, but first wanna back up.

119

00:05:28,120 --> 00:05:31,560

I really wanna give a shout out to two people,

120

00:05:31,560 --> 00:05:33,360

first to Brian McKender.

121

00:05:33,360 --> 00:05:37,400

Brian McKender is, as I would say,

122

00:05:37,400 --> 00:05:38,920

is probably the reason that, you know,

123

00:05:38,920 --> 00:05:41,680

you and I are having this conversation today.

124

00:05:41,680 --> 00:05:45,760

Several years ago, he turned me on to your podcast,

125

00:05:45,760 --> 00:05:49,760

probably right in the beginning, 2017, I wanna say.

126

00:05:49,760 --> 00:05:53,960

And he's been just such an integral part of my journey

127

00:05:53,960 --> 00:05:56,680

as a friend, as being part of our peer support team.

128

00:05:56,680 --> 00:06:00,400

Sometimes I joke about him being my personal peer support.

129

00:06:00,400 --> 00:06:05,400

He's kind of a quiet challenger, very quiet way about him.

130

00:06:05,720 --> 00:06:08,360

I didn't realize that deep down he's very competitive.

131

00:06:08,360 --> 00:06:10,200

And so throughout the years,

132

00:06:10,200 --> 00:06:12,000

we kind of joke about the different books

133

00:06:12,000 --> 00:06:15,080

and things that we do when we joke about

134

00:06:15,080 --> 00:06:17,360

pushing each other off the ledge and into the unknown.

135

00:06:17,360 --> 00:06:18,720

And so here we are.

136

00:06:18,720 --> 00:06:20,840

So I wanna make sure that recognize Brian

137

00:06:20,840 --> 00:06:22,640

for his contribution to this.

138

00:06:22,640 --> 00:06:25,600

And then also, I really wanna give shout out to you.

139

00:06:25,600 --> 00:06:28,120

And maybe it's more than two now that I'm talking through

140

00:06:28,120 --> 00:06:31,760

about you and your family and all the other guests.

141

00:06:31,760 --> 00:06:34,920

I don't know how many people know the sacrifice

142

00:06:34,920 --> 00:06:36,720

that you and your family have made

143

00:06:36,720 --> 00:06:41,400

to really put together this phenomenal resource,

144

00:06:41,400 --> 00:06:46,120

free resource, which is why I will always be a supporter

145

00:06:46,120 --> 00:06:47,280

of what you're doing.

146

00:06:47,280 --> 00:06:51,080

You gave up a lot by walking away from the fire service

147

00:06:51,080 --> 00:06:54,400

to focus on this, to bring us this resource

148

00:06:54,400 --> 00:06:55,840

for us to try to implement

149

00:06:55,840 --> 00:06:58,320

and to make the fire service in the world

150

00:06:58,320 --> 00:06:59,160

even a better place.

151

00:06:59,160 --> 00:07:02,320

So I wanna make sure I recognize you for that.

152

00:07:02,320 --> 00:07:03,240

Well, thank you.

153

00:07:03,240 --> 00:07:04,080

Thank you so much.

154

00:07:04,080 --> 00:07:06,400

Yeah, I mean, it's the whole force multiplier thing.

155

00:07:06,400 --> 00:07:07,720

I mean, it's worked out so well,

156

00:07:07,720 --> 00:07:10,280

but again, you and all the people

157

00:07:10,280 --> 00:07:11,440

that have come on the show,

158

00:07:11,440 --> 00:07:13,640

obviously provide this incredible library.

159

00:07:13,640 --> 00:07:16,000

And then everyone that hits play,

160

00:07:16,000 --> 00:07:18,000

listens that becomes part of this community

161

00:07:18,000 --> 00:07:19,160

and tells other people about it.

162

00:07:19,160 --> 00:07:23,080

So I'm amazed and in awe of how this community

163

00:07:23,080 --> 00:07:26,720

is swollen to literally millions of people listening.

164

00:07:26,720 --> 00:07:27,920

I don't know if it's all the same people

165

00:07:27,920 --> 00:07:31,480

or different people, but yeah, it's pretty amazing to see.

166

00:07:31,480 --> 00:07:33,160

So thank you so much for that.

167

00:07:33,160 --> 00:07:34,000

Incredible.

168

00:07:34,000 --> 00:07:35,360

Yeah, you're welcome.

169

00:07:35,360 --> 00:07:36,600

Well, let's get back to you.

170

00:07:36,600 --> 00:07:39,680

So let's start the very beginning of your timeline.

171

00:07:39,680 --> 00:07:41,000

Tell me where you were born

172

00:07:41,000 --> 00:07:42,960

and tell me a little bit about your family dynamic,

173

00:07:42,960 --> 00:07:45,320

what your parents did, how many siblings.

174

00:07:45,320 --> 00:07:49,040

Yeah, so I was actually born up in Seattle, Washington.

175

00:07:50,580 --> 00:07:52,120

My dad, Steve.

176

00:07:52,120 --> 00:07:56,000

I'm not a junior, although one of the crews found out



177

00:07:56,000 --> 00:07:57,800

here recently what my middle name was

178

00:07:57,800 --> 00:07:59,240

and that's Steven Tyler.

179

00:08:00,040 --> 00:08:02,720

And so we always joke about if my parents

180

00:08:02,720 --> 00:08:05,760

were truly Aerosmith fans or not.

181

00:08:05,760 --> 00:08:08,560

They claim no, but I guess the jury stopped.

182

00:08:08,560 --> 00:08:13,560

So Steven Tyler, my dad, Steve, and he,

183

00:08:15,440 --> 00:08:17,480

it's interesting, his life started out

184

00:08:19,480 --> 00:08:21,600

being put kind of in hiding.

185

00:08:21,600 --> 00:08:24,560

So he was actually interned right after he was born.

186

00:08:26,080 --> 00:08:28,840

And so he spent the first probably three years

187

00:08:28,840 --> 00:08:30,240

of his life in the internment camps.

188

00:08:30,240 --> 00:08:32,560

And maybe we'd come back to that a little later.

189

00:08:32,560 --> 00:08:37,560

And then he went on to serve in the US Air Force,

190

00:08:38,080 --> 00:08:40,760

rose to the ranks of captain on B-52s.

191

00:08:40,760 --> 00:08:44,400

And then he was a medical salesman for 20 something years

192

00:08:44,400 --> 00:08:46,080

with Gould and Spectrum Ed.

193

00:08:46,080 --> 00:08:48,320

And then somewhere along the line,

194

00:08:48,320 --> 00:08:51,280

he decided he wanted to own his own business,

195

00:08:51,280 --> 00:08:52,360

be a business owner.

196

00:08:52,360 --> 00:08:55,200

And so he walked away from the sales staff.

197

00:08:55,200 --> 00:08:58,840

He got into a registered applicant program

198

00:08:58,840 --> 00:09:01,520

through my uncle who had worked in construction

199

00:09:01,520 --> 00:09:04,960

at McDonald's and the construction division

200

00:09:04,960 --> 00:09:07,240

and engineering and whatnot.

201

00:09:07,240 --> 00:09:08,480

And so he entered in this program

202

00:09:08,480 --> 00:09:11,280

and he went through a McDonald's training program

203

00:09:11,280 --> 00:09:13,480

to become an owner operator.

204

00:09:13,480 --> 00:09:16,520

And so that's what he ended up doing

205

00:09:16,520 --> 00:09:20,920

for the better part of the rest of his time working

206

00:09:20,920 --> 00:09:21,760

until they retired.

207

00:09:21,760 --> 00:09:24,760

Oh, gosh, it's gotta be about five, six years,

208

00:09:24,760 --> 00:09:26,600

seven years now.

209

00:09:26,600 --> 00:09:27,600

So that's my dad.

210

00:09:28,480 --> 00:09:32,040

And then my mom, Annie, was actually born in Japan.

211

00:09:32,040 --> 00:09:34,800

And she came over when she was 10

212

00:09:34,800 --> 00:09:37,880

and was adopted by her aunt.

213

00:09:37,880 --> 00:09:40,040

But the person that I knew as grandma,

214

00:09:40,040 --> 00:09:42,080

Grandma Stokes was actually her aunt.

215

00:09:43,160 --> 00:09:45,520

And she spent time in Seattle.

216

00:09:45,520 --> 00:09:49,880

She went to UW, both actually are UW alumni.

217

00:09:49,880 --> 00:09:52,480

But then later on, they became diehard Dutch fans.

218

00:09:52,480 --> 00:09:57,480

And so UW got a master's in nursing.

219

00:09:57,880 --> 00:10:01,280

She went in to be a Navy nurse.

220

00:10:01,280 --> 00:10:03,640

And then when she came out of the service,

221

00:10:03,640 --> 00:10:07,040

she ended up working in human resources,

222

00:10:07,040 --> 00:10:08,440

which is kind of ironic.

223

00:10:08,440 --> 00:10:09,800

I know we'll get to that a little later,

224

00:10:09,800 --> 00:10:13,760

but she worked for group health up in Bellevue.

225

00:10:13,760 --> 00:10:17,240

And then once we moved down here to Oregon,

226

00:10:17,240 --> 00:10:20,600

following the business, she worked for Legacy Health Systems

227

00:10:20,600 --> 00:10:24,840

as a senior vice president in NHR.

228

00:10:26,120 --> 00:10:29,440

And then my sister, who has since passed,

229

00:10:29,440 --> 00:10:33,840

she died in 17, older sister,

230

00:10:33,840 --> 00:10:36,720

she was developmentally disabled.

231

00:10:36,720 --> 00:10:38,680

I'd probably estimate that.

232

00:10:38,680 --> 00:10:40,840

She probably matured mentally

233

00:10:40,840 --> 00:10:43,800

to the age of about eight, maybe 10.

234

00:10:43,800 --> 00:10:48,800

So that provided some different kind of learning,

235

00:10:50,040 --> 00:10:52,880

maybe life experience growing up and different things.

236

00:10:52,880 --> 00:10:57,880

So that's kind of the start where I started up in Seattle.

237

00:10:58,680 --> 00:11:03,440

And then in 91, when I was 11,

238

00:11:03,440 --> 00:11:07,040

that's when we purchased our first McDonald's.

239

00:11:07,040 --> 00:11:12,040

And that was, it's so crazy how we go

240

00:11:12,040 --> 00:11:14,480

kind of not really full circle, but how it all works out.

241

00:11:14,480 --> 00:11:19,480

But that McDonald's is actually in a fire district,

242

00:11:20,240 --> 00:11:23,320

and it's not a McDonald's anymore,

243

00:11:23,320 --> 00:11:25,360

but it was the fifth McDonald's

244

00:11:25,360 --> 00:11:26,960

that was built in the state of Oregon

245

00:11:26,960 --> 00:11:29,760

and the 499th in the system.

246

00:11:29,760 --> 00:11:33,360

So McDonald's has, they number all their restaurants

247

00:11:33,360 --> 00:11:34,200

kind of in order.

248

00:11:34,200 --> 00:11:36,960

So it was store number 499,

249

00:11:36,960 --> 00:11:39,800

and it's actually now the all that glitters.

250

00:11:39,800 --> 00:11:42,800

And so what's fascinating is when I was stationed

251

00:11:42,800 --> 00:11:45,080

at station three in Oak Grove,

252

00:11:45,080 --> 00:11:47,680

I knew that building inside and out, full basement,

253

00:11:47,680 --> 00:11:51,400

only access through the back and all that,

254

00:11:51,400 --> 00:11:53,800

because I had spent three, four years

255

00:11:53,800 --> 00:11:58,800

every evening, weekend, whatever, working in that building.

256

00:11:58,840 --> 00:12:03,840

So I'll pause there for a second.

257

00:12:04,400 --> 00:12:06,400

Well, let's go to internment camps first.

258

00:12:06,400 --> 00:12:10,400

So your father, I'm assuming is Japanese American then,

259

00:12:10,400 --> 00:12:15,400

the war breaks out and now a member of society,

260

00:12:15,880 --> 00:12:19,800

one of the Americans is now ushered into camps

261

00:12:19,800 --> 00:12:23,320

along with a lot of other, arguably probably Asians,

262

00:12:23,320 --> 00:12:25,040

probably some of them weren't even Japanese,

263

00:12:25,040 --> 00:12:29,040

but thinking about how we, how undiverse we were back then.

264

00:12:29,040 --> 00:12:31,400

So what does he talk about?



265

00:12:31,400 --> 00:12:33,000

Tell me the stories of that time,

266

00:12:33,000 --> 00:12:35,840

because I think it's another dark, dark,

267

00:12:35,840 --> 00:12:37,920

darker side of our history.

268

00:12:37,920 --> 00:12:40,960

And we get obviously the knee jerk initially of,

269

00:12:40,960 --> 00:12:41,960

who is the enemy?

270

00:12:41,960 --> 00:12:43,360

However, the way it was handled,

271

00:12:43,360 --> 00:12:45,960

I think was arguably not the best.

272

00:12:45,960 --> 00:12:47,480

And what a great question.

273

00:12:47,480 --> 00:12:52,160

And he doesn't really talk a lot about it.

274

00:12:54,480 --> 00:12:57,240

It's come out in some of our text messages.

275

00:12:57,240 --> 00:13:02,240

We hosted a exchange student a few years ago,

276

00:13:02,600 --> 00:13:04,360

and we actually went down to Tule Lake,

277

00:13:04,360 --> 00:13:06,800

which is where he was interned.

278

00:13:06,800 --> 00:13:11,800

And it was pretty wild because there was

279

00:13:11,800 --> 00:13:14,640

some family legend, folklore, whatever,

280

00:13:14,640 --> 00:13:16,720

you hear things like, is that really true?

281

00:13:16,720 --> 00:13:21,720

And one of them was, had he not gone into hiding

282

00:13:22,280 --> 00:13:24,560

or had his mom not been able to hide,

283

00:13:24,560 --> 00:13:26,480

and I'll maybe speak to more of those details

284

00:13:26,480 --> 00:13:29,800

here in a second, he would have been the first

285

00:13:29,800 --> 00:13:33,760

Japanese American born in the internment camps.

286

00:13:33,760 --> 00:13:37,320

And so, I was like, is that really for real?

287

00:13:37,320 --> 00:13:40,520

And so we were down at Tule Lake,

288

00:13:40,520 --> 00:13:42,120

and they have the registry.

289

00:13:42,120 --> 00:13:47,120

And so we saw the names of him and my grandma in the book.

290

00:13:47,960 --> 00:13:50,440

And then as we're walking through the small display there,

291

00:13:50,440 --> 00:13:55,440

there's a picture on the wall of the first child born

292

00:13:55,960 --> 00:13:58,080

in the internment camps.

293

00:13:58,080 --> 00:14:01,480

And I'm looking at it, and I'm looking at the date.

294

00:14:01,480 --> 00:14:05,760

And the date is June 12th, 42.

295

00:14:05,760 --> 00:14:09,480

And it hit me, I go, oh my gosh,

296

00:14:09,480 --> 00:14:12,720

my dad's birthday is June 9th, 42.

297

00:14:13,880 --> 00:14:16,760

So that's more than likely, that's a pretty historic.

298

00:14:17,640 --> 00:14:21,200

And so I sent that picture to my dad.

299

00:14:21,200 --> 00:14:23,920

And so he, and that's when he'll,

300

00:14:23,920 --> 00:14:26,320

he's a phenomenal writer.

301

00:14:26,320 --> 00:14:29,840

And so he'll write, sometimes text should maybe be an email,

302

00:14:29,840 --> 00:14:31,920

but that's another story.

303

00:14:33,480 --> 00:14:36,560

And so he wrote back about his namesake.

304

00:14:36,560 --> 00:14:39,200

And so his middle name is Royal,

305

00:14:39,200 --> 00:14:42,520

and it's namesake is after Royal Post.

306

00:14:42,520 --> 00:14:45,640

And he was a very prominent businessman

307

00:14:45,640 --> 00:14:47,880

up in the Seattle area.

308

00:14:47,880 --> 00:14:51,640

And my grandma was a housekeeper for him.

309

00:14:51,640 --> 00:14:53,040

It was a clean house from pre-mend.

310

00:14:53,040 --> 00:14:56,600

And so of course, the order comes out

311

00:14:56,600 --> 00:14:58,840

to round up all the Japanese Americans, the enemies,

312

00:14:58,840 --> 00:15:00,320

and let's ship them off.

313

00:15:00,320 --> 00:15:05,160

And he comes in, tells the authorities, says,

314

00:15:05,160 --> 00:15:07,040

no, God's son of mine is gonna be born

315

00:15:07,040 --> 00:15:09,320

in a concentration camp.

316

00:15:09,320 --> 00:15:12,440

And so essentially kept them protected

317

00:15:12,440 --> 00:15:13,680

until my dad was born.

318

00:15:13,680 --> 00:15:16,640

And then at which time they went to the camps.

319

00:15:17,720 --> 00:15:19,840

So he doesn't talk about it much,

320

00:15:21,240 --> 00:15:24,560

but there are some letters, I guess,

321

00:15:24,560 --> 00:15:28,840

that the family has written by my grandma.

322

00:15:28,840 --> 00:15:29,840

And I haven't read them yet.

323

00:15:29,840 --> 00:15:34,720

I haven't seen all of them yet that speak to her fears

324

00:15:34,720 --> 00:15:37,600

and the vaccinations and the things that they're doing

325

00:15:37,600 --> 00:15:40,280

that she's convinced they're doing these studies

326

00:15:40,280 --> 00:15:43,400

and trials on her son and things like that.

327

00:15:43,400 --> 00:15:44,920

So pretty interesting.

328

00:15:44,920 --> 00:15:49,240

And then just this last year,

329

00:15:49,240 --> 00:15:52,480

my father-in-law actually found out

330

00:15:52,480 --> 00:15:56,840

that through the National Japanese American Museum,

331

00:15:56,840 --> 00:16:01,840

they have a book of essentially almost all of the names

332

00:16:01,960 --> 00:16:05,480

of the people who were interned.

333

00:16:05,480 --> 00:16:06,640

And they had it on exhibit.

334

00:16:06,640 --> 00:16:11,640

So for spring break last year, we all went

335

00:16:12,600 --> 00:16:17,600

and my in-laws, mother-in-law, father-in-law came with us.

336

00:16:17,640 --> 00:16:21,360

And so we visited that museum and walked through it.

337

00:16:21,360 --> 00:16:26,360

And there's very few times I've seen my father emotional,

338

00:16:28,080 --> 00:16:31,520

but as we're walking in, you can actually schedule time

339

00:16:31,520 --> 00:16:34,000

and they will go and find the names of your,

340

00:16:35,640 --> 00:16:40,160

of who was interned, your family, or in his case, him also.

341

00:16:40,160 --> 00:16:43,200

And so we went and we were able to be with him

342

00:16:43,200 --> 00:16:47,320

as he placed the stamp by his name, his father's name

343

00:16:47,320 --> 00:16:51,280

and his mother's name, and then walked through the exhibit

344

00:16:51,280 --> 00:16:53,560

and then just looking at,

345

00:16:53,560 --> 00:16:57,720

in all the different places where the camps were,

346

00:16:57,720 --> 00:16:59,960

there were some other internees that were there.

347

00:16:59,960 --> 00:17:04,520

And I could overhear one gentleman just talking about,

348

00:17:04,520 --> 00:17:09,360

you know, he was, gosh, he must have been in his late 80s,

349

00:17:09,360 --> 00:17:14,360

maybe, and just talking about it as if it was yesterday,

350

00:17:14,360 --> 00:17:17,320

looking at the picture and remembering walking to

351

00:17:17,320 --> 00:17:19,120

and from the different buildings.

352

00:17:19,120 --> 00:17:24,120

And so I remember just kind of soaking it all in.



353

00:17:24,520 --> 00:17:27,120

And at one point I remember looking at all the baggage

354

00:17:27,120 --> 00:17:30,880

in some of the pictures and I got to reflecting like,

355

00:17:30,880 --> 00:17:34,760

there's people that were my age, the age that I am now,

356

00:17:35,800 --> 00:17:39,360

that this war breaks out and the government says,

357

00:17:39,360 --> 00:17:41,080

you are now the enemy,

358

00:17:41,080 --> 00:17:43,200

even though you were born in this country.

359

00:17:44,240 --> 00:17:45,720

And we got to take everything away from you

360

00:17:45,720 --> 00:17:47,080

and send you to a camp.

361

00:17:47,080 --> 00:17:48,720

And I just remember thinking about that.

362

00:17:48,720 --> 00:17:51,920

What would that be like right now?

363

00:17:51,920 --> 00:17:56,920

What would that be like for our kids and for us?

364

00:17:57,680 --> 00:17:59,240

Just pretty fascinating.

365

00:18:00,480 --> 00:18:03,600

And then of course that exhibit is just right by

366

00:18:03,600 --> 00:18:06,400

the 242nd, it goes for broke,

367

00:18:06,400 --> 00:18:10,240

all made up of the Mise soldiers that fought.

368

00:18:10,240 --> 00:18:13,000

And there's just these quotes about how they were fighting

369

00:18:13,000 --> 00:18:14,840

two different groups of people,

370

00:18:14,840 --> 00:18:17,000

there's just these quotes about how they were fighting

371

00:18:17,000 --> 00:18:20,360

two wars, they're fighting a war across the Pacific

372

00:18:20,360 --> 00:18:24,440

for the country, but then they're also fighting a war at home.

373

00:18:24,440 --> 00:18:29,440

And so there's not a ton that he really talks about

374

00:18:29,840 --> 00:18:33,920

or really that I can recall that he remembers.

375

00:18:33,920 --> 00:18:37,920

And my grandma passed away in, what was it, 1998 maybe,

376

00:18:41,080 --> 00:18:43,720

and she didn't ever really talk about it.

377

00:18:43,720 --> 00:18:48,720

But we do somewhere have the letter that George Bush had,

378

00:18:51,040 --> 00:18:53,560

typical form letter and other reparations

379

00:18:53,560 --> 00:18:58,560

and the apology for the wrong that was done and the dollar,

380

00:19:00,000 --> 00:19:04,000

here's what we're giving you for taking away your stuff.

381

00:19:08,360 --> 00:19:11,040

You mentioned about the letter and your grandma's fears

382

00:19:11,040 --> 00:19:13,120

about vaccinations, educate me,

383

00:19:13,120 --> 00:19:15,400

was that actually going on in the camps?

384

00:19:15,400 --> 00:19:18,520

You know, I don't know, I haven't done,

385

00:19:18,520 --> 00:19:23,520

sadly, I haven't done a ton of research on it.

386

00:19:23,640 --> 00:19:25,200

I don't know why, maybe it's just,

387

00:19:25,200 --> 00:19:27,920

I'm not in that season of life yet,

388

00:19:29,560 --> 00:19:32,280

but I do feel like at some point I do owe it

389

00:19:32,280 --> 00:19:36,080

just to know the history, to kind of research

390

00:19:36,080 --> 00:19:39,560

and really kind of understand all the little intricacies.

391

00:19:39,560 --> 00:19:42,920

And every now and then my dad will send

392

00:19:42,920 --> 00:19:45,800

different articles and things about people

393

00:19:45,800 --> 00:19:48,920

who have written different essays and stuff

394

00:19:48,920 --> 00:19:51,480

about all the other politics and how,

395

00:19:51,480 --> 00:19:55,720

depending on with the interracial marriages,

396

00:19:55,720 --> 00:19:57,600

there's differences in how you were treated

397

00:19:57,600 --> 00:20:02,360

if you were the male married to a white female

398

00:20:02,360 --> 00:20:05,280

or vice versa and how you could or could not go

399

00:20:05,280 --> 00:20:06,120

in different places.

400

00:20:06,120 --> 00:20:09,840

There's all sorts of these little complex issues

401

00:20:09,840 --> 00:20:11,080

that are around it.

402

00:20:11,080 --> 00:20:14,160

So at some point, I'd probably start digging

403

00:20:14,160 --> 00:20:15,720

into more of that history,

404

00:20:15,720 --> 00:20:18,360

but I'm just not really in that season yet.

405

00:20:19,640 --> 00:20:22,760

You know, one of the other things that came to mind

406

00:20:22,760 --> 00:20:24,800

just kind of thinking on it is,

407

00:20:25,800 --> 00:20:29,960

I didn't know, but Tule Lake was actually the camp

408

00:20:29,960 --> 00:20:34,960

that they sent all the other kind of trouble internees to.

409

00:20:37,800 --> 00:20:40,920

And so not only were you at,

410

00:20:40,920 --> 00:20:42,880

just a camp to begin with, now you're at the camp

411

00:20:42,880 --> 00:20:47,000

where they send the bad behaving internees

412

00:20:47,000 --> 00:20:48,760

from the other camps to this camp too.

413

00:20:48,760 --> 00:20:51,000

So that was another little tidbit

414

00:20:51,000 --> 00:20:54,440

that I learned along the way as well.

415

00:20:54,440 --> 00:20:57,480

It can be hard to be a good behaving intern

416

00:20:58,720 --> 00:21:01,360

after you've just been taken in your own country

417

00:21:01,360 --> 00:21:02,520

and put in a big prison.

418

00:21:02,520 --> 00:21:03,720

So.

419

00:21:03,720 --> 00:21:04,640

Right.

420

00:21:04,640 --> 00:21:07,200

Exactly, exactly.

421

00:21:07,200 --> 00:21:08,760

All right, well then moving on,

422

00:21:08,760 --> 00:21:10,920

as you progress through,

423

00:21:10,920 --> 00:21:13,080

well actually let me go back for a second.

424

00:21:13,080 --> 00:21:14,920

I wanted to ask you this.

425

00:21:14,920 --> 00:21:19,360

I just watched The Founder on the plane a few weeks ago

426

00:21:19,360 --> 00:21:23,000

and it's the Michael Keaton film about,

427

00:21:23,000 --> 00:21:24,720

obviously this is not the owner,

428

00:21:24,720 --> 00:21:26,440

the restaurant owners of McDonald's,

429

00:21:26,440 --> 00:21:29,880

but the origin story about the two, you know,

430

00:21:29,880 --> 00:21:32,080

owners of a restaurant that made incredible burgers

431

00:21:32,080 --> 00:21:34,520

and, you know, engineered their kitchen

432

00:21:34,520 --> 00:21:38,600

and how their work was hijacked by an unethical businessman

433

00:21:38,600 --> 00:21:40,720

who then went around, you know, the country

434

00:21:40,720 --> 00:21:43,720

and ultimately the world peddling their idea,

435

00:21:43,720 --> 00:21:45,720

you know, under the guise of it being his.

436

00:21:45,720 --> 00:21:49,200

So what, from an owner's perspective,

437

00:21:49,200 --> 00:21:52,200

what was your dad's experience with the restaurant itself?

438

00:21:53,280 --> 00:21:55,640

The restaurant itself was pretty good.

439

00:21:55,640 --> 00:21:57,840

You know, the system of franchisee,

440

00:21:59,080 --> 00:22:01,120

it's a pretty sound business model.



441

00:22:02,640 --> 00:22:04,160

You know, the way that it works

442

00:22:04,160 --> 00:22:07,200

is the company owns the building

443

00:22:07,200 --> 00:22:10,520

and then the owner operator will own the equipment

444

00:22:10,520 --> 00:22:12,280

and everything in it.

445

00:22:12,280 --> 00:22:15,000

And there's actually a rent that is paid

446

00:22:15,000 --> 00:22:17,720

and it's all based off percentages,

447

00:22:18,720 --> 00:22:20,240

you know, off gross sales and things,

448

00:22:20,240 --> 00:22:21,960

and maybe things have changed now,

449

00:22:21,960 --> 00:22:24,800

it's been a while since it's been in the system, but,

450

00:22:26,480 --> 00:22:30,680

and so, and it was very tight controlled

451

00:22:30,680 --> 00:22:32,720

as far as standards.

452

00:22:32,720 --> 00:22:34,880

And so, and a lot of this bleeds over

453

00:22:34,880 --> 00:22:37,320

to the way I see things and the way I look at things

454

00:22:37,320 --> 00:22:39,160

and how sometimes the,

455

00:22:39,160 --> 00:22:40,600

we'll figure it out when we get there

456

00:22:40,600 --> 00:22:42,560

really is a challenge for me

457

00:22:42,560 --> 00:22:45,400

or how there's 17 different ways to throw a ladder.

458

00:22:46,640 --> 00:22:50,840

And so the McDonald's system is pretty regimented

459

00:22:50,840 --> 00:22:54,040

and strict, you have approved vendors,

460

00:22:54,040 --> 00:22:55,640

you have approved equipment,

461

00:22:55,640 --> 00:23:00,080

like they control where you get all your product

462

00:23:00,080 --> 00:23:01,880

and all the things like that.

463

00:23:01,880 --> 00:23:03,280

So it's very standardized.

464

00:23:03,280 --> 00:23:05,880

The training programs, you know, I would say,

465

00:23:05,880 --> 00:23:07,960

are pretty much second to none.

466

00:23:07,960 --> 00:23:12,960

There's one way to assemble a hamburger and a cheeseburger,

467

00:23:12,960 --> 00:23:16,960

just one way, and everything is calculated out

468

00:23:16,960 --> 00:23:20,560

because it's all tied to profit or loss

469

00:23:20,560 --> 00:23:21,960

and all these other controllables.

470

00:23:21,960 --> 00:23:24,440

So everything is scripted out.

471

00:23:24,440 --> 00:23:27,240

You know, you can just come in

472

00:23:27,240 --> 00:23:29,160

with no experience whatsoever

473

00:23:29,160 --> 00:23:30,880

and you will learn how to assemble

474

00:23:30,880 --> 00:23:33,280

whatever sandwich you're supposed to assemble

475

00:23:33,280 --> 00:23:34,920

or drink or whatever,

476

00:23:34,920 --> 00:23:38,840

they'll teach you how to do it without missing a step.

477

00:23:38,840 --> 00:23:41,440

And so it's pretty fascinating

478

00:23:41,440 --> 00:23:44,280

to see how that has transitioned over

479

00:23:44,280 --> 00:23:48,480

as I've gone on different adventures and things.

480

00:23:48,480 --> 00:23:51,360

But when it comes to change,

481

00:23:52,320 --> 00:23:55,320

just like I think a lot of corporations

482

00:23:55,320 --> 00:23:59,160

and just, we just evolve as a society.

483

00:23:59,160 --> 00:24:01,400

We just evolve as a society.

484

00:24:01,400 --> 00:24:03,920

We just do changes inevitable.

485

00:24:03,920 --> 00:24:06,960

But sometimes we don't think about,

486

00:24:06,960 --> 00:24:10,040

or maybe we do, but it's a necessary change,

487

00:24:10,040 --> 00:24:14,200

the impacts that that has both financially,

488

00:24:14,200 --> 00:24:15,200

to the owner operators.

489

00:24:15,200 --> 00:24:18,400

Because once McDonald's corporate decides to make a change,

490

00:24:18,400 --> 00:24:19,800

hey, we're gonna go this way.

491

00:24:19,800 --> 00:24:20,880

Well, now the owner operators

492

00:24:20,880 --> 00:24:23,440

have to purchase all of that equipment

493

00:24:23,440 --> 00:24:25,920

and then also have to figure out

494

00:24:25,920 --> 00:24:28,400

what they're gonna do with all the remaining stuff.

495

00:24:28,400 --> 00:24:33,040

So I can remember having storage beds

496

00:24:33,040 --> 00:24:34,680

that go into the storage units

497

00:24:34,680 --> 00:24:38,360

and there's old retired out sauce guns

498

00:24:38,360 --> 00:24:41,600

and the different prep tables and all these things

499

00:24:41,600 --> 00:24:43,280

because the systems change,

500

00:24:43,280 --> 00:24:46,360

so we gotta redo everything.

501

00:24:46,360 --> 00:24:47,840

And then just like with some stuff,

502

00:24:47,840 --> 00:24:51,840

things go full circle from,

503

00:24:51,840 --> 00:24:54,520

hey, we're gonna steam the filet of fish bun.

504

00:24:54,520 --> 00:24:55,360

No, we're not.

505

00:24:55,360 --> 00:24:56,360

Okay, now we are again.

506

00:24:56,360 --> 00:25:01,080

And so there's this, tends to be this full circle effect.

507

00:25:01,080 --> 00:25:02,760

So that's just life.

508

00:25:04,080 --> 00:25:07,200

And I think maybe having grown up in that

509

00:25:07,200 --> 00:25:09,960

and just seeing that and just saying,

510

00:25:09,960 --> 00:25:12,600

well, what's our options?

511

00:25:12,600 --> 00:25:16,520

We either do or we don't.

512

00:25:16,520 --> 00:25:19,600

And then McDonald's has pretty tight,

513

00:25:19,600 --> 00:25:21,720

at least at the time, pretty tight expectations

514

00:25:21,720 --> 00:25:23,680

about how they want their owner operators

515

00:25:23,680 --> 00:25:25,000

and restaurants to perform.

516

00:25:25,000 --> 00:25:26,680

And if you're not cutting it,

517

00:25:26,680 --> 00:25:30,160

then they're not gonna allow you to continue

518

00:25:30,160 --> 00:25:31,560

to be an owner operator

519

00:25:31,560 --> 00:25:35,760

and run the business into the ground.

520

00:25:35,760 --> 00:25:37,640

So it's pretty fascinating.

521

00:25:40,520 --> 00:25:45,520

We'd be evaluated, I wanna say, four times a year

522

00:25:46,880 --> 00:25:50,680

in addition to the mystery shoppers

523

00:25:50,680 --> 00:25:52,360

that just come in and check.

524

00:25:52,360 --> 00:25:55,160

So there's benchmarks for everything.

525

00:25:56,040 --> 00:26:00,000

How long you sit at the order taking window,

526

00:26:00,000 --> 00:26:04,120

how long it takes for you to get your money exchanged

527

00:26:04,120 --> 00:26:06,040

and then how long it takes you to get your food.

528

00:26:06,040 --> 00:26:08,360

So everything's on a stopwatch and timed.



529

00:26:09,800 --> 00:26:13,040

So they would do unannounced short reviews.

530

00:26:13,040 --> 00:26:15,680

They do announced short reviews and they do,

531

00:26:16,560 --> 00:26:21,080

I mean, it's just three and then a long review full day.

532

00:26:21,080 --> 00:26:24,680

And as the restaurant manager or the owner,

533

00:26:24,680 --> 00:26:26,640

you are with your field consultant for that.

534

00:26:26,640 --> 00:26:29,200

You can step in and really help you.

535

00:26:29,200 --> 00:26:33,120

You had to watch how your restaurant was performing

536

00:26:33,120 --> 00:26:37,520

through the busiest times, open, close and all that stuff

537

00:26:37,520 --> 00:26:40,080

and watch how the transitions happen from,

538

00:26:40,080 --> 00:26:42,920

this was before you could have breakfast all day, huge win,

539

00:26:42,920 --> 00:26:45,480

but when you actually had to switch

540

00:26:45,480 --> 00:26:47,840  
between breakfast and lunch.

541

00:26:47,840 --> 00:26:49,480  
And then of course, somebody always comes in

542

00:26:49,480 --> 00:26:51,760  
half an hour late wanting something for breakfast.

543

00:26:51,760 --> 00:26:54,800  
And it's our fault that we didn't have that.

544

00:26:54,800 --> 00:26:57,840  
But anyways, I digress.

545

00:26:57,840 --> 00:27:00,880  
Well, just shifting slightly as well, it's interesting.

546

00:27:02,080 --> 00:27:03,640  
Like I said, some of the practices

547

00:27:03,640 --> 00:27:05,080  
that were portrayed in the film,

548

00:27:05,080 --> 00:27:06,640  
which is not the owners of the restaurant,

549

00:27:06,640 --> 00:27:08,720  
it's behind the scenes I was unaware of.

550

00:27:08,720 --> 00:27:12,000  
And like you said, the real estate element,

551

00:27:12,000 --> 00:27:13,800

that's where they make their money.

552

00:27:13,800 --> 00:27:16,080

Apparently they, I think, I forget how they phrase it.

553

00:27:16,080 --> 00:27:18,400

They said they own more real estate in the US than anyone.

554

00:27:18,400 --> 00:27:20,160

I don't know if they meant like,

555

00:27:20,160 --> 00:27:23,120

in urban and suburban settings or how exactly that works,

556

00:27:23,120 --> 00:27:25,000

but they have a lot.

557

00:27:25,000 --> 00:27:27,560

They do tons of market studies.

558

00:27:27,560 --> 00:27:30,600

And so they actually do all the hard work

559

00:27:30,600 --> 00:27:31,720

for the competitors.

560

00:27:31,720 --> 00:27:32,960

So really all you have to do is,

561

00:27:32,960 --> 00:27:34,240

wherever you see McDonald's pop,

562

00:27:34,240 --> 00:27:35,800

just put your restaurant right there

563

00:27:35,800 --> 00:27:38,800

because they've already done all of the research

564

00:27:38,800 --> 00:27:39,640

and whatnot.

565

00:27:39,640 --> 00:27:41,040

That's kind of what the joke was,

566

00:27:41,040 --> 00:27:42,800

is just let them figure it out.

567

00:27:42,800 --> 00:27:47,800

So you have an Asian background as far as your family.

568

00:27:48,400 --> 00:27:51,800

You get into McDonald's, what were you eating yourself,

569

00:27:51,800 --> 00:27:54,040

you and your family through the years prior

570

00:27:54,040 --> 00:27:57,080

and then when you got involved into hamburgers?

571

00:27:57,080 --> 00:27:58,120

Oh man.

572

00:28:01,280 --> 00:28:04,600

Growing up, every meal had rice,

573

00:28:04,600 --> 00:28:07,000

regardless of what the main dish was.

574

00:28:07,000 --> 00:28:12,000

So that always makes for some funny times,

575

00:28:12,000 --> 00:28:13,920

like everything had rice.

576

00:28:13,920 --> 00:28:16,360

My mom on certain special holidays

577

00:28:16,360 --> 00:28:19,600

would make like a sukiyaki dish.

578

00:28:19,600 --> 00:28:22,360

So it's kind of like a ramen with beef

579

00:28:22,360 --> 00:28:26,920

and a soup base.

580

00:28:26,920 --> 00:28:31,360

She would make some tonkatsu,

581

00:28:31,360 --> 00:28:33,920

which is like a fried pork and whatnot.

582

00:28:33,920 --> 00:28:35,280

So we'd eat some of that.

583

00:28:35,280 --> 00:28:39,200

And then there's these little frozen mochi,

584

00:28:39,200 --> 00:28:41,560

like a frozen rice cake that we would burn

585

00:28:41,560 --> 00:28:45,160

that we would broil in the oven and stuff

586

00:28:45,160 --> 00:28:47,400

and soy sauce and sugar and whatnot.

587

00:28:47,400 --> 00:28:48,720

So better than that,

588

00:28:48,720 --> 00:28:52,400

pretty standard American cuisine otherwise.

589

00:28:52,400 --> 00:28:53,760

And then you'll hate this,

590

00:28:53,760 --> 00:28:56,080

but once we got into their restaurant

591

00:28:56,080 --> 00:28:58,560

and they still were frequent to restaurant,

592

00:28:58,560 --> 00:29:02,000

it was almost like eating McDonald's

593

00:29:02,000 --> 00:29:04,520

for the majority of our meals

594

00:29:04,520 --> 00:29:06,200

when I was working there.

595

00:29:06,200 --> 00:29:11,200

And it's interesting because,

596

00:29:11,880 --> 00:29:12,920

now look back,

597

00:29:14,640 --> 00:29:16,760

maybe that's why I have an iron gut,

598

00:29:16,760 --> 00:29:19,800

but there are certain sandwiches

599

00:29:19,800 --> 00:29:20,800

that I absolutely love,

600

00:29:20,800 --> 00:29:22,080

bacon and cheese biscuits,

601

00:29:22,080 --> 00:29:23,200

sausage biscuit or whatever.

602

00:29:23,200 --> 00:29:25,960

And everybody, or at least I really love the breakfast.

603

00:29:25,960 --> 00:29:29,400

So knowing that we were switching from breakfast

604

00:29:29,400 --> 00:29:32,120

to lunchtime, I would always save a sandwich

605

00:29:32,120 --> 00:29:34,400

and take a bite of it.

606

00:29:34,400 --> 00:29:35,800

Things would ultimately get busy.

607

00:29:35,800 --> 00:29:38,520

That thing would sit in the office

608

00:29:38,520 --> 00:29:40,840

in the back of the restaurant.

609

00:29:40,840 --> 00:29:42,160

And I wouldn't come back to it

610

00:29:42,160 --> 00:29:43,840

till probably, I don't know,

611

00:29:43,840 --> 00:29:45,320

four or five o'clock in the evening

612

00:29:45,320 --> 00:29:46,680

or just before I'm gonna go.

613

00:29:46,680 --> 00:29:49,000

And then I would finish that sandwich.

614

00:29:49,000 --> 00:29:52,480

And just one time when I was working,

615

00:29:52,480 --> 00:29:54,200

once I had kind of ascended up

616

00:29:54,200 --> 00:29:56,440

to become a restaurant manager,



617

00:29:56,440 --> 00:29:59,600

one time one of my assistant managers

618

00:29:59,600 --> 00:30:02,400

had thrown my breakfast sandwich away.

619

00:30:02,400 --> 00:30:03,720

And I remember walking back there,

620

00:30:03,720 --> 00:30:05,280

I don't know, it must have been three or four o'clock

621

00:30:05,280 --> 00:30:07,200

in the afternoon.

622

00:30:07,200 --> 00:30:10,360

I was like, hey, where's my sandwich?

623

00:30:10,360 --> 00:30:12,360

Anybody seen my sandwich?

624

00:30:12,360 --> 00:30:14,320

And she said, well, we threw it away.

625

00:30:14,320 --> 00:30:19,320

I go, no, don't ever throw my sandwich away.

626

00:30:20,200 --> 00:30:21,200

I'm gonna eat that.

627

00:30:21,200 --> 00:30:24,520

So, but we would eat that

628

00:30:24,520 --> 00:30:26,280  
because that's where we were.

629

00:30:26,280 --> 00:30:29,140  
And when you're running a business,

630

00:30:32,200 --> 00:30:34,280  
that's where you're at.

631

00:30:34,280 --> 00:30:36,520  
Did you struggle with any health or weight issues

632

00:30:36,520 --> 00:30:37,920  
when you were at that period?

633

00:30:39,240 --> 00:30:42,960  
No, actually, well, who knows what my blood work looked like.

634

00:30:42,960 --> 00:30:45,520  
But as far as weight goes,

635

00:30:45,520 --> 00:30:49,200  
no, I was a skinny little beanpole kid.

636

00:30:49,200 --> 00:30:51,520  
I look back at pictures and even today

637

00:30:51,520 --> 00:30:52,480  
when I look in the mirror,

638

00:30:52,480 --> 00:30:56,960  
I'm like, I still see that little skinny scrawny kid.

639

00:30:56,960 --> 00:31:00,040

When I got hired in the fire service,

640

00:31:00,920 --> 00:31:03,960

I was 130 pounds, I wanna say,

641

00:31:03,960 --> 00:31:06,400

when I got hired my first year.

642

00:31:06,400 --> 00:31:10,520

And now I tip the scales at about 185.

643

00:31:10,520 --> 00:31:13,920

And so I don't think it's all bad weight,

644

00:31:13,920 --> 00:31:17,320

but maybe other people can be the judge of that.

645

00:31:18,840 --> 00:31:21,120

Well, let's walk into that phase of your life then.

646

00:31:21,120 --> 00:31:24,600

So you worked in McDonald's.

647

00:31:24,600 --> 00:31:26,240

What was that bug?

648

00:31:26,240 --> 00:31:28,600

Who sowed the seed for you getting into the fire service

649

00:31:28,600 --> 00:31:30,800

and then walked me through your on-ramp?

650

00:31:30,800 --> 00:31:34,880

Yeah, so it's actually a high school buddy,

651

00:31:34,880 --> 00:31:36,920

buddy of a buddy, we'll call it.

652

00:31:36,920 --> 00:31:38,880

It's one of my best friends growing up

653

00:31:38,880 --> 00:31:41,680

that we played baseball together and all this, Eric.

654

00:31:42,800 --> 00:31:45,600

He had a buddy that he was super close with,

655

00:31:45,600 --> 00:31:47,000

his name's Tate Tripple.

656

00:31:47,880 --> 00:31:52,880

And Tate was a volunteer out at what was then

657

00:31:53,200 --> 00:31:57,480

St. Helens fire up kind of west of city of Portland.

658

00:31:57,480 --> 00:32:02,480

And so I would come up and visit Eric and Tate

659

00:32:02,640 --> 00:32:07,640

and he had this little red pager thing that would go off.

660

00:32:08,360 --> 00:32:10,480

And he had all the stickers on his truck,

661

00:32:10,480 --> 00:32:15,480

I fight what you fear and Calvin peeing on the fire and stuff.

662

00:32:15,960 --> 00:32:18,280

And so we just talked a little bit about it.

663

00:32:18,280 --> 00:32:19,880

I'd hear the pager go off.

664

00:32:20,760 --> 00:32:24,480

I always kind of had a little affinity to like radio stuff,

665

00:32:24,480 --> 00:32:28,120

but didn't really have like the strong desire

666

00:32:28,120 --> 00:32:29,800

to be a firefighter or whatever.

667

00:32:29,800 --> 00:32:33,400

So he kind of, as we were talking through the years,

668

00:32:33,400 --> 00:32:35,440

he's just like, you know how to think about

669

00:32:35,440 --> 00:32:36,280

doing a fire service.

670

00:32:36,280 --> 00:32:37,880

I would just ask questions like,

671

00:32:37,880 --> 00:32:42,880

and I'd watch drill or just seemed somewhat interesting.

672

00:32:43,720 --> 00:32:46,440

So he was the one that actually said,

673

00:32:46,440 --> 00:32:49,480

hey, you should think about the fire service.

674

00:32:49,480 --> 00:32:52,680

And so I did.

675

00:32:52,680 --> 00:32:56,200

And this was in 2000.

676

00:32:56,200 --> 00:33:01,200

So I had come back from,

677

00:33:01,240 --> 00:33:03,880

so I went to Hamburger University,

678

00:33:03,880 --> 00:33:05,840

which is the advanced operations course

679

00:33:05,840 --> 00:33:07,440

for McDonald's all owner operators

680

00:33:07,440 --> 00:33:09,120

and restaurant matters have to do that.

681

00:33:09,120 --> 00:33:14,120

So that's how I earned that training and whatnot.

682

00:33:14,600 --> 00:33:18,440

But as I said, you ought to look at the fire service.

683

00:33:18,440 --> 00:33:19,360

You ought to look at Shemeck

684

00:33:19,360 --> 00:33:23,040

at a community college and their program.

685

00:33:23,040 --> 00:33:25,080

And so I did.

686

00:33:25,080 --> 00:33:26,800

And it just so happened that that process

687

00:33:26,800 --> 00:33:29,320

was open for applications.

688

00:33:29,320 --> 00:33:32,400

And so I looked at it, I pulled the application up.

689

00:33:33,240 --> 00:33:36,640

Well, the deadline for that next class was,

690

00:33:36,640 --> 00:33:41,480

well, we were gonna be on vacation in Mexico.

691

00:33:41,480 --> 00:33:45,520

And so we're looking at that and I'm just like,

692

00:33:45,520 --> 00:33:47,640

you know, I think that's something I really wanna do.

693

00:33:47,640 --> 00:33:52,640

And so somehow I was able to convince my parents

694

00:33:55,480 --> 00:33:58,920  
to change my flight.

695

00:33:58,920 --> 00:34:02,880  
And so I flew home on a Wednesday.

696

00:34:02,880 --> 00:34:06,560  
So I think we flew into Mexico on a Sunday.

697

00:34:06,560 --> 00:34:08,720  
I flew home on a Wednesday.

698

00:34:08,720 --> 00:34:11,240  
Our restaurant manager, phenomenal guy,

699

00:34:11,240 --> 00:34:13,200  
he was with my parents for a long time,

700

00:34:13,200 --> 00:34:15,480  
became our supervisor, his name's Bernie.

701

00:34:15,480 --> 00:34:19,200  
And Bernie would remind me of this later.

702

00:34:19,200 --> 00:34:21,320  
I remember picking him up from the airport.

703

00:34:22,480 --> 00:34:23,600  
And he drove me back.

704

00:34:23,600 --> 00:34:25,040  
So picked me up in Portland.



705

00:34:25,040 --> 00:34:27,200

We lived in Eugene at that time.

706

00:34:27,200 --> 00:34:32,200

And we drove back and I spent all day Thursday

707

00:34:33,400 --> 00:34:36,520

gathering up all of the stuff that I needed.

708

00:34:36,520 --> 00:34:39,520

So, and this wasn't the time now where you can log in

709

00:34:39,520 --> 00:34:42,040

and get your unofficial email to you and all that stuff.

710

00:34:42,040 --> 00:34:44,560

So I had to go to the DMV,

711

00:34:44,560 --> 00:34:47,240

had to figure out how to get my unofficial transcripts

712

00:34:47,240 --> 00:34:49,160

and official transcripts from high school

713

00:34:49,160 --> 00:34:51,840

and then lane community, I think.

714

00:34:51,840 --> 00:34:55,160

And anyway, so put all that application together

715

00:34:55,160 --> 00:35:00,160

and hand delivered it on Friday afternoon

716

00:35:00,160 --> 00:35:02,440

before the deadline and turned it in.

717

00:35:03,320 --> 00:35:08,320

And so I didn't really know what I was getting into at all.

718

00:35:09,160 --> 00:35:13,480

And I remember we did, you know,

719

00:35:13,480 --> 00:35:16,240

that written test interview.

720

00:35:17,440 --> 00:35:19,760

Fortunately, a lot of my experience

721

00:35:19,760 --> 00:35:22,440

in the customer service and running the restaurants,

722

00:35:22,440 --> 00:35:26,160

I was able to tie that into what that meant

723

00:35:26,160 --> 00:35:28,840

to now become a firefighter or how that would help me.

724

00:35:29,720 --> 00:35:33,000

And so then it was time for the physical agility test.

725

00:35:33,000 --> 00:35:36,320

And there's people now that I work with

726

00:35:36,320 --> 00:35:37,280

who are there for that.

727

00:35:37,280 --> 00:35:38,880

So it's really funny to think about.

728

00:35:38,880 --> 00:35:41,080

So when I was practicing, trying to work out and stuff,

729

00:35:41,080 --> 00:35:46,080

I was this little kid, you know, 20 years old, maybe 21,

730

00:35:46,160 --> 00:35:48,280

weigh 130 pounds, scrawny.

731

00:35:48,280 --> 00:35:51,320

And so I take off and it was the combat challenge

732

00:35:51,320 --> 00:35:54,080

was what the physical agility test was.

733

00:35:54,080 --> 00:35:56,480

And so I did that physical agility test

734

00:35:56,480 --> 00:36:00,160

and I was an alternate going into that physical.

735

00:36:00,160 --> 00:36:03,120

And I'm not sure if I knew that or not.

736

00:36:03,120 --> 00:36:04,960

I think I may have.

737

00:36:04,960 --> 00:36:08,760

And so based on how it went down,

738

00:36:08,760 --> 00:36:12,720  
had I passed that test I was in,

739

00:36:12,720 --> 00:36:14,960  
if I didn't pass it, I was out,

740

00:36:14,960 --> 00:36:16,840  
kind of is what it came down to.

741

00:36:16,840 --> 00:36:19,400  
So anyway, so I'm going through that thing

742

00:36:19,400 --> 00:36:23,960  
and I'm on the dummy drag and I'm pulling that dummy drag.

743

00:36:23,960 --> 00:36:27,560  
I came out super fast, didn't know how to pace myself.

744

00:36:27,560 --> 00:36:28,800  
Sometimes I still don't.

745

00:36:28,800 --> 00:36:33,800  
And so I get to that dummy drag and I'm dragging that thing

746

00:36:34,720 --> 00:36:37,960  
and my legs are done.

747

00:36:37,960 --> 00:36:40,440  
Just barely moving.

748

00:36:42,440 --> 00:36:45,240  
I'm just yelling and screaming.

749

00:36:46,080 --> 00:36:49,120

I kind of want to think maybe I yelled bonsai,

750

00:36:49,120 --> 00:36:52,320

you know, as I was across the line.

751

00:36:52,320 --> 00:36:53,720

Your grandma.

752

00:36:53,720 --> 00:36:55,520

Yeah, yeah, exactly.

753

00:36:55,520 --> 00:36:59,720

And like just collapsed over the line

754

00:36:59,720 --> 00:37:02,200

and the guys that were there,

755

00:37:02,200 --> 00:37:04,680

the guys and gals that were there helped support me.

756

00:37:04,680 --> 00:37:09,680

And they just said, hey man, congratulations, you're in.

757

00:37:10,360 --> 00:37:14,800

And I just remember that feeling of accomplishment.

758

00:37:14,800 --> 00:37:18,120

And then it took like three hours for me to go drive.

759

00:37:18,120 --> 00:37:20,000

Like I think that was my first experience

760

00:37:20,000 --> 00:37:23,160

of like the body just literally shutting down.

761

00:37:23,160 --> 00:37:26,200

Like I couldn't walk, I had to go sit.

762

00:37:27,880 --> 00:37:29,600

And so it was like three hours,

763

00:37:29,600 --> 00:37:33,080

I think before I was finally ready to drive home.

764

00:37:33,080 --> 00:37:37,040

And so that was going into the Dementia program.

765

00:37:37,040 --> 00:37:40,040

And then after being accepted,

766

00:37:40,040 --> 00:37:45,040

I went and I did a ride along with Tate and automatic unit.

767

00:37:45,440 --> 00:37:48,040

And I think we got one call that day.

768

00:37:48,040 --> 00:37:50,760

And it was for, I think it ultimately

769

00:37:50,760 --> 00:37:52,600

was a bowel obstruction or whatever.

770

00:37:53,480 --> 00:37:55,200

And so I get in the back of the ambulance

771

00:37:55,200 --> 00:37:58,480

and I'm sitting in kind of the seat on the side,

772

00:37:58,480 --> 00:37:59,920

not necessarily the airway seat,

773

00:37:59,920 --> 00:38:01,200

but the seat on the other side.

774

00:38:01,200 --> 00:38:05,480

And we're just riding in, it's an elderly guy.

775

00:38:05,480 --> 00:38:09,760

And the medic is getting ready to put an IV in.

776

00:38:09,760 --> 00:38:10,840

And so I tell the patient,

777

00:38:10,840 --> 00:38:13,600

you're gonna feel a poke in the arm when I put IV in.

778

00:38:14,640 --> 00:38:17,500

And as soon as he did, the patient reached up.

779

00:38:17,500 --> 00:38:19,920

And because I was just sitting there,

780

00:38:19,920 --> 00:38:24,120

he reached out and he grabs my hand and squeezes

781

00:38:24,120 --> 00:38:27,840

as the medic's doing his deal.

782

00:38:27,840 --> 00:38:31,320

And it was in that moment that I knew this

783

00:38:31,320 --> 00:38:36,320

is what I wanted to do that in this person's time of need

784

00:38:37,240 --> 00:38:39,640

and in their condition and they're scared

785

00:38:39,640 --> 00:38:42,960

and they're looking for comfort,

786

00:38:42,960 --> 00:38:45,000

I just happened to be here.

787

00:38:45,000 --> 00:38:48,400

And I remember that feeling of him squeezing my hand.

788

00:38:48,400 --> 00:38:51,600

And then from there, it was just, it was on.

789

00:38:51,600 --> 00:38:55,720

And so went through Shemekra's program.

790

00:38:55,720 --> 00:38:58,440

First time ever in my educational career

791

00:38:58,440 --> 00:39:02,640

that I actually got decent grades, A's and stuff

792

00:39:02,640 --> 00:39:06,800

instead of barely passing and whatnot.



793

00:39:06,800 --> 00:39:08,040

I flunked out a Japanese,

794

00:39:08,040 --> 00:39:09,640

I think two or three times in my life.

795

00:39:09,640 --> 00:39:11,240

So I ended up taking French.

796

00:39:12,680 --> 00:39:14,680

And so this was the first time

797

00:39:14,680 --> 00:39:18,000

that I actually excelled at something,

798

00:39:18,000 --> 00:39:22,100

but it didn't come without its challenges and stuff too.

799

00:39:22,100 --> 00:39:25,040

And I learned a lot of lessons the hard way,

800

00:39:25,040 --> 00:39:27,160

which probably leads into more of my story

801

00:39:27,160 --> 00:39:29,120

about the importance of mentoring.

802

00:39:29,120 --> 00:39:33,760

But that's how I ultimately got in was because of Tate

803

00:39:35,920 --> 00:39:38,560

and just saying, have you ever thought of?

804

00:39:38,560 --> 00:39:42,440

And I haven't because up until that moment,

805

00:39:42,440 --> 00:39:47,440

I was just gonna be a second generation owner operator

806

00:39:48,320 --> 00:39:50,280

and go through the McDonald's system.

807

00:39:52,080 --> 00:39:53,800

But it was also my time,

808

00:39:53,800 --> 00:39:55,840

I got to that point where it was,

809

00:39:55,840 --> 00:39:58,880

can I do something on my own?

810

00:39:58,880 --> 00:40:01,260

Or do I always need mommy and daddy?

811

00:40:03,360 --> 00:40:06,000

Because there's that stigma of the owner's son.

812

00:40:06,000 --> 00:40:08,040

Like, well, you're the owner's son.

813

00:40:08,040 --> 00:40:09,640

So you didn't really earn it.

814

00:40:09,640 --> 00:40:12,520

You didn't, you're just really in that role

815

00:40:12,520 --> 00:40:15,000  
because you're the owner's son.

816

00:40:15,000 --> 00:40:17,440  
And so this was kind of my opportunity

817

00:40:17,440 --> 00:40:19,240  
to maybe prove to myself

818

00:40:19,240 --> 00:40:23,800  
that I could be successful on my own

819

00:40:23,800 --> 00:40:27,880  
without the direct help of mom and dad.

820

00:40:29,520 --> 00:40:32,200  
But the older I get and the more I dive

821

00:40:32,200 --> 00:40:35,280  
into some of these difficult topics,

822

00:40:35,280 --> 00:40:39,960  
the more I realized that even though I went out

823

00:40:39,960 --> 00:40:42,420  
kind of on my own to chase my own dream,

824

00:40:43,320 --> 00:40:46,600  
had I not had the comfort and security

825

00:40:46,600 --> 00:40:49,520  
and the things that I had that were there

826

00:40:50,640 --> 00:40:53,840

from just who I happened to be born to,

827

00:40:53,840 --> 00:40:56,120

I would have never been able to make that jump

828

00:40:57,000 --> 00:41:01,280

from the restaurant to the fire service.

829

00:41:01,280 --> 00:41:04,760

I didn't have to worry about food on the table.

830

00:41:04,760 --> 00:41:08,020

I didn't have to worry about a roof over my head.

831

00:41:08,020 --> 00:41:11,800

And I could not work and just focus on school.

832

00:41:11,800 --> 00:41:14,900

And so now as I look back,

833

00:41:14,900 --> 00:41:18,640

I see what having that opportunity has provided for me.

834

00:41:18,640 --> 00:41:21,320

And so that's the stuff that kind of feeds

835

00:41:21,320 --> 00:41:24,480

into what my passions and drives are now.

836

00:41:26,880 --> 00:41:29,680

So that's how I got into the Schmecher program

837

00:41:29,680 --> 00:41:34,040

and people out there probably gonna hate to hear this,

838

00:41:34,040 --> 00:41:38,520

but I took two fire tests in my life.

839

00:41:38,520 --> 00:41:43,320

I have one, I still have one partially completed application,

840

00:41:43,320 --> 00:41:45,480

but I took two tests.

841

00:41:45,480 --> 00:41:50,480

The first test I took was for Clackamas Fire in 2001,

842

00:41:50,760 --> 00:41:53,000

I wanna say it was, late 2001.

843

00:41:54,320 --> 00:41:56,840

And then the other test was City of Las Vegas

844

00:41:56,840 --> 00:41:59,400

in the winter of 02.

845

00:41:59,400 --> 00:42:00,600

And I only took that test

846

00:42:00,600 --> 00:42:02,000

because I'd never been to Las Vegas

847

00:42:02,000 --> 00:42:03,840

and being 20 and whatever,

848

00:42:03,840 --> 00:42:05,400

I mean, everybody's gotta go to Las Vegas.

849

00:42:05,400 --> 00:42:08,720

So took the test down in Las Vegas

850

00:42:08,720 --> 00:42:10,880

and that was in the time where they were growing,

851

00:42:10,880 --> 00:42:12,320

had a conditional job offer,

852

00:42:12,320 --> 00:42:13,720

went through all the background checks

853

00:42:13,720 --> 00:42:15,800

and then it was like, oh, this is real.

854

00:42:15,800 --> 00:42:17,680

Like I actually have to consider

855

00:42:17,680 --> 00:42:19,600

like living down here in Las Vegas.

856

00:42:19,600 --> 00:42:24,600

And so ultimately I didn't get picked up to go down there.

857

00:42:25,720 --> 00:42:29,060

But I know that was, there's reasons for that.

858

00:42:29,060 --> 00:42:32,800

And then I ended up getting hired at Clackamas Fire.

859

00:42:32,800 --> 00:42:35,920

So literally got hired at the very first place

860

00:42:35,920 --> 00:42:37,840

I put an application in.

861

00:42:37,840 --> 00:42:42,840

Firstly, I wanna say if I ever begin a porn career,

862

00:42:43,640 --> 00:42:45,760

I'm gonna call myself Tate Triple

863

00:42:45,760 --> 00:42:47,640

because that is an incredible name.

864

00:42:47,640 --> 00:42:48,880

So I'm gonna give shout out to Tate,

865

00:42:48,880 --> 00:42:50,880

not only for mentoring you

866

00:42:50,880 --> 00:42:52,580

and choosing you to the fire service,

867

00:42:52,580 --> 00:42:55,800

but his parents did an incredible thing.

868

00:42:55,800 --> 00:42:57,160

Right.

869

00:42:57,160 --> 00:43:00,640

So we're gonna obviously talk about,

870

00:43:00,640 --> 00:43:02,320

some of the challenges that you and I

871

00:43:02,320 --> 00:43:03,560

have had many conversations on

872

00:43:03,560 --> 00:43:04,720

when it comes to the fire service.

873

00:43:04,720 --> 00:43:08,360

But just to set the stage at the front door,

874

00:43:08,360 --> 00:43:11,200

what did the bar look like for you 20 years ago?

875

00:43:14,760 --> 00:43:18,360

For that it was, gosh, did we,

876

00:43:18,360 --> 00:43:20,880

I don't think we had to have our firefighter one yet.

877

00:43:20,880 --> 00:43:22,940

I think that was in the era.

878

00:43:24,640 --> 00:43:28,680

It was an EMT, I wanna say that was it,

879

00:43:28,680 --> 00:43:30,720

18 years old, EMT GED.

880

00:43:30,720 --> 00:43:35,280

And yeah, because I wouldn't have had my firefighter one yet.



881

00:43:35,280 --> 00:43:36,480

I was still at Chemeketa,

882

00:43:36,480 --> 00:43:39,280

so I would have just maybe finished my EMT.

883

00:43:40,980 --> 00:43:43,380

And so that was really it.

884

00:43:43,380 --> 00:43:48,380

We, I remember taking a Wonderlic IQ test as part of it.

885

00:43:50,760 --> 00:43:53,640

And then I think it was just some general fire service,

886

00:43:53,640 --> 00:43:56,920

essentially like a basic math test,

887

00:43:56,920 --> 00:43:58,000

and then interviewing stuff.

888

00:43:58,000 --> 00:44:01,880

So that was the bar.

889

00:44:01,880 --> 00:44:04,080

And what's interesting is,

890

00:44:04,080 --> 00:44:05,800

I was reflecting on that,

891

00:44:05,800 --> 00:44:09,240

and how when we did get hired,

892

00:44:09,240 --> 00:44:11,820

that group that got hired, the two group,

893

00:44:11,820 --> 00:44:13,880

actually that list, gosh, we hired four,

894

00:44:13,880 --> 00:44:18,560

I think four or five groups off that list.

895

00:44:18,560 --> 00:44:23,560

But the O3 groups were the first,

896

00:44:23,680 --> 00:44:26,580

that were the non-paramedics that got hired.

897

00:44:26,580 --> 00:44:31,580

And I can remember being on shift with crusty old paramedics.

898

00:44:34,620 --> 00:44:38,800

And I remember we're at the table,

899

00:44:38,800 --> 00:44:41,020

and someone just goes, yeah,

900

00:44:41,020 --> 00:44:42,460

and then we go out and we hire a bunch

901

00:44:42,460 --> 00:44:43,860

of these worthless fucks.

902

00:44:45,340 --> 00:44:46,800

And I'll never forget that,

903

00:44:48,780 --> 00:44:50,460  
and how that makes you feel.

904

00:44:50,460 --> 00:44:51,580  
And then on top of it,

905

00:44:51,580 --> 00:44:56,020  
there was a diversity label tied to that.

906

00:44:56,020 --> 00:44:58,740  
So now, as I reflect back, I look,

907

00:44:58,740 --> 00:45:03,740  
and I go, so not only did I try to run from the owner's son,

908

00:45:05,260 --> 00:45:07,540  
now I'm in a place where,

909

00:45:07,540 --> 00:45:10,380  
because I don't have my paramedic,

910

00:45:10,380 --> 00:45:12,740  
because I hadn't got to that level yet,

911

00:45:14,260 --> 00:45:15,820  
so I'm at EMT, I went to fire,

912

00:45:15,820 --> 00:45:19,140  
I just wanna work at that fire department,

913

00:45:19,140 --> 00:45:21,340  
and I didn't really know why, just do.

914

00:45:22,980 --> 00:45:25,160

Now I'm a worthless fuck,

915

00:45:25,160 --> 00:45:27,860

and now I'm only getting hired because I'm a minority.

916

00:45:28,740 --> 00:45:32,180

And so I kinda realized,

917

00:45:33,220 --> 00:45:38,220

gosh, am I ever gonna shake something like that?

918

00:45:40,620 --> 00:45:44,780

You're the owner's son, so that's why you're here.

919

00:45:44,780 --> 00:45:47,880

Well, you're a minority, so that's why you're here.

920

00:45:47,880 --> 00:45:51,500

And so I've just seen how that has kinda played out

921

00:45:51,500 --> 00:45:55,380

and motivated me and inspired me

922

00:45:55,380 --> 00:45:59,060

and pushed me to go do different things,

923

00:45:59,060 --> 00:46:02,540

and actually, ultimately, to just help other people.

924

00:46:02,540 --> 00:46:07,540

But anyway, so that was kinda the minimum requirements

925

00:46:08,020 --> 00:46:10,940

that I can recall, was just 18 at EMT,

926

00:46:10,940 --> 00:46:13,460

because I wouldn't have had my firefighter one yet

927

00:46:14,420 --> 00:46:15,860

at that point.

928

00:46:15,860 --> 00:46:17,660

Well, it's so ridiculous,

929

00:46:17,660 --> 00:46:18,980

and I've talked about this a lot.

930

00:46:18,980 --> 00:46:22,060

There's only one prejudice that actually has value

931

00:46:22,060 --> 00:46:25,820

in the fire service, those who can and those who can't.

932

00:46:25,820 --> 00:46:28,540

And there are absolutely departments

933

00:46:28,540 --> 00:46:32,700

that did a horrible job of recruiting people

934

00:46:32,700 --> 00:46:35,620

that reflected the communities that their departments were in,

935

00:46:35,620 --> 00:46:37,260

and we're fully aware of that.

936

00:46:37,260 --> 00:46:40,980

But the knee-jerk response to that was the box checking,

937

00:46:40,980 --> 00:46:44,620

we need X amount of person W,

938

00:46:44,620 --> 00:46:45,620

and then within that,

939

00:46:45,620 --> 00:46:47,700

you get those who can or those who can't.

940

00:46:47,700 --> 00:46:49,260

And this then causes the issues.

941

00:46:49,260 --> 00:46:51,220

The ones that can feel like

942

00:46:51,220 --> 00:46:53,540

they're constantly trying to prove themselves,

943

00:46:53,540 --> 00:46:55,220

but then the ones that can't, then you're like,

944

00:46:55,220 --> 00:46:58,540

well, see, so this is what makes this whole thing

945

00:46:58,540 --> 00:47:00,540

just so nauseating, and I've talked about this,

946

00:47:00,540 --> 00:47:02,220

I'm sure you've heard me.

947

00:47:02,220 --> 00:47:03,640

The answer is mentorship,

948

00:47:03,640 --> 00:47:05,540

which is kind of what got you in at the beginning.

949

00:47:05,540 --> 00:47:07,500

So I'd love to kind of start that as a first topic,

950

00:47:07,500 --> 00:47:12,180

because if you actively go into underserved populations,

951

00:47:12,180 --> 00:47:14,700

whether it's a gender or a skin color,

952

00:47:14,700 --> 00:47:17,700

whatever you deem underserved in your area,

953

00:47:17,700 --> 00:47:19,540

and you remove the barriers to entry

954

00:47:19,540 --> 00:47:21,340

of which there are legitimate ones,

955

00:47:21,340 --> 00:47:23,540

a lot of kids can't afford three or four grand

956

00:47:23,540 --> 00:47:25,460

on a fire academy, let's be honest.

957

00:47:25,460 --> 00:47:27,460

So you can actually provide training,

958

00:47:27,460 --> 00:47:30,180

you can provide scholarships to fire school,

959

00:47:30,180 --> 00:47:33,020

you have departments looking for young firefighters

960

00:47:33,020 --> 00:47:34,240

on the other end,

961

00:47:34,240 --> 00:47:37,000

that is how you approach diversity in the fire service.

962

00:47:38,020 --> 00:47:41,100

Yeah, you're spot on, you know, just recently,

963

00:47:41,100 --> 00:47:42,420

and this is what, you know,

964

00:47:42,420 --> 00:47:46,460

I'm grateful that our initial interview got pushed back.

965

00:47:46,460 --> 00:47:48,820

In fact, the morning that you called,

966

00:47:48,820 --> 00:47:51,020

I actually had a sense in my stomach

967

00:47:51,020 --> 00:47:53,520

that it was, that something was up.

968

00:47:53,520 --> 00:47:56,740

And so anyways, but so where I'm going with that



969

00:47:56,740 --> 00:48:01,480

is just the other night, I was at a job fair

970

00:48:01,480 --> 00:48:03,640

up in a local high school.

971

00:48:03,640 --> 00:48:08,640

And you know, this kid comes up and he stands up,

972

00:48:08,640 --> 00:48:11,640

he walks up next to me, and you end up,

973

00:48:11,640 --> 00:48:15,040

and we're, there was, we had one of our companies,

974

00:48:15,040 --> 00:48:19,040

our truck companies, there's four firefighters there,

975

00:48:19,040 --> 00:48:24,040

and then we had our public community services folks there,

976

00:48:24,760 --> 00:48:26,120

and then I was there.

977

00:48:26,920 --> 00:48:30,720

And so sometimes we move in these big herds

978

00:48:30,720 --> 00:48:33,240

and that in of itself can be intimidating,

979

00:48:33,240 --> 00:48:35,440

especially when, you know, most of our,

980

00:48:35,440 --> 00:48:38,040

you know, truck folks, not all of them,

981

00:48:38,040 --> 00:48:40,000

but that's probably the stereotype of, you know,

982

00:48:40,000 --> 00:48:43,560

six foot plus and just physically look intimidating

983

00:48:43,560 --> 00:48:44,800

and just in numbers.

984

00:48:44,800 --> 00:48:47,000

So anyways, I'm just standing off to the side

985

00:48:47,880 --> 00:48:50,720

and this young kid comes up and he's just like,

986

00:48:52,360 --> 00:48:55,480

I know that is what I want to do.

987

00:48:57,600 --> 00:49:00,360

And so I said, so I started engaging,

988

00:49:00,360 --> 00:49:02,520

we started talking and I must say,

989

00:49:02,520 --> 00:49:04,440

I'm not sure if I'm gonna be able to do that,

990

00:49:04,440 --> 00:49:05,880

but we started talking and I must,

991

00:49:05,880 --> 00:49:09,200

he and I must have chatted for 20, 30 minutes

992

00:49:10,120 --> 00:49:12,880

and he was just asking like, okay, what do I need to do?

993

00:49:12,880 --> 00:49:17,880

And all of these things and the big takeaway for me,

994

00:49:18,840 --> 00:49:22,400

and maybe I'll fill in some more of that story is just,

995

00:49:22,400 --> 00:49:24,520

we just have to show up.

996

00:49:24,520 --> 00:49:28,120

We have to recognize that we are always recruiting

997

00:49:28,120 --> 00:49:31,680

wherever we are, we are a recruiting tool.

998

00:49:31,680 --> 00:49:33,680

Like we're out in the community looking

999

00:49:33,680 --> 00:49:37,440

and our next great firefighter there,

1000

00:49:37,440 --> 00:49:41,440

we just have to be aware and seek out that opportunity

1001

00:49:41,440 --> 00:49:43,600

to engage and have that conversation.

1002

00:49:45,160 --> 00:49:49,040

You know, I finally got roped in to being an assistant coach

1003

00:49:49,040 --> 00:49:51,040

from my daughter's soccer team.

1004

00:49:52,960 --> 00:49:57,080

And, you know, so I oftentimes I'm getting out of work,

1005

00:49:57,080 --> 00:49:59,000

it's a little bit late and so I just go right

1006

00:49:59,000 --> 00:50:00,360

to the soccer field.

1007

00:50:00,360 --> 00:50:04,600

So I'm in my uniform, I'm in my staff bar

1008

00:50:04,600 --> 00:50:09,600

and, you know, one of my daughter's teammates would come up

1009

00:50:09,640 --> 00:50:12,720

and, oh, you're a firefighter?

1010

00:50:12,720 --> 00:50:16,000

Like, yeah, it's okay, that's cool.

1011

00:50:17,080 --> 00:50:19,840

And so we just had these little interactions

1012

00:50:19,840 --> 00:50:23,800

and then one day I finally asked her, I just said,

1013

00:50:23,800 --> 00:50:25,960

have you ever thought about being, you know,

1014

00:50:25,960 --> 00:50:30,960

a firefighter or EMT or paramedic?

1015

00:50:31,360 --> 00:50:33,160

And you just see the wheels turning.

1016

00:50:34,040 --> 00:50:37,920

And she's like, no, I haven't.

1017

00:50:37,920 --> 00:50:41,400

And so that's kind of when I realized this,

1018

00:50:41,400 --> 00:50:44,800

and I might even been standing off like thousand yard stare

1019

00:50:44,800 --> 00:50:48,360

looking out over, you know, the horizon or whatever,

1020

00:50:48,360 --> 00:50:52,720

just thinking about how I'm a recruiter

1021

00:50:52,720 --> 00:50:53,960

no matter where I'm at.

1022

00:50:53,960 --> 00:50:57,280

And there's an opportunity to ask a question

1023

00:50:57,280 --> 00:51:02,040

that maybe nobody has ever asked this person, this kid.

1024

00:51:02,040 --> 00:51:06,040

And just that little interaction could set the course

1025

00:51:07,080 --> 00:51:09,680

for them to become a firefighter.

1026

00:51:09,680 --> 00:51:12,520

And so going back to this kid at Oregon City,

1027

00:51:12,520 --> 00:51:15,800

you know, he's asking me all these things,

1028

00:51:15,800 --> 00:51:16,640

what should I do?

1029

00:51:16,640 --> 00:51:19,480

And, okay, so I know I need to do the EMT,

1030

00:51:19,480 --> 00:51:20,920

but then what else?

1031

00:51:20,920 --> 00:51:25,000

And so I recently came across this book called

1032

00:51:25,000 --> 00:51:26,880

Never Split the Difference, Chris Foss,

1033

00:51:26,880 --> 00:51:28,240

and there's all these little techniques.

1034

00:51:28,240 --> 00:51:30,440

Well, one of the things he talks about is

1035

00:51:31,400 --> 00:51:36,400

ask how and what questions and get people to think.

1036

00:51:36,680 --> 00:51:41,680

And so here I am talking with this kid

1037

00:51:42,600 --> 00:51:47,600

and I'm like, okay, well, what activities do you do?

1038

00:51:47,600 --> 00:51:49,800

What activities do you do?

1039

00:51:49,800 --> 00:51:51,160

Or, you know, are you working?

1040

00:51:51,160 --> 00:51:52,000

Do you have a job?

1041

00:51:52,000 --> 00:51:52,820

Like, what do you do?

1042

00:51:52,820 --> 00:51:53,660

And he said, yeah, you know,

1043

00:51:55,000 --> 00:51:56,160

you know, I work at a,

1044

00:51:56,160 --> 00:51:57,800

I want to see works out of Bowling Island.

1045

00:51:57,800 --> 00:52:00,040

I can't remember where and it bothers me,

1046

00:52:00,040 --> 00:52:02,240

but I said, cool.

1047

00:52:02,240 --> 00:52:05,440

And I said, so what's your experience

1048

00:52:05,440 --> 00:52:07,760

or what do you do in that job

1049

00:52:07,760 --> 00:52:10,840

that you think could relate to being a firefighter?

1050

00:52:10,840 --> 00:52:15,240

Says, well, you know, in customer service,

1051

00:52:15,240 --> 00:52:18,480

I work with customers and I'll have a talk with people.

1052

00:52:18,480 --> 00:52:21,360

I got to, you know, clean and keep things neat.

1053

00:52:21,360 --> 00:52:23,880

So that would be like, I got to keep the rig clean.

1054

00:52:23,880 --> 00:52:25,840

I got to keep the station clean.

1055

00:52:25,840 --> 00:52:28,640

So all of these life skills that he's learning.

1056

00:52:28,640 --> 00:52:32,920

And so as he's sharing it, I go, that is exactly right.



1057

00:52:32,920 --> 00:52:36,520

You are already doing the things that you need to do

1058

00:52:36,520 --> 00:52:37,840

to be a successful firefighter.

1059

00:52:37,840 --> 00:52:39,960

You're learning how to clean.

1060

00:52:39,960 --> 00:52:42,920

You're learning how to interact with the public.

1061

00:52:42,920 --> 00:52:47,760

You're learning, you know, what it means to show up on time,

1062

00:52:47,760 --> 00:52:49,720

do a good job, all of those things.

1063

00:52:49,720 --> 00:52:54,240

And all those are transferable skills to the fire service.

1064

00:52:54,240 --> 00:52:56,080

It's just a different context.

1065

00:52:56,080 --> 00:52:57,520

That's all it is.

1066

00:52:57,520 --> 00:53:00,920

And we can teach you how to do your fire skills.

1067

00:53:00,920 --> 00:53:05,920

And so, so to me, the mentoring, that's getting upstream.

1068

00:53:06,080 --> 00:53:10,000

And so, you know, I think he was a junior.

1069

00:53:10,000 --> 00:53:13,960

So maybe by the time I retire,

1070

00:53:13,960 --> 00:53:17,840

maybe I'll see his name come through

1071

00:53:17,840 --> 00:53:20,320

on an application list somewhere.

1072

00:53:23,200 --> 00:53:25,880

Yeah, I'll pause there for a second.

1073

00:53:25,880 --> 00:53:27,840

Yeah, no, it's funny the way you frame that

1074

00:53:27,840 --> 00:53:29,120

is we're always recruiting.

1075

00:53:29,120 --> 00:53:32,880

I, when my little boy was in elementary, he's a junior now.

1076

00:53:32,880 --> 00:53:36,760

So quite a long time ago, they had career day, you know,

1077

00:53:36,760 --> 00:53:41,640

and all the dads usually or local, whatever they were,

1078

00:53:41,640 --> 00:53:42,840

mayor, et cetera, would come in

1079

00:53:42,840 --> 00:53:44,280

and they'd give a little presentation.

1080

00:53:44,280 --> 00:53:46,640

And I would do that and I'd bring my gear

1081

00:53:46,640 --> 00:53:49,520

and I'd bring my axe and all the cool things that we have.

1082

00:53:49,520 --> 00:53:54,520

But the class would be more about kindness, teamwork,

1083

00:53:54,560 --> 00:53:59,080

you know, the assets, the attributes that make a firefighter.

1084

00:53:59,080 --> 00:54:00,920

So that way it was applicable to them

1085

00:54:00,920 --> 00:54:02,920

that same day in their school.

1086

00:54:02,920 --> 00:54:04,600

Because, you know, I didn't expect,

1087

00:54:04,600 --> 00:54:06,440

and the kids, most of them didn't wanna be a firefighter.

1088

00:54:06,440 --> 00:54:08,800

They wanna be a YouTuber or, you know,

1089

00:54:08,800 --> 00:54:13,160

all these new modern jobs, but it was more infusing that.

1090

00:54:13,160 --> 00:54:16,280

Like we're not just running around kicking in doors.

1091

00:54:16,280 --> 00:54:18,000

Like we have to be kind and compassionate

1092

00:54:18,000 --> 00:54:19,560

to the old lady that fell down

1093

00:54:19,560 --> 00:54:21,120

and, you know, just trying to paint that picture.

1094

00:54:21,120 --> 00:54:24,080

So even though it wasn't a recruiting tool,

1095

00:54:24,080 --> 00:54:28,000

it was taking this job that a lot of people seem to admire

1096

00:54:28,000 --> 00:54:29,720

and kind of flipping it around and say,

1097

00:54:29,720 --> 00:54:31,120

well, we have to be kind.

1098

00:54:31,120 --> 00:54:32,600

We have to work together.

1099

00:54:32,600 --> 00:54:35,680

We have to be fit, you know, we have to, you know,

1100

00:54:35,680 --> 00:54:38,680

if one of us is sick or is struggling,

1101

00:54:38,680 --> 00:54:40,440

we have to help pick them back up, you know,

1102

00:54:40,440 --> 00:54:42,880

and those, so even though it wasn't recruiting,

1103

00:54:42,880 --> 00:54:46,840

it was a great platform to teach a bunch of elementary kids

1104

00:54:46,840 --> 00:54:49,840

really about bullying and teamwork and some other things

1105

00:54:49,840 --> 00:54:52,560

under the guise of a career day.

1106

00:54:52,560 --> 00:54:54,360

Right, no, that's great.

1107

00:54:54,360 --> 00:54:55,200

I'm glad you mentioned that.

1108

00:54:55,200 --> 00:54:57,280

It made me think about, you know,

1109

00:54:57,280 --> 00:55:00,160

talking to this kid the other day

1110

00:55:00,160 --> 00:55:04,400

and even starting it then, because nobody really told,

1111

00:55:04,400 --> 00:55:06,800

and I know you've talked about this with other guests,

1112

00:55:06,800 --> 00:55:09,880

but nobody told us really like

1113

00:55:09,880 --> 00:55:11,960

what we were gonna have to deal with.

1114

00:55:11,960 --> 00:55:14,880

And when we look at our recruiting videos,

1115

00:55:14,880 --> 00:55:16,920

it's, you know, all this, you know,

1116

00:55:16,920 --> 00:55:19,320

code three and fires and all this stuff.

1117

00:55:19,320 --> 00:55:24,320

And in some ways, it can be a little misleading

1118

00:55:24,880 --> 00:55:26,160

or a lot misleading.

1119

00:55:26,160 --> 00:55:28,960

And so we don't see, you know,

1120

00:55:28,960 --> 00:55:31,240

kind of the emotional toll that it can also take.

1121

00:55:31,240 --> 00:55:32,560

And so as I'm talking with this kid,

1122

00:55:32,560 --> 00:55:33,440

I'm thinking about that.

1123

00:55:33,440 --> 00:55:38,000

I'm like, well, I need to figure out for a 16 year old,

1124

00:55:38,000 --> 00:55:40,720

how do you get him on that track?

1125

00:55:40,720 --> 00:55:43,480

And so I talked about, you gotta be fit.

1126

00:55:43,480 --> 00:55:45,280

So fitness is huge.

1127

00:55:45,280 --> 00:55:47,040

I think I said probably three or four times,

1128

00:55:47,040 --> 00:55:49,080

graduate high school or get a GED.

1129

00:55:49,080 --> 00:55:50,920

I can either diploma or GED and EMT.

1130

00:55:50,920 --> 00:55:54,240

So I kind of repeat some of those things, stay out of trouble.

1131

00:55:55,760 --> 00:55:57,960

And I said, yeah, physical fitness

1132

00:55:57,960 --> 00:55:59,600

and then also mental stuff.

1133

00:55:59,600 --> 00:56:02,720

I said, we will see things, people getting hurt

1134

00:56:02,720 --> 00:56:07,120

and, you know, broken bones and people die.

1135

00:56:07,120 --> 00:56:11,040

And so you, however, we have the, you know,

1136

00:56:11,040 --> 00:56:15,440

the programs and the things to help process

1137

00:56:15,440 --> 00:56:17,280

through those things, but those are all stuff

1138

00:56:17,280 --> 00:56:19,520

you need to know kind of upfront.

1139

00:56:20,960 --> 00:56:23,320

Probably because of his age, I remember thinking,

1140

00:56:23,320 --> 00:56:25,480

I should just tell him about gearing podcast,

1141

00:56:25,480 --> 00:56:27,720

but maybe not to a 16 year old.

1142

00:56:28,920 --> 00:56:31,240

But there have been several other people

1143

00:56:31,240 --> 00:56:33,280

who have reached out to me throughout the years

1144

00:56:33,280 --> 00:56:34,280

about the fire service.



1145

00:56:34,280 --> 00:56:36,280

And one of the first things I'll say is,

1146

00:56:37,640 --> 00:56:40,800

behind the shield podcast, James Gearing, start listening.

1147

00:56:40,800 --> 00:56:43,040

And here are some of the episodes

1148

00:56:43,040 --> 00:56:46,000

you should kind of start to listen to.

1149

00:56:46,000 --> 00:56:48,600

And by the way, read his book.

1150

00:56:48,600 --> 00:56:52,600

At least you're gonna start to have a little bit more

1151

00:56:52,600 --> 00:56:57,080

of an understanding of what you're potentially getting into.

1152

00:56:57,080 --> 00:57:00,520

And so, and even talk about the family component,

1153

00:57:00,520 --> 00:57:02,160

especially for career shift people,

1154

00:57:02,160 --> 00:57:06,560

I had a winemaker who had reached out to our agency

1155

00:57:06,560 --> 00:57:10,880

and then ultimately his name came across my desk.

1156

00:57:10,880 --> 00:57:15,440

So I call him up and we talked for a couple hours,

1157

00:57:15,440 --> 00:57:19,160

I wanna say, and I said, so here's some things to look at.

1158

00:57:19,160 --> 00:57:23,760

I want you to get on, find behind the shield podcast,

1159

00:57:23,760 --> 00:57:26,240

listen, I can't even remember which episodes

1160

00:57:26,240 --> 00:57:28,240

I told him to listen to.

1161

00:57:28,240 --> 00:57:32,040

I said, but also you need to make sure your wife's on board.

1162

00:57:32,040 --> 00:57:34,520

There's not gonna be an easy process getting in and all that.

1163

00:57:34,520 --> 00:57:36,560

So started kind of that conversation.

1164

00:57:36,560 --> 00:57:37,760

And that's based on the work

1165

00:57:37,760 --> 00:57:39,880

that Mike and Anne Galeano are doing.

1166

00:57:40,880 --> 00:57:42,800

And so trying to wrap all of that up

1167

00:57:42,800 --> 00:57:45,360

so people know what they're getting into,

1168

00:57:45,360 --> 00:57:50,360

or at least I can say, I let you know,

1169

00:57:50,560 --> 00:57:52,640

and you made an informed decision

1170

00:57:52,640 --> 00:57:56,000

versus getting blindsided five years later.

1171

00:57:56,000 --> 00:57:57,440

And you're like, how come you didn't tell me

1172

00:57:57,440 --> 00:58:00,000

you're gonna have to deal with this, this, this and this?

1173

00:58:00,000 --> 00:58:05,000

Anyway, so ultimately he followed some of that path

1174

00:58:07,640 --> 00:58:08,960

and a couple of years later,

1175

00:58:08,960 --> 00:58:12,040

he had sent me a thank you card

1176

00:58:12,040 --> 00:58:15,880

and saying that he had just gotten hired

1177

00:58:15,880 --> 00:58:19,160

and all these things and thank you.

1178

00:58:19,160 --> 00:58:24,160

So I don't even know how we got on that, but yeah.

1179

00:58:24,160 --> 00:58:28,240

Beautiful, yeah, it's funny you said about 16 year old,

1180

00:58:28,240 --> 00:58:30,520

my son, I mean, he's known about the podcast

1181

00:58:30,520 --> 00:58:34,160

since day one, obviously, and he just started listening.

1182

00:58:34,160 --> 00:58:35,840

This is actually Harry Turner,

1183

00:58:35,840 --> 00:58:38,080

who was the British military veteran

1184

00:58:38,080 --> 00:58:42,000

that ended up doing conservation work in Peru,

1185

00:58:42,000 --> 00:58:45,440

had these like relationships with these ocelots,

1186

00:58:45,440 --> 00:58:48,120

still kind of leopard looking things,

1187

00:58:48,120 --> 00:58:50,400

nurtured one up to almost being able

1188

00:58:50,400 --> 00:58:51,760

to release it back to captivity

1189

00:58:51,760 --> 00:58:54,520

and actually got killed by a poacher's tram.

1190

00:58:54,520 --> 00:58:56,840

Broke his heart all over again,

1191

00:58:56,840 --> 00:58:59,480

you know, back into another one about a year later.

1192

00:58:59,480 --> 00:59:02,440

And then, you know, ultimately it's a successful release

1193

00:59:02,440 --> 00:59:05,680

and you know, it's thriving in the wild now.

1194

00:59:05,680 --> 00:59:07,240

But that was the one that got my son in.

1195

00:59:07,240 --> 00:59:09,280

It's funny because he's listened to Josh Brolin

1196

00:59:09,280 --> 00:59:10,160

and some of the other ones too.

1197

00:59:10,160 --> 00:59:14,600

And he's like, dad, it's so weird hearing you on Spotify.

1198

00:59:16,560 --> 00:59:18,240

Like I said, he's seen me do it for seven years,

1199

00:59:18,240 --> 00:59:21,200

but now he's old enough to be a kind of audience member,

1200

00:59:21,200 --> 00:59:22,520

air quotes.

1201

00:59:22,520 --> 00:59:23,920

He just looked at it a little differently.

1202

00:59:23,920 --> 00:59:24,840

He's like, this is so weird.

1203

00:59:24,840 --> 00:59:27,480

Like my dad sounds like a professional, you know,

1204

00:59:27,480 --> 00:59:29,040

and I'm his dad.

1205

00:59:29,040 --> 00:59:31,160

I'm the one that does stupid shit at home.

1206

00:59:31,160 --> 00:59:34,080

So it was kind of endearing after seven years

1207

00:59:34,080 --> 00:59:37,960

for him to add to, you know, the people that listen.

1208

00:59:37,960 --> 00:59:40,680

Yeah, that is so awesome.

1209

00:59:40,680 --> 00:59:43,320

You know, my son didn't even want to go,

1210

00:59:43,320 --> 00:59:45,440

he didn't want to go to the career fair

1211

00:59:45,440 --> 00:59:48,520

when I went to his school a couple weeks ago.

1212

00:59:48,520 --> 00:59:50,760

You know, he didn't, you know, want to go

1213

00:59:50,760 --> 00:59:52,840

because you're right, we're just dad.

1214

00:59:52,840 --> 00:59:55,320

But I will say this morning, you know,

1215

00:59:55,320 --> 00:59:57,600

before my daughter got on the bus,

1216

00:59:57,600 --> 00:59:59,720

you know, we were talking, I said,

1217

00:59:59,720 --> 01:00:03,240

well, today's the day I'm gonna be on, you know,

1218

01:00:03,240 --> 01:00:04,960

behind the shield of James Dearian.

1219

01:00:04,960 --> 01:00:08,280

She lights up and we're just,

1220

01:00:08,280 --> 01:00:10,480

we were laughing a little bit about

1221

01:00:10,480 --> 01:00:12,040

how in some of those episodes, you know,

1222

01:00:12,040 --> 01:00:14,680

you guys are too kind, you give me shout outs and stuff.

1223

01:00:14,680 --> 01:00:17,700

And she's like, yeah, and this time it's gonna be,

1224

01:00:17,700 --> 01:00:20,340

this is Steve Sackaguchi.

1225

01:00:20,340 --> 01:00:24,820

So we were having a good laugh about that.

1226

01:00:24,820 --> 01:00:27,380

And so yeah, kids are funny.

1227

01:00:27,380 --> 01:00:31,820

Yeah, we're just dad, not somebody out, you know,

1228

01:00:31,820 --> 01:00:34,020

doing whatever it is we're doing.

1229

01:00:34,020 --> 01:00:35,780

Yeah, ultimately we are.

1230

01:00:35,780 --> 01:00:36,780

And I think that's the thing.

1231

01:00:36,780 --> 01:00:39,300

When you forget that, maybe that's when issues come.

1232

01:00:39,300 --> 01:00:40,380

You know, we are just that.



1233

01:00:40,380 --> 01:00:41,780

We just happen to do, you know,

1234

01:00:41,780 --> 01:00:43,340

some cool things in our careers.

1235

01:00:43,340 --> 01:00:45,700

But we're speaking of that,

1236

01:00:45,700 --> 01:00:47,980

I wanna kind of shift a little bit, you know,

1237

01:00:47,980 --> 01:00:50,020

you've got a 20 year career under your belt.

1238

01:00:50,020 --> 01:00:51,980

As you progress through the years,

1239

01:00:51,980 --> 01:00:56,140

what was some of the career calls and fires that you had?

1240

01:00:57,580 --> 01:01:01,460

Man, you know, it's,

1241

01:01:04,460 --> 01:01:06,620

the one that really sticks out,

1242

01:01:07,740 --> 01:01:09,260

man, there's a whole, now that you asked,

1243

01:01:09,260 --> 01:01:12,140

like I can see the Rolodex going through,

1244

01:01:12,140 --> 01:01:15,060

but, you know, as an officer,

1245

01:01:15,060 --> 01:01:18,420

I think one of the ones that really stands out,

1246

01:01:18,420 --> 01:01:20,500

that I wouldn't say it wants me,

1247

01:01:20,500 --> 01:01:21,540

it's probably not the right word,

1248

01:01:21,540 --> 01:01:26,540

but one that I reflect on is if I did it okay,

1249

01:01:29,060 --> 01:01:32,420

and it was a motorcycle crash,

1250

01:01:32,420 --> 01:01:34,660

and a teenager getting on a motorcycle

1251

01:01:34,660 --> 01:01:37,100

and art of himself and, you know,

1252

01:01:37,100 --> 01:01:39,500

he was dead when we got there.

1253

01:01:41,300 --> 01:01:43,660

That was witnessed by friends.

1254

01:01:43,660 --> 01:01:46,260

And so as I'm, and this was when I was

1255

01:01:46,260 --> 01:01:48,420  
on a two person squad rig.

1256

01:01:49,460 --> 01:01:51,380  
So we get there and I'm, you know,

1257

01:01:51,380 --> 01:01:53,060  
trying to size up, figure out what's going on,

1258

01:01:53,060 --> 01:01:55,340  
and I go walking up, you know,

1259

01:01:55,340 --> 01:01:57,460  
to see these other teenagers,

1260

01:01:57,460 --> 01:02:01,340  
and one of them hands me their phone and says,

1261

01:02:01,340 --> 01:02:03,060  
his sister is on the phone.

1262

01:02:04,020 --> 01:02:06,260  
And I'm like, what?

1263

01:02:07,380 --> 01:02:10,380  
And so his sister was on the other end of the line,

1264

01:02:10,380 --> 01:02:15,380  
and I can't remember if I had talked to her right then

1265

01:02:16,180 --> 01:02:19,300  
or if the phone disconnected or whatever,

1266

01:02:19,300 --> 01:02:20,740

I can't remember that part,

1267

01:02:20,740 --> 01:02:24,060

but I do remember at some point,

1268

01:02:24,060 --> 01:02:26,980

she was traveling to the scene where we were at,

1269

01:02:28,780 --> 01:02:32,340

and driving, and so here I am, you know,

1270

01:02:32,340 --> 01:02:35,220

in the middle of this thing on the phone,

1271

01:02:35,220 --> 01:02:38,540

and you can hear her getting, you know,

1272

01:02:38,540 --> 01:02:40,580

understandably upset and emotional,

1273

01:02:40,580 --> 01:02:45,580

and so like there's no way you're getting

1274

01:02:45,860 --> 01:02:47,780

that person to stop or whatever,

1275

01:02:47,780 --> 01:02:50,180

like so I don't know what happened,

1276

01:02:50,180 --> 01:02:52,540

but in my mind, it shifted to,

1277

01:02:52,540 --> 01:02:56,020

I just have to get her to the scene,

1278

01:02:56,020 --> 01:02:58,260

but I knew where the roads and stuff were blocked off,

1279

01:02:58,260 --> 01:03:01,180

so I just have to make sure she gets here.

1280

01:03:02,300 --> 01:03:05,700

And so I remember coaching her through

1281

01:03:05,700 --> 01:03:08,700

like a quarter mile at a time,

1282

01:03:08,700 --> 01:03:11,820

and I knew where they were coming from,

1283

01:03:11,820 --> 01:03:13,380

said, where are you at right now?

1284

01:03:13,380 --> 01:03:14,580

I'm at so-and-so, I said, okay,

1285

01:03:14,580 --> 01:03:16,180

I need you to look up, look to your right,

1286

01:03:16,180 --> 01:03:19,300

do you see, you know, a McDonald's?

1287

01:03:19,300 --> 01:03:21,020

Yes, I see a McDonald's, okay, I need you to look,

1288

01:03:21,020 --> 01:03:23,020

keep going straight, and then there's been moments

1289

01:03:23,020 --> 01:03:25,360

where they would kind of shift into the,

1290

01:03:26,300 --> 01:03:27,980

you know, oh my gosh, I know what's happened,

1291

01:03:27,980 --> 01:03:30,020

this is what they do, they don't tell you,

1292

01:03:30,020 --> 01:03:33,260

and so you'd have to regain that, you know,

1293

01:03:33,260 --> 01:03:35,780

so I'd say her name, say her name,

1294

01:03:35,780 --> 01:03:38,580

I'd get her back, and I'd say, what do you see right now?

1295

01:03:38,580 --> 01:03:42,580

You know, I say, okay, I see this, okay, keep going straight,

1296

01:03:42,580 --> 01:03:43,460

and I need you to look up,

1297

01:03:43,460 --> 01:03:45,180

and you're gonna see two more stoplights,

1298

01:03:45,180 --> 01:03:46,620

and when you get to that second stoplight,

1299

01:03:46,620 --> 01:03:48,140

you take a left.

1300

01:03:48,140 --> 01:03:50,460

And so I talked her through turn by turn to get there,

1301

01:03:50,460 --> 01:03:52,640

and I said, and when you get here,

1302

01:03:52,640 --> 01:03:55,020

I will come down and I will talk to you.

1303

01:03:56,200 --> 01:03:59,020

And I do remember at one point, I was trying to cook,

1304

01:03:59,020 --> 01:04:00,020

is there somebody else in the car?

1305

01:04:00,020 --> 01:04:02,100

Because she was talking to somebody else,

1306

01:04:02,100 --> 01:04:05,540

I'm like, is there somebody else with you?

1307

01:04:06,540 --> 01:04:07,380

Because then I'm thinking,

1308

01:04:07,380 --> 01:04:08,980

well, maybe I can just switch drivers,

1309

01:04:08,980 --> 01:04:10,180

and maybe that'll help.

1310

01:04:11,100 --> 01:04:12,660

Just, yeah, there's someone with me, I go, who?

1311

01:04:12,660 --> 01:04:14,020

Well, my other sister, I'm like,

1312

01:04:14,020 --> 01:04:16,740

well, that's not gonna work.

1313

01:04:17,780 --> 01:04:21,180

So the mission became just getting her safe to the scene,

1314

01:04:21,180 --> 01:04:22,020

and so we did.

1315

01:04:23,220 --> 01:04:25,060

And then we had to wait until it was,

1316

01:04:25,060 --> 01:04:27,340

and then got off the phone,

1317

01:04:27,340 --> 01:04:30,420

and I had the phone still in my, with me,

1318

01:04:30,420 --> 01:04:31,620

she would call again and call again,

1319

01:04:31,620 --> 01:04:33,020

and I wouldn't answer, I wouldn't answer,

1320

01:04:33,020 --> 01:04:37,820

and I was waiting to get the okay to go down.



1321

01:04:37,820 --> 01:04:41,100

And then finally got the okay to go down.

1322

01:04:41,100 --> 01:04:45,620

And so, he hit in the car with one of our,

1323

01:04:45,620 --> 01:04:48,940

then a neighboring agency, Peer Support,

1324

01:04:48,940 --> 01:04:53,940

and so we go down, I'll never forget driving up,

1325

01:04:53,940 --> 01:04:58,780

and there is this group of probably 30 or 40 people.

1326

01:04:58,780 --> 01:05:03,780

And here I am giving a death notification,

1327

01:05:05,300 --> 01:05:09,460

and all of those questions of, well, did you do anything?

1328

01:05:09,460 --> 01:05:10,300

What did you do?

1329

01:05:10,300 --> 01:05:11,340

How come you didn't do anything?

1330

01:05:11,340 --> 01:05:14,420

And all those things, and then I'm just stuck there,

1331

01:05:14,420 --> 01:05:17,340

because I had just left a quarter mile away

1332

01:05:17,340 --> 01:05:18,940  
from where the roof is parked,

1333

01:05:18,940 --> 01:05:23,700  
and so then I'm just there, and answering the question,

1334

01:05:23,700 --> 01:05:28,700  
there's nothing we can do, I'm sorry, he's dead.

1335

01:05:28,900 --> 01:05:30,420  
And then you're just there.

1336

01:05:30,420 --> 01:05:34,100  
And then ultimately, because of how big that group was,

1337

01:05:34,100 --> 01:05:37,600  
we ended up moving them back to our fire station,

1338

01:05:38,460 --> 01:05:42,580  
and then we went back, and thankfully,

1339

01:05:42,580 --> 01:05:44,420  
we went out of service for a little bit,

1340

01:05:44,420 --> 01:05:46,780  
but I do remember just finally getting in there,

1341

01:05:46,780 --> 01:05:51,780  
and just the sensations in my gut,

1342

01:05:51,780 --> 01:05:55,260  
feeling like I need to throw up, and that kind of stuff.

1343

01:05:56,220 --> 01:05:58,260

But every now and then, I reflect back,

1344

01:05:58,260 --> 01:05:59,660

or if I drive by that area,

1345

01:05:59,660 --> 01:06:01,820

there's still a cross there, and all that stuff,

1346

01:06:01,820 --> 01:06:04,580

and I just always wonder,

1347

01:06:04,580 --> 01:06:07,300

even though there was nothing that we could do,

1348

01:06:08,340 --> 01:06:10,540

was it at least better?

1349

01:06:10,540 --> 01:06:13,480

Did I at least do it okay?

1350

01:06:15,740 --> 01:06:19,740

So that's one of the harder calls that I can remember.

1351

01:06:19,740 --> 01:06:24,740

And then there's always the funny stuff,

1352

01:06:25,860 --> 01:06:29,460

and so I was thinking back to just all the funny things

1353

01:06:29,460 --> 01:06:31,660

that we've gone on over the years,

1354

01:06:31,660 --> 01:06:35,980

and I remember working in one of our busier areas,

1355

01:06:35,980 --> 01:06:39,180

and we get called for a sinkhole,

1356

01:06:39,180 --> 01:06:44,180

and it's just one big game of telephone with dispatch to us,

1357

01:06:44,180 --> 01:06:49,180

and you have uninformed public under stress

1358

01:06:50,860 --> 01:06:53,340

that are reporting what they're seeing,

1359

01:06:53,340 --> 01:06:55,300

and then that's going through to someone

1360

01:06:55,300 --> 01:06:57,580

who's trying to interpret, and then that comes to us.

1361

01:06:57,580 --> 01:07:00,360

Anyway, so it's just one big game of telephone.

1362

01:07:00,360 --> 01:07:03,420

So I tend to err on the side of being

1363

01:07:03,420 --> 01:07:05,160

a little bit more conservative than not,

1364

01:07:05,160 --> 01:07:06,540

so it's like, well, it's a sinkhole.

1365

01:07:06,540 --> 01:07:08,540

Okay, so let's go, okay, sinkhole,

1366

01:07:08,540 --> 01:07:12,340

well, I've seen sinkholes on TV in Florida,

1367

01:07:12,340 --> 01:07:13,180

all these things.

1368

01:07:13,180 --> 01:07:16,660

So in my mind, I have this bigger picture.

1369

01:07:16,660 --> 01:07:20,260

So we roll up, we jump out,

1370

01:07:21,180 --> 01:07:25,140

we put on our PFDs, our flotation devices,

1371

01:07:25,140 --> 01:07:26,140

this sinkhole, something,

1372

01:07:26,140 --> 01:07:28,980

and we fall in, whatever, there's water, at least, whatever.

1373

01:07:28,980 --> 01:07:33,220

So we walk up, the other crew is there,

1374

01:07:33,220 --> 01:07:36,740

and looks, or maybe they came after,

1375

01:07:36,740 --> 01:07:38,340

well, that doesn't matter, so we get there,

1376

01:07:38,340 --> 01:07:41,980  
and it's not really a sinkhole.

1377

01:07:41,980 --> 01:07:45,700  
It's an area where, under water,

1378

01:07:45,700 --> 01:07:47,500  
cold for a day, kind of washed out some stuff.

1379

01:07:47,500 --> 01:07:52,220  
So here we are, standing around this four-foot hole,

1380

01:07:52,220 --> 01:07:57,220  
wearing our PFDs, and the other tech rescue crew shows up,

1381

01:07:58,100 --> 01:08:00,980  
and they're just like, what are you guys doing?

1382

01:08:02,980 --> 01:08:06,220  
So I'm just like, yep, that's me.

1383

01:08:07,780 --> 01:08:11,580  
So those are just some of the funny calls.

1384

01:08:11,580 --> 01:08:14,140  
I remember early on, too,

1385

01:08:14,980 --> 01:08:19,980  
we get called to a mechanical noise in the wall,

1386

01:08:20,420 --> 01:08:23,660  
sounds like the house is gonna explode.

1387

01:08:24,780 --> 01:08:27,060

So I'm like, oh, okay, and then,

1388

01:08:27,060 --> 01:08:29,460

I'm a firefighter, so it's early on in my career.

1389

01:08:29,460 --> 01:08:30,940

So I'm like, why don't we prep?

1390

01:08:32,220 --> 01:08:33,300

Why don't we prep for this one?

1391

01:08:33,300 --> 01:08:37,980

So put on full turnouts, SCBA, all this stuff,

1392

01:08:37,980 --> 01:08:40,780

we show up, residents, like, yeah,

1393

01:08:40,780 --> 01:08:42,020

it's just this weird noise.

1394

01:08:42,020 --> 01:08:45,100

And so we go on checking it out.

1395

01:08:45,100 --> 01:08:47,060

I got the thermal imager on and everything,

1396

01:08:47,060 --> 01:08:48,860

and I'm walking through and you can hear it.

1397

01:08:48,860 --> 01:08:52,540

It's like, what is that?

1398

01:08:52,540 --> 01:08:56,220

And so walking around, and so we're back in this bathroom

1399

01:08:56,220 --> 01:09:01,220

and some buzzing, and kind of locate the sound,

1400

01:09:02,300 --> 01:09:04,500

and I open up the drawer, and sure enough,

1401

01:09:04,500 --> 01:09:07,660

there's something in there buzzing away.

1402

01:09:07,660 --> 01:09:12,660

And so you can probably put two into the other.

1403

01:09:13,100 --> 01:09:15,740

And instinctively, I was gonna reach in and grab it,

1404

01:09:15,740 --> 01:09:17,740

and I didn't, and then I closed it.

1405

01:09:17,740 --> 01:09:19,820

And I remember turning around,

1406

01:09:19,820 --> 01:09:22,380

and they say, well, what is it?

1407

01:09:22,380 --> 01:09:27,020

And the officer goes, well, it's yours,

1408

01:09:27,020 --> 01:09:28,380

and it's in the drawer.



1409

01:09:29,500 --> 01:09:31,340

And the look on their face was like,

1410

01:09:32,380 --> 01:09:35,060

and I couldn't hold it together,

1411

01:09:35,060 --> 01:09:38,180

so me and the driver at the time,

1412

01:09:38,180 --> 01:09:41,380

we just left and went out back to the rig.

1413

01:09:41,380 --> 01:09:45,700

So there's these funny times too that I think of.

1414

01:09:47,660 --> 01:09:50,020

Some of the other calls are just, you know,

1415

01:09:50,020 --> 01:09:55,020

the first fire where you're complete shit show,

1416

01:09:55,580 --> 01:09:57,220

and then you finally figure it out,

1417

01:09:57,220 --> 01:09:59,940

and you actually do what you signed up to do.

1418

01:09:59,940 --> 01:10:04,940

And I can remember,

1419

01:10:05,540 --> 01:10:08,740

we were implementing new hose lines,

1420

01:10:08,740 --> 01:10:13,100

and talking about bulk loads and all these other things,

1421

01:10:13,100 --> 01:10:16,420

and the crew and I, we had trained a ton

1422

01:10:16,420 --> 01:10:18,980

on what's our plan A.

1423

01:10:20,380 --> 01:10:21,540

One line goes to the door.

1424

01:10:21,540 --> 01:10:25,220

If it's a two line fire, what that meant for us

1425

01:10:25,220 --> 01:10:27,900

was one fire's going to just do an initial knockdown,

1426

01:10:27,900 --> 01:10:29,300

and one's going to the front door,

1427

01:10:29,300 --> 01:10:31,260

so we're always going to go,

1428

01:10:31,260 --> 01:10:33,660

we were always going to make entry if we could,

1429

01:10:33,660 --> 01:10:36,580

but if we needed to knock it down, we would knock it down.

1430

01:10:36,580 --> 01:10:38,500

Well, I kept, caught a 360,

1431

01:10:38,500 --> 01:10:43,500

and so all of that training kind of paid off.

1432

01:10:43,540 --> 01:10:47,820

Well, one of our firefighters were off that day,

1433

01:10:47,820 --> 01:10:49,900

but the other one was on,

1434

01:10:49,900 --> 01:10:54,900

so we show up, it's late three, probably three in the morning.

1435

01:10:54,900 --> 01:10:58,740

It's in our neighboring agent,

1436

01:10:58,740 --> 01:11:01,100

our neighboring company's first day,

1437

01:11:01,100 --> 01:11:04,100

so we get out the door, and we're headed out,

1438

01:11:04,980 --> 01:11:07,660

and I'm looking up there, and I'm like, where are they?

1439

01:11:07,660 --> 01:11:09,460

And I can see the lights,

1440

01:11:09,460 --> 01:11:12,060

and so when they came out of their station,

1441

01:11:12,060 --> 01:11:13,440

setting going left, they went right,

1442

01:11:13,440 --> 01:11:14,700

which whatever didn't matter,

1443

01:11:14,700 --> 01:11:17,100

there's probably a six one,

1444

01:11:17,100 --> 01:11:18,860

there's none of the other to get there,

1445

01:11:18,860 --> 01:11:20,380

but as we're coming up, I'm thinking,

1446

01:11:20,380 --> 01:11:22,460

oh, we're going to be first in,

1447

01:11:22,460 --> 01:11:27,460

and so we got there, fire's blowing out of the garage,

1448

01:11:28,300 --> 01:11:30,900

it's extended up onto, there was a split entry home,

1449

01:11:30,900 --> 01:11:35,180

so it's blowing up on the main entry,

1450

01:11:35,180 --> 01:11:37,100

and so I just say, hey,

1451

01:11:37,100 --> 01:11:39,700

if you get my initial reports, a two line fire,

1452

01:11:39,700 --> 01:11:44,380

so the one firefighter jumps out, grabs a two and a half,

1453

01:11:44,380 --> 01:11:47,980

goes to the garage, as I'm heading for the 360,

1454

01:11:47,980 --> 01:11:49,660

well, first to the front door to make it open,

1455

01:11:49,660 --> 01:11:51,580

I kind of check conditions there first,

1456

01:11:51,580 --> 01:11:55,060

and I went around to catch the Charlie side,

1457

01:11:55,060 --> 01:12:00,060

and I can hear the firefighter yell to the other firefighter,

1458

01:12:01,540 --> 01:12:03,060

inch and three quarter front door,

1459

01:12:03,060 --> 01:12:06,020

so I'm like, cool, all our training's paying off,

1460

01:12:06,020 --> 01:12:09,260

and so I come around, back around,

1461

01:12:09,260 --> 01:12:10,460

I come back to the front door,

1462

01:12:10,460 --> 01:12:14,580

and my plan was always catch a 360 front door, mask up,

1463

01:12:14,580 --> 01:12:17,460

and then I will shag hose at the front door,

1464

01:12:17,460 --> 01:12:21,460

so the fire tech team can get in there,

1465

01:12:21,460 --> 01:12:22,740

the nozzle on the heel,

1466

01:12:23,660 --> 01:12:26,660

and so the firefighter looks over at me,

1467

01:12:26,660 --> 01:12:29,180

sees that I'm masking up, he had masked up,

1468

01:12:29,180 --> 01:12:31,980

well, holding the two and a half between his legs,

1469

01:12:31,980 --> 01:12:34,500

knocked down initial fire in the garage,

1470

01:12:34,500 --> 01:12:37,140

saw me masking up, shut down the line,

1471

01:12:37,140 --> 01:12:40,580

runs over, grabs the nozzle, goes up,

1472

01:12:40,580 --> 01:12:42,340

he would say, hey, fires up to the right,

1473

01:12:42,340 --> 01:12:45,500

goes up to the right, they kind of seal it off,

1474

01:12:45,500 --> 01:12:48,220

knock it out, I peel off, I go search,

1475

01:12:48,220 --> 01:12:49,740

kind of that first floor,

1476

01:12:49,740 --> 01:12:53,300

and it was just like, that's the moment that I knew,

1477

01:12:53,300 --> 01:12:58,100

hey, all of our training and practice just paid off,

1478

01:12:58,100 --> 01:13:00,700

and we just operated that way,

1479

01:13:00,700 --> 01:13:03,180

so those are some of those fun, fun calls,

1480

01:13:03,180 --> 01:13:08,180

and I can remember one where I went to go mask up

1481

01:13:09,220 --> 01:13:11,420

and go in the door, and in the time that,

1482

01:13:11,420 --> 01:13:14,220

when I had got out of the rig

1483

01:13:14,220 --> 01:13:16,660

and kneeled at the front door to mask up,

1484

01:13:16,660 --> 01:13:19,660

the strap on my face piece had come out,

1485

01:13:19,660 --> 01:13:21,780

and I'm like, well, crap,

1486

01:13:21,780 --> 01:13:26,580

so thankfully I was able to get it all put together

1487

01:13:26,580 --> 01:13:29,220

and mask up again before even the second dude got there,

1488

01:13:29,220 --> 01:13:31,140

and so there's all those just little fun,

1489

01:13:32,140 --> 01:13:35,700

fun little calls, but yeah.

1490

01:13:36,740 --> 01:13:39,500

Very cool, yeah, it's amazing,

1491

01:13:39,500 --> 01:13:40,780

I don't think most people realize

1492

01:13:40,780 --> 01:13:43,980

what an organized chaos most fire grounds are,

1493

01:13:43,980 --> 01:13:47,220

and occasionally you get those flows, even with codes,

1494

01:13:47,220 --> 01:13:48,860

I mean, I've had so many messy codes,

1495

01:13:48,860 --> 01:13:50,980

so things going wrong left, right, and center,

1496

01:13:50,980 --> 01:13:53,220

but you get those sometimes,



1497

01:13:53,220 --> 01:13:55,340

it was a guy, I think I've said this before,

1498

01:13:55,340 --> 01:13:58,620

but kind of just had a full on,

1499

01:13:59,660 --> 01:14:02,580

just collapsed in a kennel,

1500

01:14:02,580 --> 01:14:05,380

and it ended up being a brain bleed,

1501

01:14:05,380 --> 01:14:10,380

but the code went so well where you walked away knowing,

1502

01:14:11,820 --> 01:14:14,100

I mean, again, like you said, so sad that he didn't,

1503

01:14:14,100 --> 01:14:17,100

and again, the proximity of his family in that call

1504

01:14:17,100 --> 01:14:19,940

is something that, again, like you said, doesn't haunt me,

1505

01:14:19,940 --> 01:14:21,780

but if you ask what some of the shittiest calls,

1506

01:14:21,780 --> 01:14:24,220

it wasn't the grotesque stuff I saw,

1507

01:14:24,220 --> 01:14:25,860

it was filling in an EMS report

1508

01:14:25,860 --> 01:14:28,860

on someone I couldn't save six feet from their family,

1509

01:14:28,860 --> 01:14:31,660

while they're being told by the doctor they didn't make it,

1510

01:14:32,820 --> 01:14:36,340

but so when that goes well, it is amazing,

1511

01:14:36,340 --> 01:14:39,020

because you train and you do your best every time,

1512

01:14:39,020 --> 01:14:41,940

but I don't think people realize that the chaos

1513

01:14:41,940 --> 01:14:44,100

that is trying to do our job in the real world,

1514

01:14:44,100 --> 01:14:47,300

whether it's the fireside or the EMS.

1515

01:14:47,300 --> 01:14:51,020

Yeah, and I can only think in all of the codes

1516

01:14:51,940 --> 01:14:56,940

that have been on, I wanna say one confirmed save,

1517

01:14:57,380 --> 01:14:59,940

and we later met her,

1518

01:14:59,940 --> 01:15:03,580

and then the other one was they said,

1519

01:15:03,580 --> 01:15:04,980  
yeah, no, that person survived,

1520

01:15:04,980 --> 01:15:07,820  
but I didn't ever meet that person again,

1521

01:15:07,820 --> 01:15:12,820  
and the one that was the true code save, we had trained,

1522

01:15:16,500 --> 01:15:19,580  
we all had our roles, we had it down,

1523

01:15:19,580 --> 01:15:23,020  
like if we had a CPR call first hand,

1524

01:15:23,020 --> 01:15:25,340  
I was on the chest every single time,

1525

01:15:25,340 --> 01:15:26,740  
well, I shouldn't say every single time,

1526

01:15:26,740 --> 01:15:28,860  
because there one time I wasn't,

1527

01:15:28,860 --> 01:15:30,940  
and that code didn't go as well,

1528

01:15:30,940 --> 01:15:34,380  
like just for us as our system,

1529

01:15:34,380 --> 01:15:39,380  
and so it was more nasty in a buffet restaurant,

1530

01:15:39,700 --> 01:15:41,860

so you can imagine, so after that one said,

1531

01:15:41,860 --> 01:15:44,460

and that is why we stick to our planning,

1532

01:15:44,460 --> 01:15:49,460

but anyway, so we get there,

1533

01:15:49,540 --> 01:15:53,620

and it's in the lobby of a local store,

1534

01:15:53,620 --> 01:15:58,620

and the 42 years old, so just a couple years younger

1535

01:15:58,940 --> 01:16:03,380

than where I am now, and walk in and just on the floor,

1536

01:16:03,380 --> 01:16:08,060

and so it's boom, on the chest, start doing compressions,

1537

01:16:08,060 --> 01:16:12,540

and the other EMT is getting airway stuff figured out,

1538

01:16:12,540 --> 01:16:14,180

and the second rig gets there,

1539

01:16:14,180 --> 01:16:19,180

and we ultimately ended up meeting her later on,

1540

01:16:20,860 --> 01:16:22,700

and at the time she had,

1541

01:16:22,700 --> 01:16:25,420

I wanna say her three year old son,

1542

01:16:25,420 --> 01:16:29,420

and so we got to meet him and the husband as well,

1543

01:16:29,420 --> 01:16:34,420

and so it's those moments that I reflect on

1544

01:16:34,540 --> 01:16:39,540

and really reminds me of why we do what we do,

1545

01:16:41,380 --> 01:16:46,380

why we train, why we have our planning already figured out,

1546

01:16:46,780 --> 01:16:49,140

so we're not figuring it out when we get there,

1547

01:16:50,300 --> 01:16:52,060

unless you have to call an audible,

1548

01:16:52,060 --> 01:16:53,860

which is always that, call the play,

1549

01:16:53,860 --> 01:16:55,340

and if it's an audible, you call it,

1550

01:16:55,340 --> 01:16:58,220

but all things being considered, this is how we run it,

1551

01:16:58,220 --> 01:17:01,140

and so there's no question, we just go to work,

1552

01:17:02,220 --> 01:17:03,700

so it's reflecting on those calls

1553

01:17:03,700 --> 01:17:08,340

that really cements the importance of training and prep,

1554

01:17:08,340 --> 01:17:10,060

and just thinking through,

1555

01:17:10,060 --> 01:17:12,820

what am I gonna do in this situation, or blah, blah, blah,

1556

01:17:12,820 --> 01:17:14,380

so anyways.

1557

01:17:15,900 --> 01:17:19,500

So you've spent quite a bit of time in the fire service now,

1558

01:17:20,420 --> 01:17:23,300

when did you decide that you wanted to start looking

1559

01:17:23,300 --> 01:17:26,420

outside of the walls of our profession

1560

01:17:26,420 --> 01:17:29,140

for leadership mentors,

1561

01:17:29,140 --> 01:17:31,660

and then where did that journey take you?

1562

01:17:31,660 --> 01:17:33,740

That's a great question, thanks James.

1563

01:17:35,100 --> 01:17:38,540

If I could go back a little bit and even start with,

1564

01:17:38,540 --> 01:17:40,620

I think the genesis of my leadership journey,

1565

01:17:40,620 --> 01:17:42,940

just reflecting back,

1566

01:17:42,940 --> 01:17:45,660

I think really goes back to my time

1567

01:17:45,660 --> 01:17:48,260

working with my parents in the restaurants,

1568

01:17:48,260 --> 01:17:52,980

and just watching how they would interact with our employees,

1569

01:17:52,980 --> 01:17:55,020

but then also on the personal side,

1570

01:17:55,020 --> 01:18:00,020

really just watching how our family dynamic

1571

01:18:00,180 --> 01:18:03,700

and having a sister with special needs,

1572

01:18:05,340 --> 01:18:06,620

what that looked like for us,

1573

01:18:06,620 --> 01:18:09,660

and just seeing the decisions and the choices

1574

01:18:09,660 --> 01:18:11,660

that they would make, that some of the trade-offs,

1575

01:18:11,660 --> 01:18:16,540

or even maybe what could be considered sacrifice for others.

1576

01:18:16,540 --> 01:18:21,260

So I think the beginning really goes back to those times,

1577

01:18:21,260 --> 01:18:25,220

and then looking at our time in the restaurants,

1578

01:18:25,220 --> 01:18:29,380

it was how did they come alongside other people?

1579

01:18:29,380 --> 01:18:30,220

And so they would,

1580

01:18:30,220 --> 01:18:35,220

and we have one of our previous restaurant managers

1581

01:18:35,380 --> 01:18:37,940

that had a desire to become an owner operator,

1582

01:18:37,940 --> 01:18:40,300

and so just watching how my parents

1583

01:18:40,300 --> 01:18:42,980

would come alongside the individuals

1584

01:18:42,980 --> 01:18:46,260

and help, and just meet them where they're at,



1585

01:18:46,260 --> 01:18:51,260

and help them to achieve their goals and stuff,

1586

01:18:52,220 --> 01:18:56,060

and then just the profit sharing, the pay for grades,

1587

01:18:56,060 --> 01:18:59,300

all these other things that they did to just,

1588

01:18:59,300 --> 01:19:02,060

it was all in the spirit of helping others

1589

01:19:02,060 --> 01:19:06,220

and challenging others to be who they wanted to become.

1590

01:19:06,220 --> 01:19:09,820

And then fast forward to the fire service,

1591

01:19:09,820 --> 01:19:14,260

it was really probably around the time,

1592

01:19:14,260 --> 01:19:17,380

around 2016, 2017,

1593

01:19:17,380 --> 01:19:19,780

when I went into training for the first time,

1594

01:19:21,780 --> 01:19:26,220

and really setting up kind of our program for academies

1595

01:19:26,220 --> 01:19:28,740

and how we train people and how we bring,

1596

01:19:28,740 --> 01:19:31,260

how we develop the fundamental skills

1597

01:19:31,260 --> 01:19:34,100

and build on top of that to then pass on to operations

1598

01:19:34,100 --> 01:19:36,420

to then take what, hopefully we built

1599

01:19:36,420 --> 01:19:38,300

the strong foundation and training,

1600

01:19:38,300 --> 01:19:41,820

and then now operations role is to really build on that

1601

01:19:41,820 --> 01:19:43,740

and integrate, and now how do we actually

1602

01:19:43,740 --> 01:19:45,180

take these lessons and apply it?

1603

01:19:45,180 --> 01:19:48,420

But through that whole process,

1604

01:19:48,420 --> 01:19:51,140

I went through probably one of the biggest

1605

01:19:51,140 --> 01:19:54,460

career challenges and disappointments in my life,

1606

01:19:54,460 --> 01:19:59,460

and had designed a program that ultimately,

1607

01:20:00,500 --> 01:20:04,820

I think I pushed, I don't think, I know I pushed too far.

1608

01:20:05,980 --> 01:20:08,740

I knew just enough to be dangerous, so to speak,

1609

01:20:08,740 --> 01:20:10,340

and I pushed a little bit too far,

1610

01:20:10,340 --> 01:20:13,980

and so I ultimately was reassigned out.

1611

01:20:15,260 --> 01:20:20,260

And so that really, I think, was what springboarded for me,

1612

01:20:20,420 --> 01:20:24,340

like how can we do better in the whole process

1613

01:20:24,340 --> 01:20:29,340

of how do we have those maybe difficult conversations,

1614

01:20:29,380 --> 01:20:33,780

or how do we just seek to understand or to learn,

1615

01:20:33,780 --> 01:20:37,700

or how do we properly investigate things

1616

01:20:37,700 --> 01:20:41,700

instead of just the tendency to just cancel?

1617

01:20:41,700 --> 01:20:45,820

And then where does the learning take place

1618

01:20:45,820 --> 01:20:49,020

if all we do is cancel, and then we move on?

1619

01:20:49,020 --> 01:20:51,260

And so that was part of it,

1620

01:20:52,340 --> 01:20:56,620

and then just watching over the course of,

1621

01:20:56,620 --> 01:20:59,220

at that time it would have been 15 years or 20 years,

1622

01:20:59,220 --> 01:21:01,580

now it's 20 years, but at that time,

1623

01:21:01,580 --> 01:21:06,580

just watching the isms at play in the fire service,

1624

01:21:06,580 --> 01:21:08,980

whether that's the cronyisms, the favoritisms,

1625

01:21:08,980 --> 01:21:11,260

all the other isms that come in,

1626

01:21:11,260 --> 01:21:14,740

and just seeing how that has impacted

1627

01:21:14,740 --> 01:21:18,140

the trajectory of some people's careers or other groups,

1628

01:21:18,140 --> 01:21:23,140

or who gets what, and what is a fair or equitable process

1629

01:21:26,300 --> 01:21:28,700

for all of those things while taking into account

1630

01:21:28,700 --> 01:21:32,100

some of the other kind of soft, maybe soft skills.

1631

01:21:32,100 --> 01:21:35,020

So that's really kind of where it started.

1632

01:21:36,780 --> 01:21:41,780

And then, so I mentioned I was reassigned back out

1633

01:21:41,900 --> 01:21:44,860

on operations, and that was actually a time

1634

01:21:44,860 --> 01:21:47,380

where I took a step back.

1635

01:21:47,380 --> 01:21:50,060

I said it was a very difficult time for me.

1636

01:21:50,060 --> 01:21:52,580

It was probably one of my biggest career failures

1637

01:21:52,580 --> 01:21:55,860

when I look at it, and I actually got to the point

1638

01:21:55,860 --> 01:21:58,940

where I was ready to leave the organization,

1639

01:21:58,940 --> 01:22:03,100

that I was working for, and seek opportunity elsewhere.

1640

01:22:04,980 --> 01:22:09,980

And it really was, to kind of put it in terms

1641

01:22:10,740 --> 01:22:12,340

that you've used in the past,

1642

01:22:12,340 --> 01:22:14,900

it was that organizational betrayal,

1643

01:22:14,900 --> 01:22:16,740

but it wasn't just one-sided.

1644

01:22:16,740 --> 01:22:18,420

It was all-sided.

1645

01:22:18,420 --> 01:22:20,620

It was labor, it was administration,

1646

01:22:20,620 --> 01:22:23,620

it was all these other things, at least that's how it felt.

1647

01:22:25,740 --> 01:22:28,260

And really, it was a time where I was ready

1648

01:22:28,260 --> 01:22:32,060

to quit, and really it was like I was done.

1649

01:22:32,060 --> 01:22:36,180

I was ready to quit and go somewhere else.

1650

01:22:36,180 --> 01:22:39,460

And I was challenging that decision,

1651

01:22:39,460 --> 01:22:42,740

and I was kind of on my own doing that.

1652

01:22:42,740 --> 01:22:47,260

I mean, I had external resources helping me process that

1653

01:22:47,260 --> 01:22:48,660

and walk that journey.

1654

01:22:50,260 --> 01:22:53,420

But I was ready to go, and I'd actually applied

1655

01:22:53,420 --> 01:22:58,180

to other organizations, and it's funny to look back on now,

1656

01:22:58,180 --> 01:23:03,180

because I tend to pay attention to the details,

1657

01:23:03,620 --> 01:23:05,700

and I'm not perfect, so I miss things.

1658

01:23:05,700 --> 01:23:09,780

And in this particular case, I'd applied for a position

1659

01:23:09,780 --> 01:23:14,780

that was pretty fitting to my skill set and whatnot.

1660

01:23:15,780 --> 01:23:20,780

And I didn't make it past the application process,

1661

01:23:20,780 --> 01:23:23,780

and so I reached out and asked what happened.

1662

01:23:23,780 --> 01:23:26,580

And in my research, I figured out

1663

01:23:26,580 --> 01:23:31,580

that I had attached the wrong attachment.

1664

01:23:31,900 --> 01:23:33,780

I had just attached the questions,

1665

01:23:33,780 --> 01:23:36,500

but I hadn't included my responses,

1666

01:23:36,500 --> 01:23:38,260

and so in all this shuffle and everything.

1667

01:23:38,260 --> 01:23:42,460

So when I look back, that was kind of the, to me,

1668

01:23:42,460 --> 01:23:45,820

that was the universe saying, yeah, you're not done yet.

1669

01:23:45,820 --> 01:23:47,500

Your work isn't over.

1670

01:23:47,500 --> 01:23:49,660

There's something that you need to do,

1671

01:23:50,740 --> 01:23:53,620

or there's a reason you're walking through this process.

1672

01:23:53,620 --> 01:23:56,620

And so I took some extended time off.



1673

01:23:56,620 --> 01:23:58,460

I had a medical procedure done,

1674

01:23:58,460 --> 01:24:01,340

and that allowed me to take some more time off.

1675

01:24:02,380 --> 01:24:04,300

And then another opportunity opened up

1676

01:24:04,300 --> 01:24:07,340

to go back in to training.

1677

01:24:07,340 --> 01:24:11,820

And so I put my name in the hat again, was told no,

1678

01:24:13,180 --> 01:24:16,860

and then there was some shift in personnel,

1679

01:24:16,860 --> 01:24:19,220

people retired, so on and so forth.

1680

01:24:19,220 --> 01:24:22,540

And the then training chief, the new training chief,

1681

01:24:22,540 --> 01:24:26,180

who is now our fire chief, we had a discussion,

1682

01:24:26,180 --> 01:24:30,420

and he asked if I would come back in.

1683

01:24:30,420 --> 01:24:34,420

And I actually took a pause on that and said,

1684

01:24:34,420 --> 01:24:36,300

let me think about it.

1685

01:24:36,300 --> 01:24:37,900

I'm gonna start my bachelor's degree.

1686

01:24:37,900 --> 01:24:40,420

I'm gonna do all this other stuff.

1687

01:24:41,900 --> 01:24:43,780

And so let me think about it.

1688

01:24:43,780 --> 01:24:45,460

And I was on shift that day.

1689

01:24:45,460 --> 01:24:50,460

And I leaned a little bit on my faith then,

1690

01:24:50,940 --> 01:24:53,420

and kind of just said a prayer to the universe,

1691

01:24:53,420 --> 01:24:54,780

like is this what I'm supposed to do,

1692

01:24:54,780 --> 01:24:55,620

what am I supposed to do?

1693

01:24:55,620 --> 01:24:59,140

And that night, and I worked, at that time,

1694

01:24:59,140 --> 01:25:01,220

I worked at a fire station that,

1695

01:25:02,660 --> 01:25:05,260  
we didn't get up at night typically.

1696

01:25:05,260 --> 01:25:08,020  
And that night we got up in the middle of the night,

1697

01:25:08,020 --> 01:25:11,420  
and we went on one of those nasty calls,

1698

01:25:11,420 --> 01:25:16,420  
and I said, okay, I think that's my answer.

1699

01:25:17,420 --> 01:25:20,580  
So later on that next day, I called and said,

1700

01:25:20,580 --> 01:25:22,300  
all right, I'll come back in.

1701

01:25:22,300 --> 01:25:23,540  
So I went back into training,

1702

01:25:23,540 --> 01:25:27,940  
and then kind of towards the end of, gosh, it was 21,

1703

01:25:27,940 --> 01:25:31,580  
we did pandemic, and I finished out my bachelor's degree,

1704

01:25:31,580 --> 01:25:33,860  
and I was kind of given the green light.

1705

01:25:33,860 --> 01:25:36,340  
We had started to say, hey,

1706

01:25:36,340 --> 01:25:38,620

let's look at some leadership stuff.

1707

01:25:38,620 --> 01:25:41,140

Let's look at what's out there.

1708

01:25:41,140 --> 01:25:43,740

And so, yeah, it was late,

1709

01:25:43,740 --> 01:25:46,700

probably, maybe actually probably mid-2021,

1710

01:25:46,700 --> 01:25:51,700

I just sent out these requests for information

1711

01:25:51,700 --> 01:25:54,500

or proposals to, gosh, there was probably nine

1712

01:25:54,500 --> 01:25:56,940

or 10 different companies all over the place.

1713

01:25:57,980 --> 01:26:01,100

And then just as they came in with review and whatnot.

1714

01:26:01,100 --> 01:26:03,300

So that's kind of how it started.

1715

01:26:04,980 --> 01:26:09,900

So walk me through just each of the ones that you found,

1716

01:26:09,900 --> 01:26:11,940

and what was unique about them?

1717

01:26:11,940 --> 01:26:12,780

What did you draw?

1718

01:26:12,780 --> 01:26:15,660

Because I mean, this is the beautiful thing about wellness,

1719

01:26:15,660 --> 01:26:17,900

nutrition, fitness, mental health.

1720

01:26:17,900 --> 01:26:18,780

Everyone is different.

1721

01:26:18,780 --> 01:26:20,100

Every department is different.

1722

01:26:20,100 --> 01:26:21,900

The part of the world, the kind of dynamic

1723

01:26:21,900 --> 01:26:24,620

within the department itself.

1724

01:26:24,620 --> 01:26:27,380

So for you on this journey,

1725

01:26:27,380 --> 01:26:29,940

what were the organizations that you found a lot of value,

1726

01:26:29,940 --> 01:26:31,860

and then what was it about them

1727

01:26:31,860 --> 01:26:34,260

that you were able to apply to your department?

1728

01:26:34,260 --> 01:26:39,260

So we had, back in 17,

1729

01:26:40,220 --> 01:26:42,940

a group of us had actually engaged with Echelon Front,

1730

01:26:42,940 --> 01:26:44,300

and three of us were able to go

1731

01:26:44,300 --> 01:26:47,420

to the Extreme Ownership Muster,

1732

01:26:47,420 --> 01:26:49,300

which was pretty, pretty awesome.

1733

01:26:49,300 --> 01:26:53,620

And so one of the companies that we reached out to

1734

01:26:53,620 --> 01:26:55,060

was Echelon Front.

1735

01:26:56,180 --> 01:26:59,780

There was a time when we actually integrated

1736

01:26:59,780 --> 01:27:01,700

the Extreme Ownership book,

1737

01:27:01,700 --> 01:27:05,020

which was a book that we strongly recommended

1738

01:27:05,020 --> 01:27:08,660

as reading before coming onto the organization.

1739

01:27:08,660 --> 01:27:12,100

And so trying to implant the mindset stuff.

1740

01:27:13,220 --> 01:27:16,140

Ultimately, we didn't find a partnership

1741

01:27:16,140 --> 01:27:17,380

in this current journey,

1742

01:27:17,380 --> 01:27:19,420

but we still have that book around,

1743

01:27:19,420 --> 01:27:23,740

and we still will recommend it.

1744

01:27:23,740 --> 01:27:28,060

It's one that I'll loan out or recommend to people.

1745

01:27:28,060 --> 01:27:30,700

But of the groups that we actually reached out to,

1746

01:27:30,700 --> 01:27:32,380

there was All American Leadership,

1747

01:27:33,380 --> 01:27:35,380

there was the Arbinger Institute,

1748

01:27:36,460 --> 01:27:41,460

Sloan, I think, or Slalom is one of the companies.

1749

01:27:42,620 --> 01:27:46,460

And really the ones that we looked deeper into

1750

01:27:46,460 --> 01:27:51,460

were the Arbinger Institute and All American Leadership.

1751

01:27:51,740 --> 01:27:55,020

And ultimately we ended up,

1752

01:27:55,020 --> 01:27:56,820

those are the two that we've been working with,

1753

01:27:56,820 --> 01:28:01,820

but what was really awesome about the All American

1754

01:28:02,100 --> 01:28:07,100

Leadership group is one, it's the authenticity,

1755

01:28:08,460 --> 01:28:10,580

some of the generosity.

1756

01:28:10,580 --> 01:28:12,940

You've had many of the guests on the show,

1757

01:28:12,940 --> 01:28:17,300

it was actually episode 33 with Rob and Rick,

1758

01:28:17,300 --> 01:28:22,300

where that seed was kind of planted with the company

1759

01:28:22,700 --> 01:28:26,500

and just listening to what their values are,

1760

01:28:26,500 --> 01:28:28,820

just the makeup of their team.



1761

01:28:28,820 --> 01:28:31,060

There's a lot of translations across

1762

01:28:31,060 --> 01:28:33,680

when you look at the military side,

1763

01:28:35,380 --> 01:28:38,300

across to the fire service of small teams.

1764

01:28:38,300 --> 01:28:41,780

And so we looked into some of their programs,

1765

01:28:41,780 --> 01:28:46,780

we started off doing the monthly leadership huddles,

1766

01:28:47,100 --> 01:28:52,100

which is a virtual platform and meet on Zoom once a month

1767

01:28:52,860 --> 01:28:54,620

and just dive into some of the topics.

1768

01:28:54,620 --> 01:28:57,020

And that's where I really started to learn

1769

01:28:57,020 --> 01:28:58,620

a little bit more about who they are,

1770

01:28:58,620 --> 01:29:01,780

what they're all about, how they connect other leaders

1771

01:29:01,780 --> 01:29:03,420

from all different industries.

1772

01:29:03,420 --> 01:29:05,940

And so you wouldn't just have fire service,

1773

01:29:05,940 --> 01:29:08,260

but you would have private sector,

1774

01:29:08,260 --> 01:29:11,500

Toyo Tires is one of their other clients.

1775

01:29:11,500 --> 01:29:16,500

And so it was really cool to see that across the board,

1776

01:29:16,940 --> 01:29:19,620

leadership struggles are relatively the same,

1777

01:29:19,620 --> 01:29:22,860

it's just the context that is a little bit different

1778

01:29:22,860 --> 01:29:24,600

or that you're applying it to.

1779

01:29:24,600 --> 01:29:25,900

So that was a start of it.

1780

01:29:27,260 --> 01:29:30,980

Then had the opportunity to engage

1781

01:29:30,980 --> 01:29:33,780

in the fire service leadership academy.

1782

01:29:33,780 --> 01:29:36,580

So we sent three people, myself included,

1783

01:29:36,580 --> 01:29:40,180

to go through the fire service leadership academy,

1784

01:29:40,180 --> 01:29:42,580

and that was over the course of seven months.

1785

01:29:42,580 --> 01:29:46,800

And Robin's team have really done a phenomenal job

1786

01:29:46,800 --> 01:29:51,700

of breaking down this big topic of leadership

1787

01:29:51,700 --> 01:29:55,220

into digestible sections.

1788

01:29:55,220 --> 01:29:58,660

And so it starts with learning to lead yourself

1789

01:29:58,660 --> 01:30:01,660

and learning about yourself and your own triggers

1790

01:30:01,660 --> 01:30:03,660

and your responses to things.

1791

01:30:03,660 --> 01:30:06,420

And then you learn to lead in relationships,

1792

01:30:06,420 --> 01:30:08,460

one or two or three other people maybe.

1793

01:30:08,460 --> 01:30:12,020

And then there's two sessions that are based on that.

1794

01:30:12,020 --> 01:30:16,340

And then you learn to lead in teams for two sessions.

1795

01:30:16,340 --> 01:30:21,060

And then you learn to lead in an organization beyond that.

1796

01:30:21,060 --> 01:30:23,660

And then you actually have to go through this really,

1797

01:30:25,620 --> 01:30:27,580

I guess, profound comes to mind,

1798

01:30:27,580 --> 01:30:31,860

but a really good experience of really establishing

1799

01:30:31,860 --> 01:30:34,340

what is your own personal why

1800

01:30:34,340 --> 01:30:37,540

or your own personal purpose statement,

1801

01:30:37,540 --> 01:30:40,420

and also what are your core values.

1802

01:30:40,420 --> 01:30:45,100

And so just going through that process

1803

01:30:45,100 --> 01:30:47,100

and having to ask those questions,

1804

01:30:47,100 --> 01:30:48,340

like what is my purpose?

1805

01:30:48,340 --> 01:30:50,940

What do I do so that others or so that?

1806

01:30:50,940 --> 01:30:53,420

So there's always a, this is what I'm doing,

1807

01:30:53,420 --> 01:30:54,740

and then it's a so that.

1808

01:30:56,740 --> 01:30:58,660

So that was really a good process.

1809

01:30:58,660 --> 01:31:03,660

And it was concluded with having to give a legacy talk

1810

01:31:05,980 --> 01:31:09,700

on the journey to where you are now,

1811

01:31:09,700 --> 01:31:14,700

and then explain what your commitments

1812

01:31:14,820 --> 01:31:16,540

over the next year are gonna be.

1813

01:31:16,540 --> 01:31:21,300

And so, and those are very deep and personal presentations.

1814

01:31:21,300 --> 01:31:24,100

And it was just really fascinating to just listen

1815

01:31:24,100 --> 01:31:26,900

to other classmates share,

1816

01:31:28,700 --> 01:31:31,580

what their purpose statements were, what their values were,

1817

01:31:31,580 --> 01:31:33,860

how all the materials resonated with them.

1818

01:31:33,860 --> 01:31:38,780

So that was one program that we walked through.

1819

01:31:38,780 --> 01:31:41,140

So three of us went through.

1820

01:31:41,140 --> 01:31:44,620

We currently have four more people going through

1821

01:31:44,620 --> 01:31:46,540

the Leadership Academy right now.

1822

01:31:47,500 --> 01:31:51,940

And then last summer,

1823

01:31:53,740 --> 01:31:57,100

I was very blessed to have the opportunity

1824

01:31:57,100 --> 01:32:02,100

to go on the All-American Leadership Expedition

1825

01:32:02,500 --> 01:32:06,180

that took place outside of Lander, Wyoming

1826

01:32:06,180 --> 01:32:10,620

in the Wind River Mountain Range.

1827

01:32:10,620 --> 01:32:14,700

And so that's a seven day expedition.

1828

01:32:14,700 --> 01:32:16,780

And that's run through the Knowles,

1829

01:32:16,780 --> 01:32:19,660

the National Outdoor Leadership School.

1830

01:32:19,660 --> 01:32:24,660

And Rick Rochelle has spent his entire life working there

1831

01:32:24,940 --> 01:32:29,940

and leading organizations and executives

1832

01:32:30,900 --> 01:32:34,900

and places like NASA and all these other people

1833

01:32:34,900 --> 01:32:38,380

through these courses, where you start to put leadership

1834

01:32:38,380 --> 01:32:42,060

into action.

1835

01:32:43,220 --> 01:32:46,260

And for me, it really helped kind of solidify

1836

01:32:46,260 --> 01:32:47,860

some of the foundational things

1837

01:32:47,860 --> 01:32:52,020

that the All-American Leadership Academy really talked about.

1838

01:32:52,020 --> 01:32:56,820

So, and there's a lot of time for self-reflection.

1839

01:32:56,820 --> 01:33:01,700

Part of that journey is you have to give another

1840

01:33:01,700 --> 01:33:03,460

kind of leadership journey talk.

1841

01:33:03,460 --> 01:33:08,220

So each one of us had to get up in front of our,

1842

01:33:08,220 --> 01:33:10,860

the team and there was nine of us that went.

1843

01:33:10,860 --> 01:33:14,140

And so you're out in this just rugged country

1844

01:33:14,140 --> 01:33:16,700

and beautiful parts of our country.

1845

01:33:16,700 --> 01:33:20,260

It's amazing and sharing your stories.

1846

01:33:20,260 --> 01:33:24,020

And so I learned a lot from that as well.

1847

01:33:24,020 --> 01:33:25,660

And that's, so that's some of the things

1848

01:33:25,660 --> 01:33:27,540

that we're looking at.



1849

01:33:27,540 --> 01:33:31,500

The organization hasn't invested in sending people

1850

01:33:31,500 --> 01:33:34,100

on the Leadership Academy yet.

1851

01:33:34,100 --> 01:33:36,460

Hope maybe that can be an opportunity,

1852

01:33:36,460 --> 01:33:38,940

but we're not quite there yet.

1853

01:33:38,940 --> 01:33:43,860

And then with Arbinge, we've really dove into,

1854

01:33:43,860 --> 01:33:46,260

there's a program called Outward Inclusion.

1855

01:33:46,260 --> 01:33:50,780

And we all can probably cite experiences

1856

01:33:50,780 --> 01:33:54,220

where just the word inclusion just incites

1857

01:33:54,220 --> 01:33:59,220

such an emotional or almost sometimes visceral response.

1858

01:34:00,300 --> 01:34:02,220

And so Arbinge has done a really good job

1859

01:34:02,220 --> 01:34:06,900

of taking a highly emotional and controversial topic

1860

01:34:06,900 --> 01:34:08,860  
and really making it accessible

1861

01:34:08,860 --> 01:34:13,860  
and really seeking to find our common humanity

1862

01:34:14,700 --> 01:34:16,620  
and then building from there.

1863

01:34:16,620 --> 01:34:21,620  
And so that's what we've committed to getting

1864

01:34:21,900 --> 01:34:24,020  
all of our people trained through that class.

1865

01:34:24,020 --> 01:34:29,020  
And we've had Desmond Lomax has been our facilitator

1866

01:34:29,900 --> 01:34:30,740  
of that program.

1867

01:34:30,740 --> 01:34:32,580  
He's come out twice now.

1868

01:34:32,580 --> 01:34:35,500  
And he actually spent his 20 years

1869

01:34:35,500 --> 01:34:40,500  
in the Utah corrections in corrections.

1870

01:34:41,380 --> 01:34:43,420  
And so institution and then went on

1871

01:34:43,420 --> 01:34:46,140

to become a licensed therapist and whatnot.

1872

01:34:46,140 --> 01:34:50,340

So he understands the public sector's mindset

1873

01:34:50,340 --> 01:34:53,420

and was able to take this challenging topic

1874

01:34:53,420 --> 01:34:56,580

and make it accessible and for our folks

1875

01:34:56,580 --> 01:35:00,140

and then not make people feel called out

1876

01:35:00,140 --> 01:35:03,380

or in one instance, somebody shared with me

1877

01:35:03,380 --> 01:35:06,180

that it didn't demonize anybody

1878

01:35:06,180 --> 01:35:08,460

and it really was very self-reflective.

1879

01:35:08,460 --> 01:35:12,140

So we've gotten a lot of positive responses

1880

01:35:12,140 --> 01:35:13,900

from that program.

1881

01:35:13,900 --> 01:35:16,000

So those have been the two.

1882

01:35:17,260 --> 01:35:18,100

Beautiful.

1883

01:35:18,100 --> 01:35:21,420

Well, there's a couple of things I wanna ask you.

1884

01:35:21,420 --> 01:35:26,420

Firstly, in the 14 years that I spent in uniform,

1885

01:35:26,960 --> 01:35:29,500

I watched four different departments.

1886

01:35:29,500 --> 01:35:31,500

People get hired, people get promoted

1887

01:35:31,500 --> 01:35:35,700

and it was the same, the certifications

1888

01:35:35,700 --> 01:35:36,980

that these men and women needed

1889

01:35:36,980 --> 01:35:40,300

to get the bugles on their lapel.

1890

01:35:40,300 --> 01:35:44,700

But I didn't really see any leadership training.

1891

01:35:44,700 --> 01:35:46,380

And so of course there were some people

1892

01:35:46,380 --> 01:35:48,220

that were great firefighters and engineers

1893

01:35:48,220 --> 01:35:50,060

that became great lieutenants and captains

1894

01:35:50,060 --> 01:35:52,860

because they were already understanding those principles

1895

01:35:52,860 --> 01:35:54,900

as a senior man or whatever it was.

1896

01:35:54,900 --> 01:35:57,660

But then conversely in this very young fire department

1897

01:35:57,660 --> 01:36:00,340

where a lot of people are flying up the ladder,

1898

01:36:00,340 --> 01:36:03,220

chasing the money and I understand

1899

01:36:03,220 --> 01:36:04,760

overworked and underpaid, I get it,

1900

01:36:04,760 --> 01:36:08,020

but it doesn't create a good on-ramp

1901

01:36:08,020 --> 01:36:12,020

for understanding teamwork, community leadership.

1902

01:36:12,020 --> 01:36:15,940

So what have you seen as far as the wider spectrum

1903

01:36:15,940 --> 01:36:19,300

on promotion versus leadership training

1904

01:36:19,300 --> 01:36:20,860  
in the fire service in the US?

1905

01:36:21,980 --> 01:36:24,700  
Yeah, that's a great, great question.

1906

01:36:24,700 --> 01:36:28,040  
So many things come to mind.

1907

01:36:28,040 --> 01:36:29,920  
You're starting to see the shift.

1908

01:36:29,920 --> 01:36:33,520  
I think the fire service is realizing

1909

01:36:33,520 --> 01:36:37,360  
exactly what you said is we're promoting

1910

01:36:37,360 --> 01:36:42,280  
based on technical competence in let's say operations

1911

01:36:42,280 --> 01:36:44,540  
or crisis mitigation.

1912

01:36:44,540 --> 01:36:49,540  
And so you just promote up through the ranks on that side.

1913

01:36:49,540 --> 01:36:54,540  
And I think we're starting to see what the outcomes

1914

01:36:56,060 --> 01:36:57,760  
of that have been.

1915

01:36:57,760 --> 01:37:01,580

And so I'm starting to see more talk

1916

01:37:01,580 --> 01:37:05,400

about the leadership component and what that actually means

1917

01:37:05,400 --> 01:37:10,400

and how to maybe connect with people.

1918

01:37:11,860 --> 01:37:13,820

You know, when you think about,

1919

01:37:14,900 --> 01:37:18,060

or at least when I think about operations

1920

01:37:18,060 --> 01:37:21,100

and my time in operations and being in the fire stations

1921

01:37:21,100 --> 01:37:23,880

and on the apparatus and responding,

1922

01:37:26,020 --> 01:37:28,940

that's a small percentage of what we do.

1923

01:37:29,820 --> 01:37:34,600

And we spend the majority of our time training on that stuff,

1924

01:37:34,600 --> 01:37:39,060

which is what we need to do because lives depend on that.

1925

01:37:39,060 --> 01:37:41,020

But we don't spend a lot of time in just

1926

01:37:41,020 --> 01:37:43,100

how do we do the personnel side of things?

1927

01:37:43,100 --> 01:37:48,100

And part of the journey of finding these different programs

1928

01:37:50,260 --> 01:37:53,340

was it started as this whiteboard sketch,

1929

01:37:53,340 --> 01:37:57,820

and then it turned into a nice little paper document

1930

01:37:57,820 --> 01:38:00,780

that we actually broke apart and we put our people

1931

01:38:00,780 --> 01:38:02,460

at the center of this document.

1932

01:38:02,460 --> 01:38:04,260

And then we split it up and we said,

1933

01:38:04,260 --> 01:38:08,480

okay, look, we've got our people or you take a person

1934

01:38:08,480 --> 01:38:10,620

and we broke it up into,

1935

01:38:10,620 --> 01:38:13,540

I wanna say it's three categories if I remember it.

1936

01:38:13,540 --> 01:38:15,580

We have clarity, which we can talk about



1937

01:38:15,580 --> 01:38:18,740

as our mind or mindset or are we,

1938

01:38:18,740 --> 01:38:23,540

do we know, are we connected to our purpose and our mission?

1939

01:38:23,540 --> 01:38:25,340

Do we have knowledge of that?

1940

01:38:25,340 --> 01:38:28,660

And then there's the heart side of things,

1941

01:38:28,660 --> 01:38:32,420

which can be our cultural competency.

1942

01:38:32,420 --> 01:38:35,460

And when I say cultural, it's more of

1943

01:38:35,460 --> 01:38:38,340

how do we interact with each other?

1944

01:38:38,340 --> 01:38:43,340

It's our values plus our behaviors.

1945

01:38:43,940 --> 01:38:45,660

That's what equals our culture.

1946

01:38:45,660 --> 01:38:49,660

So it's not like the culture when we talk about diversity

1947

01:38:49,660 --> 01:38:52,280

and things like that, it's even more simple than that.

1948

01:38:52,280 --> 01:38:55,800

Just right now where you and I are having an interaction,

1949

01:38:55,800 --> 01:38:59,120

there's a culture that exists between us.

1950

01:39:00,500 --> 01:39:02,220

So is there a cultural competence?

1951

01:39:02,220 --> 01:39:03,620

And then there's the other side,

1952

01:39:03,620 --> 01:39:05,900

which is there's the technical competence

1953

01:39:05,900 --> 01:39:07,740

or the hands of what we do.

1954

01:39:07,740 --> 01:39:11,580

So head, heart, hands is how that document

1955

01:39:11,580 --> 01:39:14,500

or almost like our people plan, training plan

1956

01:39:14,500 --> 01:39:16,680

has been kind of developed.

1957

01:39:17,660 --> 01:39:20,420

But then even within the technical competency side,

1958

01:39:20,420 --> 01:39:23,180

there's operations, incident response, all that.

1959

01:39:23,180 --> 01:39:27,900

And then there's also the station or the administrative side

1960

01:39:27,900 --> 01:39:30,100

or the interpersonal and some of the interpersonal stuff

1961

01:39:30,100 --> 01:39:31,140

falls under that culture.

1962

01:39:31,140 --> 01:39:34,540

So we're starting to look for us,

1963

01:39:34,540 --> 01:39:37,900

we're starting to identify what sorts of training

1964

01:39:37,900 --> 01:39:41,420

are out there that address all of those things.

1965

01:39:41,420 --> 01:39:43,820

And so what's really cool and exciting

1966

01:39:43,820 --> 01:39:47,100

is I can look at that document now and I can say,

1967

01:39:47,100 --> 01:39:51,140

oh, under the clarity side, we've done an ethos workshop.

1968

01:39:51,140 --> 01:39:53,620

So that's one thing I forgot to mention is,

1969

01:39:53,620 --> 01:39:56,580

so we had All American Leadership come in

1970

01:39:56,580 --> 01:40:01,060

and walk us through a purpose and ethos workshop.

1971

01:40:01,060 --> 01:40:04,580

How are our values lived out is what we could say

1972

01:40:04,580 --> 01:40:05,540

as an ethos.

1973

01:40:06,620 --> 01:40:11,100

And so we got 70 people from our organization volunteered

1974

01:40:11,100 --> 01:40:14,820

to engage in that process and be part of that process.

1975

01:40:14,820 --> 01:40:18,280

And we actually redefined what our purpose statement was.

1976

01:40:18,280 --> 01:40:22,180

And it went from a two line, very hard to remember

1977

01:40:22,180 --> 01:40:26,060

and recite statement to something very simple

1978

01:40:26,060 --> 01:40:30,020

that most people can just recite off

1979

01:40:30,020 --> 01:40:33,300

the top of their head and it's that we're sworn to serve

1980

01:40:33,300 --> 01:40:35,340

and dedicated to save.

1981

01:40:35,340 --> 01:40:39,020

And that group was made up of administrative

1982

01:40:39,020 --> 01:40:41,820

and operations, all work groups were represented

1983

01:40:41,820 --> 01:40:42,660

to go through that.

1984

01:40:42,660 --> 01:40:45,380

And that purpose statement is what resonated.

1985

01:40:48,140 --> 01:40:49,700

So we're seeing that.

1986

01:40:49,700 --> 01:40:53,780

And then under the cultural competency side of things,

1987

01:40:53,780 --> 01:40:56,580

we've brought in that outward inclusion,

1988

01:40:56,580 --> 01:40:58,180

we've done Leadership Academy.

1989

01:40:58,180 --> 01:41:02,900

There's other opportunities to provide executive coaching

1990

01:41:02,900 --> 01:41:04,380

and other things like that as well

1991

01:41:04,380 --> 01:41:06,780

to help build on those things.

1992

01:41:06,780 --> 01:41:11,780

One of the other guys that I went on the expedition with

1993

01:41:15,620 --> 01:41:18,460

works down at the National Medal of Honor Museum

1994

01:41:18,460 --> 01:41:23,060

and he teaches a program called Training Mission Alignment

1995

01:41:23,060 --> 01:41:26,060

and then Leading in Mission Alignment.

1996

01:41:26,060 --> 01:41:28,380

And so there's all these other ways

1997

01:41:28,380 --> 01:41:30,660

that we can kind of take all these what are,

1998

01:41:30,660 --> 01:41:35,260

I don't know, sometimes very maybe vague

1999

01:41:35,260 --> 01:41:38,300

or nebulous concepts and we can start to hone in

2000

01:41:38,300 --> 01:41:40,740

and figure out how to bring them all into alignment

2001

01:41:40,740 --> 01:41:43,580

so we can move ourselves in the same direction.

2002

01:41:43,580 --> 01:41:47,820

And then moving across onto our technical competency side,

2003

01:41:48,940 --> 01:41:52,820

we've started to develop our own internal office

2004

01:41:52,820 --> 01:41:54,680

or academies and all these other things

2005

01:41:54,680 --> 01:41:58,660

to hit both technical but then also focusing on

2006

01:41:58,660 --> 01:41:59,980

coaching and counseling

2007

01:41:59,980 --> 01:42:03,260

or all these other more difficult topics too.

2008

01:42:03,260 --> 01:42:06,780

So I think all that to say,

2009

01:42:06,780 --> 01:42:10,620

looking at watching what Anthony Castro's retired BC

2010

01:42:10,620 --> 01:42:14,220

out of Sac Metro with trainfirefighters.com,

2011

01:42:15,700 --> 01:42:19,860

you see that he's teaching, providing a lot of programs

2012

01:42:19,860 --> 01:42:23,140

and we actually are working through his commanding

2013

01:42:23,140 --> 01:42:25,980

the Command the Chaos program

2014

01:42:25,980 --> 01:42:29,820

for all of our company officers and chief officers

2015

01:42:29,820 --> 01:42:31,780

are working through that program,

2016

01:42:31,780 --> 01:42:32,820

Calming the Chaos,

2017

01:42:32,820 --> 01:42:36,180

Mastering Fire Ground Command is that program.

2018

01:42:36,180 --> 01:42:38,620

But he also does stuff for promotionals

2019

01:42:38,620 --> 01:42:40,320

and just watching what he's doing

2020

01:42:40,320 --> 01:42:44,260

and having sat through one of his seminars in the past,

2021

01:42:44,260 --> 01:42:49,260

he's focusing on, we've got to train people to do the job,

2022

01:42:49,380 --> 01:42:51,580

not to pass the test.

2023

01:42:51,580 --> 01:42:54,940

But that's a very challenging mindset to get over.

2024

01:42:55,780 --> 01:42:58,980

And I've scratched my head a lot trying to figure out,



2025

01:42:58,980 --> 01:43:02,780

how do you get the mindset to shift from,

2026

01:43:02,780 --> 01:43:05,340

oh, we're just checking boxes by doing this academy

2027

01:43:05,340 --> 01:43:08,460

to know we're trying to prepare you for the job,

2028

01:43:08,460 --> 01:43:10,700

prepare you for the role.

2029

01:43:10,700 --> 01:43:12,100

And while doing that,

2030

01:43:15,340 --> 01:43:17,920

it's specific to our organization

2031

01:43:17,920 --> 01:43:22,920

and it also meets the intent of the NFPA standards

2032

01:43:24,000 --> 01:43:26,200

and whatnot, but somewhere in there,

2033

01:43:26,200 --> 01:43:29,860

it's really hard to connect that because it always feels

2034

01:43:29,860 --> 01:43:33,240

like it comes across as over just checking boxes.

2035

01:43:33,240 --> 01:43:35,040

It's like, no.

2036

01:43:35,040 --> 01:43:40,040

So I hope that answered some of your question.

2037

01:43:40,240 --> 01:43:42,280

No, it did because I mean, there is a disconnect

2038

01:43:42,280 --> 01:43:44,440

and you talked a minute ago about some of the resources

2039

01:43:44,440 --> 01:43:46,000

that you found and there's Echelon Front

2040

01:43:46,000 --> 01:43:49,760

and there's all these other great leadership organizations.

2041

01:43:49,760 --> 01:43:52,240

Another thing you talked about mission statement

2042

01:43:52,240 --> 01:43:54,520

and again, four departments, four,

2043

01:43:54,520 --> 01:43:56,600

that means four cities or counties,

2044

01:43:56,600 --> 01:43:59,600

four things that I've been told you need to learn.

2045

01:43:59,600 --> 01:44:03,520

We will strive to uphold the highest level

2046

01:44:03,520 --> 01:44:06,240

of professionalism and badgers and squirrels

2047

01:44:06,240 --> 01:44:08,960

and whatever random words they put into their mission statement

2048

01:44:08,960 --> 01:44:10,520

that no one fucking remembers.

2049

01:44:11,360 --> 01:44:14,120

And it doesn't act, it's a kind of a bullshit term

2050

01:44:14,120 --> 01:44:16,040

because there's no mission behind it.

2051

01:44:16,040 --> 01:44:20,160

A mission has a beginning, an end

2052

01:44:20,160 --> 01:44:23,140

and then the roadmap to how do you get there?

2053

01:44:23,140 --> 01:44:25,720

So for example, I've never been in a fire department

2054

01:44:25,720 --> 01:44:29,920

that says, our mission is to reduce the amount

2055

01:44:29,920 --> 01:44:33,480

of obesity related deaths, reduce the amount of fires,

2056

01:44:33,480 --> 01:44:35,820

the car crash, whatever it is.

2057

01:44:35,820 --> 01:44:37,920

And of course, I'm not talking about fire departments

2058

01:44:37,920 --> 01:44:39,760

have to redesign roads or whatever,

2059

01:44:39,760 --> 01:44:44,440

but what are we doing to move the needle

2060

01:44:44,440 --> 01:44:46,500

on what we're responding to?

2061

01:44:46,500 --> 01:44:49,440

And I had, I think it was with Marine, I had a while ago

2062

01:44:49,440 --> 01:44:51,920

and I remember he was so frustrated

2063

01:44:51,920 --> 01:44:55,280

thinking back to being in Afghanistan

2064

01:44:55,280 --> 01:44:58,000

because he was like, we just showed up every day,

2065

01:44:58,000 --> 01:45:01,640

loaded up into the Humvee, drove down a road,

2066

01:45:01,640 --> 01:45:04,240

if we made it home that night, we went to sleep,

2067

01:45:04,240 --> 01:45:06,500

woke up the next day, drove down the road

2068

01:45:06,500 --> 01:45:08,960

and he said, we never felt like there was a sense

2069

01:45:08,960 --> 01:45:10,880  
of a mission and I was like, God,

2070

01:45:10,880 --> 01:45:12,600  
that is just like the fire service.

2071

01:45:12,600 --> 01:45:14,120  
What do you do at seven in the morning?

2072

01:45:14,120 --> 01:45:15,120  
You just show up.

2073

01:45:16,240 --> 01:45:18,400  
When you don't look back and go, man, we are

2074

01:45:18,400 --> 01:45:20,960  
in a much better place than a year ago.

2075

01:45:20,960 --> 01:45:25,000  
And so I think that's a huge, again, layman observation

2076

01:45:25,000 --> 01:45:27,040  
because I was never in a quote unquote

2077

01:45:27,040 --> 01:45:28,520  
official leadership position,

2078

01:45:28,520 --> 01:45:31,040  
but I've never worked for a department,

2079

01:45:31,040 --> 01:45:33,640  
I've worked for four and volunteered for a fifth

2080

01:45:33,640 --> 01:45:36,640

for a heartbeat where I've actually understood

2081

01:45:36,640 --> 01:45:37,920

what the mission was.

2082

01:45:37,920 --> 01:45:39,200

What are we trying to do?

2083

01:45:39,200 --> 01:45:44,200

How are we trying to improve life safety,

2084

01:45:44,720 --> 01:45:48,320

improve the way that we even brand ourselves to the public,

2085

01:45:48,320 --> 01:45:50,220

improve relationships with the public.

2086

01:45:50,220 --> 01:45:52,460

It was just, yes, there's a plaque on the wall,

2087

01:45:52,460 --> 01:45:55,220

but ultimately just show up at seven

2088

01:45:55,220 --> 01:45:56,720

and just run your damn calls.

2089

01:45:57,680 --> 01:45:59,120

Yeah.

2090

01:45:59,120 --> 01:46:01,720

Man, there's a lot there, sharing that

2091

01:46:01,720 --> 01:46:06,720

and one of the opportunities I had in this journey

2092

01:46:09,840 --> 01:46:13,920

was actually went down and I'm so thankful

2093

01:46:13,920 --> 01:46:17,840

that Toyo Tires was willing to allow me to do this

2094

01:46:17,840 --> 01:46:19,520

to the CEO, Mike Gravers.

2095

01:46:19,520 --> 01:46:24,440

I'm very grateful, but I wanted to see

2096

01:46:24,440 --> 01:46:27,360

what an in-person leadership academy looked like.

2097

01:46:27,360 --> 01:46:30,200

So I reached out to Rob Nielsen

2098

01:46:30,200 --> 01:46:32,960

and it was just this, sometimes I get these crazy ideas

2099

01:46:32,960 --> 01:46:36,040

and then I just will just reach out

2100

01:46:36,040 --> 01:46:39,520

and then I go through the whole process of,

2101

01:46:39,520 --> 01:46:41,400

is it gonna be a yes or is it gonna be no, blah, blah.

2102

01:46:41,400 --> 01:46:44,520

Anyway, long story short, I ended up having the opportunity

2103

01:46:44,520 --> 01:46:49,520

to go down and attend a in-person leadership academy session

2104

01:46:51,000 --> 01:46:53,360

at Toyo Tires headquarters.

2105

01:46:53,360 --> 01:46:56,680

And Toyo has been working with All American

2106

01:46:56,680 --> 01:46:59,520

and what really stood out to me

2107

01:46:59,520 --> 01:47:01,920

and it really took a lot of the books.

2108

01:47:01,920 --> 01:47:06,120

So one of the books that the leadership academy follows

2109

01:47:06,120 --> 01:47:11,120

is legacy and it's about the history of the all blacks

2110

01:47:12,160 --> 01:47:15,740

and they talk about having rituals and artifacts

2111

01:47:15,740 --> 01:47:16,960

and all these different things.

2112

01:47:16,960 --> 01:47:21,680

And so I went to this leadership academy session



2113

01:47:21,680 --> 01:47:24,560

but it started out with one of the quarterly meetings

2114

01:47:24,560 --> 01:47:26,440

and they started out the meeting

2115

01:47:26,440 --> 01:47:29,440

with what is our purpose statement

2116

01:47:29,440 --> 01:47:32,040

and I've only been to Toyo once

2117

01:47:32,040 --> 01:47:35,820

but I've been able to interact with some of their employees

2118

01:47:35,820 --> 01:47:37,560

since and have built some relationships

2119

01:47:37,560 --> 01:47:39,560

but they start out, what's our purpose?

2120

01:47:39,560 --> 01:47:41,780

We build tires people love.

2121

01:47:41,780 --> 01:47:44,440

And here I am like, I don't work at Toyo

2122

01:47:44,440 --> 01:47:48,200

but I know their purpose statement

2123

01:47:48,200 --> 01:47:51,400

and they talk about their,

2124

01:47:51,400 --> 01:47:52,720

and then they go through their values

2125

01:47:52,720 --> 01:47:54,200

and I don't remember all their values

2126

01:47:54,200 --> 01:47:57,120

but in that particular moment,

2127

01:47:57,120 --> 01:48:00,720

they took a time to recognize and to call out and say,

2128

01:48:00,720 --> 01:48:03,320

does anybody wanna share an example

2129

01:48:03,320 --> 01:48:06,280

of somebody living into our values

2130

01:48:06,280 --> 01:48:07,960

over the last month or quarter

2131

01:48:07,960 --> 01:48:10,560

or whatever that timeframe was?

2132

01:48:10,560 --> 01:48:14,800

And so someone said, yes, I wanna recognize Wendy's team

2133

01:48:14,800 --> 01:48:17,000

for the value of tenacity.

2134

01:48:17,000 --> 01:48:20,720

And so they talked about all of the reasons why

2135

01:48:20,720 --> 01:48:24,880

and how that team lived into tenacity.

2136

01:48:24,880 --> 01:48:27,840

And I thought, man, this is so awesome.

2137

01:48:27,840 --> 01:48:32,840

I'm at a place that is truly living into

2138

01:48:33,320 --> 01:48:36,320

what in a lot of places is just bullshit on the wall.

2139

01:48:36,320 --> 01:48:37,960

Like you said, it's just this piece of paper,

2140

01:48:37,960 --> 01:48:38,880

it's just bullshit.

2141

01:48:40,280 --> 01:48:44,080

But they're actually attempting and being intentional

2142

01:48:44,080 --> 01:48:47,160

to create these spaces and create these opportunities

2143

01:48:47,160 --> 01:48:50,040

to come together, to hear the purpose statement,

2144

01:48:51,520 --> 01:48:52,800

to hear the values

2145

01:48:52,800 --> 01:48:55,480

and then also to share the positives

2146

01:48:55,480 --> 01:48:57,600  
of people living into those values.

2147

01:48:58,720 --> 01:49:00,240  
And so we went through all that

2148

01:49:00,240 --> 01:49:05,040  
and then it's able to get a little notebook

2149

01:49:05,040 --> 01:49:09,160  
that actually has, it's nice little notebook

2150

01:49:09,160 --> 01:49:11,320  
and it's got their purpose statement in

2151

01:49:11,320 --> 01:49:16,320  
and then every page that you turn has their values on it.

2152

01:49:16,480 --> 01:49:20,400  
So you just can't get away from seeing what the values are.

2153

01:49:20,400 --> 01:49:23,560  
And what's really cool, and that's an artifact now,

2154

01:49:23,560 --> 01:49:27,200  
that's something that's there, that's memorable.

2155

01:49:27,200 --> 01:49:30,080  
All of their people that I saw there,

2156

01:49:30,080 --> 01:49:34,120  
they're still, they didn't have a uniform necessarily,

2157

01:49:34,120 --> 01:49:36,680

but everybody was wearing logoed attire.

2158

01:49:36,680 --> 01:49:41,080

So you knew that they worked for Toyo.

2159

01:49:41,080 --> 01:49:44,400

And so it's really cool to now see some of those things

2160

01:49:44,400 --> 01:49:49,400

showing up in our organization where our values of teams

2161

01:49:49,400 --> 01:49:52,560

trust, empowerment, accountability, mindset and service

2162

01:49:52,560 --> 01:49:54,880

are stamped everywhere.

2163

01:49:54,880 --> 01:49:58,080

And the challenge coin, the new challenge coin

2164

01:49:58,080 --> 01:50:00,480

has our values on it.

2165

01:50:00,480 --> 01:50:03,600

And those values were reaffirmed in that ethos workshop.

2166

01:50:03,600 --> 01:50:08,600

And it was so cool to see after all the work

2167

01:50:09,440 --> 01:50:11,200

that our Fire Chief had gone through

2168

01:50:11,200 --> 01:50:13,880  
to establish those to begin with,

2169

01:50:13,880 --> 01:50:16,200  
to then be okay to let them go

2170

01:50:16,200 --> 01:50:20,200  
and be okay with the people rewriting them if needed.

2171

01:50:20,200 --> 01:50:23,400  
And so it's been really exciting to just see

2172

01:50:23,400 --> 01:50:28,400  
how we are attempting to be intentional

2173

01:50:28,400 --> 01:50:32,040  
to come into alignment and then live out the values

2174

01:50:32,040 --> 01:50:33,680  
that are on the piece of paper.

2175

01:50:34,520 --> 01:50:35,920  
And then we went a little bit further

2176

01:50:35,920 --> 01:50:39,680  
and just started to add little bullet points

2177

01:50:39,680 --> 01:50:41,680  
that are some of the behaviors

2178

01:50:41,680 --> 01:50:45,160  
that would fall under our rules.

2179

01:50:45,160 --> 01:50:48,320

And so as you're talking about the mission,

2180

01:50:48,320 --> 01:50:51,160

the mission with the Marine, it popped into my mind

2181

01:50:51,160 --> 01:50:55,160

about one of the little bullet statements

2182

01:50:55,160 --> 01:50:58,840

and it's under mindset is we are mission ready.

2183

01:50:59,800 --> 01:51:02,200

And I remember this conversation happening

2184

01:51:02,200 --> 01:51:04,960

amongst one of our administrative groups

2185

01:51:04,960 --> 01:51:06,440

where someone had said,

2186

01:51:06,440 --> 01:51:10,440

yeah, I'm not sure that mission ready really fits.

2187

01:51:10,440 --> 01:51:12,800

Like it was definitely leaning more towards

2188

01:51:12,800 --> 01:51:14,160

it was the mission ready.

2189

01:51:14,160 --> 01:51:18,160

Leaning more towards it was the mission of the fire service

2190

01:51:18,160 --> 01:51:21,880

to go out and save lives and protect property and whatnot.

2191

01:51:21,880 --> 01:51:24,720

And then, so there was a discussion going on.

2192

01:51:24,720 --> 01:51:26,480

This is a room full of 70 people.

2193

01:51:26,480 --> 01:51:28,120

And then from across the room,

2194

01:51:29,160 --> 01:51:30,840

one of our other administrative folks

2195

01:51:30,840 --> 01:51:33,440

who happens to work for this other individual said,

2196

01:51:34,560 --> 01:51:36,600

no, I get it.

2197

01:51:36,600 --> 01:51:39,920

In my role, in my administrative role,

2198

01:51:39,920 --> 01:51:43,880

what mission ready means to me is that,

2199

01:51:43,880 --> 01:51:45,840

I'm coming to work well rested,

2200

01:51:45,840 --> 01:51:49,760

my laptop is ready to go, it's charged up.



2201

01:51:49,760 --> 01:51:53,480

Like I know that my mission is to ensure that,

2202

01:51:53,480 --> 01:51:58,120

my job is done well so that it feeds into supporting

2203

01:51:58,120 --> 01:51:59,560

our overall purpose.

2204

01:51:59,560 --> 01:52:02,200

And after that brief exchange, it was like,

2205

01:52:02,200 --> 01:52:03,960

okay, you're right, it stays.

2206

01:52:03,960 --> 01:52:08,360

And so it was just really cool to see how that process

2207

01:52:08,360 --> 01:52:12,920

really connected our folks both operationally

2208

01:52:12,920 --> 01:52:16,560

and administratively to our purpose and our values.

2209

01:52:16,560 --> 01:52:19,480

And we can start to see what that stuff looks like.

2210

01:52:21,080 --> 01:52:24,080

So you mentioned about being in the training department

2211

01:52:24,080 --> 01:52:26,600

before, being a little bit too,

2212

01:52:26,600 --> 01:52:28,640

whatever adjective you wanna use,

2213

01:52:28,640 --> 01:52:30,800

finding yourself circling around again.

2214

01:52:32,240 --> 01:52:35,560

What would you now advise people as far as,

2215

01:52:35,560 --> 01:52:37,160

who are in a training department,

2216

01:52:37,160 --> 01:52:39,840

who are about to enter a training department,

2217

01:52:39,840 --> 01:52:44,840

the way that you would see the kind of dynamic now in 2024?

2218

01:52:49,120 --> 01:52:53,920

I would say go in and learn history.

2219

01:52:55,600 --> 01:52:58,600

You know, and that spool up period might be pretty short,

2220

01:52:58,600 --> 01:53:00,360

but go in and just try to observe,

2221

01:53:00,360 --> 01:53:05,360

get to understand what the history is,

2222

01:53:05,720 --> 01:53:08,320

what work has already been done,

2223

01:53:08,320 --> 01:53:13,120

what are some of the topics or what's worked,

2224

01:53:13,120 --> 01:53:17,120

what hasn't worked, and really kind of unpack those things.

2225

01:53:19,920 --> 01:53:21,560

And then one of the questions

2226

01:53:23,440 --> 01:53:25,920

I would probably ask myself is,

2227

01:53:25,920 --> 01:53:30,920

what is different now that lends this idea to be successful,

2228

01:53:32,240 --> 01:53:35,480

especially if it's an idea that's a recycling?

2229

01:53:35,480 --> 01:53:40,360

I think when I went into training the first time,

2230

01:53:40,360 --> 01:53:45,120

I was coming off the line and I was a good idea guy

2231

01:53:45,120 --> 01:53:48,160

from the kitchen table and the fire station,

2232

01:53:48,160 --> 01:53:50,920

we have all the answers, we know how it should be done.

2233

01:53:50,920 --> 01:53:52,240

And so we're going through this time

2234

01:53:52,240 --> 01:53:56,720

where we didn't have a consistent academy

2235

01:53:56,720 --> 01:54:00,640

and we were going to hire back somebody,

2236

01:54:00,640 --> 01:54:02,120

a retired person or whatever.

2237

01:54:02,120 --> 01:54:05,720

And so of course I thought that would be as most firefighters

2238

01:54:05,720 --> 01:54:08,120

would and so I went down, marched down

2239

01:54:08,120 --> 01:54:11,440

to that training chief's office one day

2240

01:54:11,440 --> 01:54:14,080

and wanted to share all my good ideas.

2241

01:54:14,080 --> 01:54:19,080

And what I didn't know, I found out later in that meeting

2242

01:54:19,800 --> 01:54:24,360

after he, when I went in and I was sharing all my good ideas

2243

01:54:24,360 --> 01:54:27,280

and what I'm willing to do to help the process and whatnot.

2244

01:54:27,280 --> 01:54:29,920

And I'm really close with this individual,

2245

01:54:29,920 --> 01:54:32,000

we're still really good friends today,

2246

01:54:32,000 --> 01:54:34,840

but he turns and he stands up from his desk

2247

01:54:34,840 --> 01:54:37,280

and he's about as red as you can be.

2248

01:54:37,280 --> 01:54:42,280

And he says, what the fuck do you want me to do, man?

2249

01:54:42,560 --> 01:54:46,800

I mean, shit, they only gave me \$10,000.

2250

01:54:46,800 --> 01:54:50,200

So, you know, I feel about a millimeter tall

2251

01:54:50,200 --> 01:54:51,560

because I realized right then and there,

2252

01:54:51,560 --> 01:54:53,040

I don't have a whole story.

2253

01:54:53,880 --> 01:54:55,680

You know, I just see the outcome

2254

01:54:55,680 --> 01:54:58,840

and there's so many decisions and things that are made

2255

01:54:58,840 --> 01:55:01,840

that are so far outside of my purview, I've got no idea.

2256

01:55:01,840 --> 01:55:04,800

And we hugged it out, worked it out, whatever.

2257

01:55:04,800 --> 01:55:07,840

And then a few weeks, a few months later,

2258

01:55:07,840 --> 01:55:09,160

that was my opportunity.

2259

01:55:09,160 --> 01:55:11,280

Like we opened up for an academy coordinator

2260

01:55:11,280 --> 01:55:16,280

and that was my opportunity to step up or shut up.

2261

01:55:16,440 --> 01:55:17,880

Like if I've got all the good ideas

2262

01:55:17,880 --> 01:55:19,520

and I gotta go on there and do it.

2263

01:55:19,520 --> 01:55:22,960

But so I came in like thinking, okay, I got this idea.

2264

01:55:22,960 --> 01:55:26,680

This is what my assignment is to build this, it's that

2265

01:55:26,680 --> 01:55:27,520

and the other thing.

2266

01:55:27,520 --> 01:55:32,520

So, but I didn't stop to really kind of learn kind of the,

2267

01:55:34,760 --> 01:55:37,780  
call it the political lay of the land.

2268

01:55:39,680 --> 01:55:43,940  
And so I just did what I thought was right.

2269

01:55:45,680 --> 01:55:48,760  
And so that's how I would advise people,

2270

01:55:48,760 --> 01:55:50,560  
let's go figure out the lay of the land,

2271

01:55:50,560 --> 01:55:53,800  
go learn what's been done before, what worked,

2272

01:55:53,800 --> 01:55:54,640  
what didn't work.

2273

01:55:54,640 --> 01:55:57,280  
If you wanna recycle an idea or try again,

2274

01:55:57,280 --> 01:55:59,240  
just ask like, what's different now?

2275

01:55:59,240 --> 01:56:00,840  
Has administration changed?

2276

01:56:00,840 --> 01:56:01,920  
Does the mindset change?

2277

01:56:01,920 --> 01:56:06,160  
Or there's still people in positions now that were then,

2278

01:56:06,160 --> 01:56:07,840

like all those things are gonna factor

2279

01:56:07,840 --> 01:56:09,460

into what you can and can't do.

2280

01:56:10,480 --> 01:56:13,820

And so, yeah, that's what comes to mind.

2281

01:56:15,200 --> 01:56:16,040

Brilliant.

2282

01:56:16,040 --> 01:56:19,000

Well, I wanna put one more kind of concept to you

2283

01:56:19,000 --> 01:56:20,840

and then we'll go to some closing questions.

2284

01:56:20,840 --> 01:56:22,000

I know that it's something that you wanted

2285

01:56:22,000 --> 01:56:23,720

to talk about as well.

2286

01:56:23,720 --> 01:56:27,480

So as anyone who's listened to more than basically

2287

01:56:27,480 --> 01:56:28,480

one episode of this show,

2288

01:56:28,480 --> 01:56:30,120

they'll know I'm a little bit passionate



2289

01:56:30,120 --> 01:56:32,000

about the work week and bringing it down

2290

01:56:32,000 --> 01:56:36,040

because of the fact that it's behind all of the disease

2291

01:56:36,040 --> 01:56:39,080

and death pretty much a huge contributing factor.

2292

01:56:39,080 --> 01:56:41,540

So without loading the question at all,

2293

01:56:41,540 --> 01:56:45,440

what is your perspective of the American Firefighter

2294

01:56:45,440 --> 01:56:47,820

work week and what are your thoughts

2295

01:56:47,820 --> 01:56:49,720

on changing it if at all?

2296

01:56:49,720 --> 01:56:54,060

Man, it is a loaded question.

2297

01:56:54,060 --> 01:56:59,060

And so I've worked, in my career I've worked the 24 48,

2298

01:56:59,380 --> 01:57:01,700

I've worked three 12s,

2299

01:57:01,700 --> 01:57:06,460

and now I've been on a 40 hour work week for,

2300

01:57:08,100 --> 01:57:12,500

if you put it all together, probably about six years,

2301

01:57:12,500 --> 01:57:16,020

but different because it's four 10s versus,

2302

01:57:16,020 --> 01:57:18,100

like a 24 72 or whatnot.

2303

01:57:18,100 --> 01:57:23,100

But what I'll say from my own lived experience

2304

01:57:23,180 --> 01:57:27,020

in and you probably asked, Aubrey, my family this too,

2305

01:57:27,020 --> 01:57:32,020

is I didn't know how much kind of that chronic sleep

2306

01:57:35,780 --> 01:57:38,880

deprivation or the shift work cycle was affecting me

2307

01:57:40,020 --> 01:57:43,680

until I got off of it and then my body shifted.

2308

01:57:43,680 --> 01:57:48,680

And so having now being on a more set schedule,

2309

01:57:51,240 --> 01:57:53,760

like I have a very, I don't wanna say strict,

2310

01:57:53,760 --> 01:57:58,760

but I have a routine and I feel better overall.

2311

01:58:01,800 --> 01:58:05,200

I'm probably in the best health and fitness

2312

01:58:05,200 --> 01:58:06,900

that I've ever been in in my life.

2313

01:58:06,900 --> 01:58:11,900

I don't find myself as irritated or short fused now

2314

01:58:15,400 --> 01:58:18,200

as I did while working shift work.

2315

01:58:19,240 --> 01:58:22,680

One of the things towards the end there is,

2316

01:58:25,480 --> 01:58:30,480

and we were at a one on two off or 24 48

2317

01:58:31,560 --> 01:58:33,600

and we had Kelly days,

2318

01:58:33,600 --> 01:58:36,160

I wouldn't work over my Kelly day break.

2319

01:58:36,160 --> 01:58:39,160

That was kind of a personal rule that I put in place.

2320

01:58:39,160 --> 01:58:42,120

And then, and I also recognize,

2321

01:58:42,120 --> 01:58:47,120

our life choices have been such and Aubrey works.

2322

01:58:47,320 --> 01:58:52,320

And so we have the ability that over time is not something

2323

01:58:53,040 --> 01:58:55,320

that we've ever lived off of.

2324

01:58:56,160 --> 01:58:59,400

So that was a personal choice that we made.

2325

01:58:59,400 --> 01:59:02,800

And yes, what I worked some and yeah, of course.

2326

01:59:02,800 --> 01:59:07,800

But I also came from a family business

2327

01:59:08,100 --> 01:59:10,100

where we worked all the time.

2328

01:59:10,100 --> 01:59:12,980

And I still fight that now in a 40 hour job,

2329

01:59:12,980 --> 01:59:15,420

I probably fight that worse now than I do.

2330

01:59:15,420 --> 01:59:20,420

But so I would use those breaks to get rested

2331

01:59:20,760 --> 01:59:24,120

and recovered and go on trips and decompress.

2332

01:59:26,020 --> 01:59:29,020

And so it's just interesting now to think back

2333

01:59:29,020 --> 01:59:31,100

or even just to listen to the conversations

2334

01:59:31,100 --> 01:59:34,980

of there's so much information that you're putting out there

2335

01:59:34,980 --> 01:59:39,540

about 24 72 and we a year ago,

2336

01:59:39,540 --> 01:59:41,620

yeah, a little over a year ago,

2337

01:59:41,620 --> 01:59:45,580

we negotiated a new schedule D shift,

2338

01:59:45,580 --> 01:59:50,160

but we went to one, two, one, four.

2339

01:59:51,460 --> 01:59:52,940

And now if we want to change that,

2340

01:59:52,940 --> 01:59:54,820

we got to open up the contract and bargain

2341

01:59:54,820 --> 01:59:56,480

to change it to something else.

2342

01:59:56,480 --> 02:00:01,480

But we have dynamic work days or the debit days.

2343

02:00:01,500 --> 02:00:04,540

And so what always fascinated me with a schedule

2344

02:00:04,540 --> 02:00:06,380

and thinking about scheduling changes

2345

02:00:06,380 --> 02:00:10,000

was there's a schedule that's on paper.

2346

02:00:10,000 --> 02:00:14,220

And then there's the schedule that we actually work.

2347

02:00:14,220 --> 02:00:17,860

And when we were 24 48 with Kelly's,

2348

02:00:17,860 --> 02:00:22,860

I for the most part, actually worked at 24 48 with Kelly's

2349

02:00:22,860 --> 02:00:27,640

because I didn't work a ton of overtime

2350

02:00:27,640 --> 02:00:29,200

or these other things.

2351

02:00:30,600 --> 02:00:33,200

And so sometimes I'm like,

2352

02:00:33,200 --> 02:00:35,680

well, what schedule are we actually working?

2353

02:00:35,680 --> 02:00:39,000

Are you actually working a 48 24 48 24?

2354

02:00:39,000 --> 02:00:42,680

Are you actually working 24 48?

2355

02:00:42,680 --> 02:00:47,600

And so yeah, it's just interesting

2356

02:00:47,600 --> 02:00:50,400

because I've read some of the research and you know,

2357

02:00:50,400 --> 02:00:53,640

obviously I've been listening to your show for a long time,

2358

02:00:53,640 --> 02:00:57,960

but it's funny to see out there the worst schedule,

2359

02:00:57,960 --> 02:01:00,760

we can work as though one on one off, one on one off,

2360

02:01:00,760 --> 02:01:02,560

one on four off.

2361

02:01:02,560 --> 02:01:06,560

The best schedule is 24 72,

2362

02:01:06,560 --> 02:01:09,760

but then we go and choose these other schedules

2363

02:01:09,760 --> 02:01:13,760

or we just try to compress it like the 48 96,

2364

02:01:13,760 --> 02:01:16,560

which then you probably are ending up working

2365

02:01:16,560 --> 02:01:18,360

something else.

2366

02:01:18,360 --> 02:01:23,360

Something else or a one that there's a few departments

2367

02:01:24,640 --> 02:01:29,640

in our area that are doing is this 1323 schedule.

2368

02:01:32,320 --> 02:01:34,160

And so I don't know,

2369

02:01:34,160 --> 02:01:37,360

it's just interesting to listen to the conversation

2370

02:01:37,360 --> 02:01:41,440

at one moment where we'll say we need more rest

2371

02:01:41,440 --> 02:01:43,480

and we need this and we need that.

2372

02:01:43,480 --> 02:01:46,400

But then if you actually looked into somebody's calendar,

2373

02:01:46,400 --> 02:01:47,640

is that actually what they're working

2374

02:01:47,640 --> 02:01:51,160

or was there some other motivation behind a schedule change?

2375

02:01:51,160 --> 02:01:53,800

So it's just interesting.

2376

02:01:55,560 --> 02:01:59,080

So it'll be interesting to see how long term



2377

02:01:59,080 --> 02:02:00,120

what the fire service does,

2378

02:02:00,120 --> 02:02:04,380

but in depth save the for us, for me,

2379

02:02:05,520 --> 02:02:09,720

I see the health impacts that changes both mentally,

2380

02:02:09,720 --> 02:02:12,400

physically with working a, you know,

2381

02:02:12,400 --> 02:02:14,540

410 schedule or 40 hour schedule.

2382

02:02:14,540 --> 02:02:17,620

And it's there's a lot of benefits,

2383

02:02:17,620 --> 02:02:22,620

but I also know there's this weird like,

2384

02:02:23,100 --> 02:02:26,300

oh no, I can never see myself working, you know,

2385

02:02:26,300 --> 02:02:27,200

four days a week.

2386

02:02:27,200 --> 02:02:29,840

Oh my gosh, it's this worst, the worst thing ever.

2387

02:02:30,860 --> 02:02:33,180

But I don't know, sometimes I think we're just,

2388

02:02:33,180 --> 02:02:37,780

we can be afraid of change and we don't know how good it is

2389

02:02:37,780 --> 02:02:42,740

until we actually shift and let our bodies reset.

2390

02:02:42,740 --> 02:02:44,940

But yeah.

2391

02:02:46,380 --> 02:02:48,340

Well, it's interesting because you on your notes

2392

02:02:48,340 --> 02:02:53,340

that you sent me that one with a dynamic Kelly days

2393

02:02:53,380 --> 02:02:57,620

or the work days still ends up being a 52.8 hour work week.

2394

02:02:57,620 --> 02:03:00,100

So this is the conversation that, you know,

2395

02:03:01,100 --> 02:03:04,260

I've had a lot where I've used the analogy of a Rubik's cube

2396

02:03:04,260 --> 02:03:05,900

and I'm probably told you this, you know,

2397

02:03:05,900 --> 02:03:10,020

we talk about the cube and we spin the colors.

2398

02:03:10,020 --> 02:03:13,380

And so, oh, not 24, 48, let's do a 48, 96

2399

02:03:13,380 --> 02:03:15,780

or the Anaheim schedule one on one off four times

2400

02:03:15,780 --> 02:03:19,740

and then a four or six, but it's all a 56 hour work week.

2401

02:03:19,740 --> 02:03:23,260

And there's no discussion on why is the cube so fucking big?

2402

02:03:23,260 --> 02:03:25,220

Let's make the whole cube smaller.

2403

02:03:25,220 --> 02:03:28,100

So I think this whole smoke a mirror thing with,

2404

02:03:28,100 --> 02:03:30,920

you know, it's like the cup game in New York, you know,

2405

02:03:30,920 --> 02:03:31,760

where's the chip?

2406

02:03:32,660 --> 02:03:34,740

And so, you know, that's the basal thing.

2407

02:03:34,740 --> 02:03:38,140

And then, then there's going to be this automatic

2408

02:03:38,140 --> 02:03:41,420

internal monologue of, oh, you know, I'm not working less

2409

02:03:41,420 --> 02:03:42,700

or, oh, they're going to cut my wages

2410

02:03:42,700 --> 02:03:45,160

or all the other complete bullshit, you know,

2411

02:03:45,160 --> 02:03:47,580

urban legends around this topic.

2412

02:03:47,580 --> 02:03:49,260

And then you have to frame it just very simply,

2413

02:03:49,260 --> 02:03:51,980

the people that make these decisions about your jobs

2414

02:03:51,980 --> 02:03:53,380

work 40 hours a week.

2415

02:03:53,380 --> 02:03:56,540

Why do you not feel that you and your family deserve you

2416

02:03:56,540 --> 02:03:59,260

to be home the same amount of time that they are?

2417

02:03:59,260 --> 02:04:01,300

That's all it boils down to.

2418

02:04:01,300 --> 02:04:04,660

We devolved from when we used to sit around smoking cigars,

2419

02:04:04,660 --> 02:04:08,780

petting the Dalmatian and waiting for a fire singular.

2420

02:04:08,780 --> 02:04:11,460

Now we are Jack of all trades, master of none,

2421

02:04:11,460 --> 02:04:15,260

running numerous calls every 24, up most of the night.

2422

02:04:15,260 --> 02:04:17,840

And if not still sleeping with one eye open,

2423

02:04:17,840 --> 02:04:20,960

arguably we should be working less than the office worker.

2424

02:04:20,960 --> 02:04:22,540

But for the love of God,

2425

02:04:22,540 --> 02:04:25,140

at least put our fire department back to the same

2426

02:04:25,140 --> 02:04:26,100

as the office work.

2427

02:04:27,240 --> 02:04:31,780

Yeah, you know, it's, you mentioned that I was just sharing

2428

02:04:31,780 --> 02:04:34,060

with one of my office mates the other day,

2429

02:04:34,060 --> 02:04:38,380

how I had a superstition when I was on shift work

2430

02:04:38,380 --> 02:04:41,180

and I wouldn't go to bed before midnight

2431

02:04:42,780 --> 02:04:45,900

because I knew if I went to bed before midnight,

2432

02:04:46,980 --> 02:04:49,180

we'd be getting up at night.

2433

02:04:49,180 --> 02:04:53,460

And so yeah, I would stay up.

2434

02:04:53,460 --> 02:04:57,060

And actually part of how I would operate

2435

02:04:57,060 --> 02:05:01,100

and is during the day when the crew is awake,

2436

02:05:01,100 --> 02:05:04,340

that was my opportunity to be with the crew

2437

02:05:04,340 --> 02:05:06,420

as officer build those relationships.

2438

02:05:06,420 --> 02:05:11,420

And then once the crew went to bed,

2439

02:05:11,660 --> 02:05:13,460

that was my time to do all the quote,

2440

02:05:13,460 --> 02:05:18,340

officer stuff, paperwork or whatever we had.

2441

02:05:18,340 --> 02:05:20,580

And so I would do that after, you know,

2442

02:05:20,580 --> 02:05:23,200

everybody went to bed and then I would stay up.

2443

02:05:23,200 --> 02:05:24,540

And you know, looking back,

2444

02:05:24,540 --> 02:05:26,620

a lot of it was because like you just said,

2445

02:05:27,660 --> 02:05:30,460

we don't know when that tones are gonna go off

2446

02:05:30,460 --> 02:05:33,020

or what could be the worst call ever

2447

02:05:33,020 --> 02:05:36,380

and push us to our limits.

2448

02:05:36,380 --> 02:05:41,380

And for me, I always felt behind the eight ball,

2449

02:05:43,700 --> 02:05:45,380

behind the power curve,

2450

02:05:45,380 --> 02:05:47,480

when I'm waking up from a dead sleep,

2451

02:05:48,660 --> 02:05:52,060

grabbing the pagers or phones off the nightstand,

2452

02:05:52,060 --> 02:05:55,060

trying to get dressed and fumble my way downstairs

2453

02:05:55,060 --> 02:05:57,500

to the rig and then have to get my mind ready for,

2454

02:05:57,500 --> 02:05:58,500

okay, what are we going on?

2455

02:05:58,500 --> 02:06:00,220

Where's people coming from?

2456

02:06:00,220 --> 02:06:01,140

Like, where's the hydrants?

2457

02:06:01,140 --> 02:06:03,700

All the navigating to the call, whatever it is.

2458

02:06:03,700 --> 02:06:06,940

So I always felt behind the power curve.

2459

02:06:06,940 --> 02:06:09,740

And so I would just stay up later

2460

02:06:09,740 --> 02:06:12,220

because I thought, okay, if I stay up later,

2461

02:06:12,220 --> 02:06:15,360

then that means I'm gonna hear the call come in.

2462

02:06:15,360 --> 02:06:17,500

And so that's me kind of engineering

2463

02:06:17,500 --> 02:06:22,500

or buying myself a little bit more processing time.

2464

02:06:22,580 --> 02:06:25,860

So, but then the challenge of that,



2465

02:06:25,860 --> 02:06:29,020

the sabotaging side of that is now I've shortened

2466

02:06:29,020 --> 02:06:31,220

how much I'm actually sleeping

2467

02:06:31,220 --> 02:06:34,420

because now I probably wasn't asleep till one

2468

02:06:34,420 --> 02:06:36,220

because I'm laying in bed looking at the ceiling,

2469

02:06:36,220 --> 02:06:38,720

just waiting for that little red light to go off.

2470

02:06:39,900 --> 02:06:43,980

Or in some cases, you hear the click of the lights

2471

02:06:43,980 --> 02:06:46,180

before anything even happens.

2472

02:06:46,180 --> 02:06:51,180

Or in our old days, you could actually hear the MDC beep

2473

02:06:51,460 --> 02:06:52,580

before everything went.

2474

02:06:52,580 --> 02:06:54,200

And so it's just interesting

2475

02:06:54,200 --> 02:06:56,860

how the body senses all that stuff.

2476

02:06:56,860 --> 02:07:00,660

And so, yeah, so I would probably get what?

2477

02:07:00,660 --> 02:07:04,740

Four or five hours of not awesome sleep

2478

02:07:04,740 --> 02:07:08,020

and then have to be somewhat functional the next day.

2479

02:07:09,100 --> 02:07:14,100

But I'm pretty blessed to have a wife that we met after

2480

02:07:16,480 --> 02:07:18,520

I was in the fire service.

2481

02:07:18,520 --> 02:07:21,740

And she's really been along the journey with me.

2482

02:07:21,740 --> 02:07:24,140

And so she even has helped, you know,

2483

02:07:24,140 --> 02:07:27,700

look over at the recliner and listening to some of our,

2484

02:07:27,700 --> 02:07:29,940

you know, programs, how to survive, you know,

2485

02:07:29,940 --> 02:07:31,740

fire service relationship is,

2486

02:07:31,740 --> 02:07:33,500

hey, sometimes dad's gonna come home

2487

02:07:33,500 --> 02:07:36,020

and he needs to hit that recliner for an hour

2488

02:07:36,020 --> 02:07:37,420

and decompress.

2489

02:07:37,420 --> 02:07:40,980

And so I had that, but not everybody does.

2490

02:07:40,980 --> 02:07:44,060

And that just compounds on things.

2491

02:07:44,060 --> 02:07:49,060

And so, yeah, but it's all gonna come,

2492

02:07:49,300 --> 02:07:51,900

there's something that gets, has to be traded off

2493

02:07:51,900 --> 02:07:53,100

for some of that.

2494

02:07:53,100 --> 02:07:57,140

And there's always a dollar figure

2495

02:07:57,140 --> 02:07:59,700

or a cost associated with those things.

2496

02:07:59,700 --> 02:08:01,680

And that's a hard stuff to pull apart.

2497

02:08:02,700 --> 02:08:06,700

And sometimes we choose, do we want more people?

2498

02:08:06,700 --> 02:08:08,420

And we, in our fast math, you know,

2499

02:08:08,420 --> 02:08:10,460

our coffee table math can be,

2500

02:08:10,460 --> 02:08:12,260

well, more people equals less overtime.

2501

02:08:12,260 --> 02:08:14,100

So then, no, we would rather take the raise,

2502

02:08:14,100 --> 02:08:15,180

have less people.

2503

02:08:15,180 --> 02:08:19,500

And it potentially continues to feed this vicious cycle

2504

02:08:19,500 --> 02:08:22,180

versus more people filling more positions

2505

02:08:22,180 --> 02:08:24,260

as less dynamic days or less whatever,

2506

02:08:24,260 --> 02:08:26,780

but the money's gotta come from somewhere.

2507

02:08:26,780 --> 02:08:30,300

That's the reality of it, is there's a cost.

2508

02:08:30,300 --> 02:08:33,980

And at some point we have to be intellectually honest

2509

02:08:33,980 --> 02:08:37,140

with ourselves about there's a cost to that.

2510

02:08:37,140 --> 02:08:42,140

And so, but if we come together with a common purpose,

2511

02:08:44,720 --> 02:08:48,260

maybe, and maybe some similar values,

2512

02:08:48,260 --> 02:08:50,580

then maybe we can find something that's gonna work

2513

02:08:50,580 --> 02:08:54,340

for everybody instead of it potentially always falling

2514

02:08:54,340 --> 02:08:58,340

into this us versus them type of battle.

2515

02:08:59,740 --> 02:09:03,380

So there's somewhere out there, there's the answer,

2516

02:09:03,380 --> 02:09:07,740

but you know, it takes personal responsibility

2517

02:09:07,740 --> 02:09:11,740

as well as agency responsibility and labor responsibility

2518

02:09:11,740 --> 02:09:12,900

to make it all work.

2519

02:09:12,900 --> 02:09:16,380

It's not just one-sided, so.

2520

02:09:16,380 --> 02:09:17,540

Absolutely.

2521

02:09:17,540 --> 02:09:20,500

Well, and we're going back to the whole mission thing.

2522

02:09:20,500 --> 02:09:22,260

One of the things that infuriates me,

2523

02:09:22,260 --> 02:09:24,860

I mean, this happened locally, we had two suicides,

2524

02:09:25,760 --> 02:09:28,480

was it last year, just over a year ago now,

2525

02:09:28,480 --> 02:09:32,020

within three months of each other, both young men.

2526

02:09:32,020 --> 02:09:33,260

Young, young men.

2527

02:09:33,260 --> 02:09:37,380

And so to me, surely your entire mission statement

2528

02:09:37,380 --> 02:09:40,660

is gonna shift to this has to stop.

2529

02:09:40,660 --> 02:09:42,900

Well, I was part of this research project

2530

02:09:42,900 --> 02:09:45,660

that is trying to present to the county I live in

2531

02:09:45,660 --> 02:09:48,660  
to talk about 2472s.

2532

02:09:48,660 --> 02:09:50,260  
You should have heard the resistance.

2533

02:09:50,260 --> 02:09:51,660  
It was nausea.

2534

02:09:51,660 --> 02:09:56,020  
And to me, it's like, so don't show up at the funeral then.

2535

02:09:56,020 --> 02:09:58,040  
If you actually don't give a shit,

2536

02:09:58,040 --> 02:10:00,700  
then don't fucking show up in the first place, you know?

2537

02:10:00,700 --> 02:10:03,660  
But if you actually care about these firefighters

2538

02:10:03,660 --> 02:10:06,380  
that are getting cancer and overdosing and suicide

2539

02:10:06,380 --> 02:10:08,620  
and heart disease and autoimmune disease

2540

02:10:08,620 --> 02:10:11,080  
and all these other things that are happening,

2541

02:10:11,080 --> 02:10:13,460  
there's your mission statement right there.

2542

02:10:13,460 --> 02:10:15,700

First thing, yes, we're gonna serve the public

2543

02:10:15,700 --> 02:10:18,480

and everything, but number one is that we're gonna figure out

2544

02:10:18,480 --> 02:10:22,340

all these elements that actually affect our firefighters'

2545

02:10:22,340 --> 02:10:23,700

health and we're gonna change them.

2546

02:10:23,700 --> 02:10:25,820

And the irony is, and I've obviously talked about this

2547

02:10:25,820 --> 02:10:28,780

a huge amount and had some great guests on this,

2548

02:10:28,780 --> 02:10:32,600

the money is there, but it's in the sewer

2549

02:10:32,600 --> 02:10:34,260

because you're flushing it down the toilet

2550

02:10:34,260 --> 02:10:36,620

by working your men and women into the ground.

2551

02:10:36,620 --> 02:10:38,700

So it's all there, the medical retirements,

2552

02:10:38,700 --> 02:10:41,220

the overtime, the lawsuits, I mean, you name it,



2553

02:10:41,220 --> 02:10:44,300

millions and millions and millions of dollars.

2554

02:10:44,300 --> 02:10:47,140

Take some of that money that you're wasting,

2555

02:10:47,140 --> 02:10:50,660

put in a fourth shift, therefore now people are gonna

2556

02:10:50,660 --> 02:10:52,540

wanna test for you because they look on paper like,

2557

02:10:52,540 --> 02:10:54,620

oh wow, they actually care about their people.

2558

02:10:54,620 --> 02:10:56,540

The line goes out the door again for recruitment,

2559

02:10:56,540 --> 02:10:58,960

just like you and I when we first started.

2560

02:10:58,960 --> 02:11:01,620

And now there isn't all this overtime.

2561

02:11:01,620 --> 02:11:03,900

So all the people that were kind of, you know,

2562

02:11:03,900 --> 02:11:06,100

exactly that kind of self-serving,

2563

02:11:06,100 --> 02:11:08,320

I'd rather be away from my family and earn more money

2564

02:11:08,320 --> 02:11:11,320

mentality, which is absolutely fucking insane,

2565

02:11:11,320 --> 02:11:14,160

that goes away because you can't be a firefighter

2566

02:11:14,160 --> 02:11:17,140

at your station apart from occasional overtime.

2567

02:11:17,140 --> 02:11:19,380

But here's the beautiful thing, now you can go

2568

02:11:19,380 --> 02:11:22,300

and find another passion to do on the side

2569

02:11:22,300 --> 02:11:24,780

that you can do on your days off if you wanna have

2570

02:11:24,780 --> 02:11:26,460

that extra money, if you need a little extra

2571

02:11:26,460 --> 02:11:29,020

for your mortgage or your ski boat, whatever it is.

2572

02:11:29,020 --> 02:11:30,880

But the beautiful thing is you still go home

2573

02:11:30,880 --> 02:11:32,560

to your family and you sleep in your bed

2574

02:11:32,560 --> 02:11:34,660

every single night when you're off.

2575

02:11:34,660 --> 02:11:38,340

So this is what's crazy to me and we are our own worst enemy.

2576

02:11:38,340 --> 02:11:43,340

If your union isn't fighting for better working conditions,

2577

02:11:43,340 --> 02:11:45,260

and I would argue for a fitness standard too,

2578

02:11:45,260 --> 02:11:48,860

let's be honest, then they don't give a shit about you.

2579

02:11:48,860 --> 02:11:50,980

If your administration isn't, then they don't give

2580

02:11:50,980 --> 02:11:51,820

a shit about you.

2581

02:11:51,820 --> 02:11:53,580

If your city or county isn't, then they don't give

2582

02:11:53,580 --> 02:11:54,680

a shit about you.

2583

02:11:54,680 --> 02:11:57,500

So that means that you have to be your own advocate

2584

02:11:57,500 --> 02:12:00,440

and you have to get everyone else to understand

2585

02:12:00,440 --> 02:12:03,300

the ridiculousness of the firefighter work week,

2586

02:12:03,300 --> 02:12:05,700

the fact that all the mandatory over times

2587

02:12:05,700 --> 02:12:08,100

are just making things even worse and you're away

2588

02:12:08,100 --> 02:12:11,280

from your children and your husband or your wife even more.

2589

02:12:11,280 --> 02:12:13,020

And no one's thanking you.

2590

02:12:13,020 --> 02:12:16,060

No one's saying, I can't believe that you take another

2591

02:12:16,060 --> 02:12:20,020

24 hours of your life to cover while in this interim.

2592

02:12:20,020 --> 02:12:22,020

No, they're like, well, we're short-staffed.

2593

02:12:22,020 --> 02:12:23,460

It is what it is.

2594

02:12:23,460 --> 02:12:27,100

So either we get angry enough to actually finally advocate

2595

02:12:27,100 --> 02:12:30,520

for ourselves, start chasing some bullshit pay raise

2596

02:12:30,520 --> 02:12:33,060

and really fight the true currency,

2597

02:12:33,060 --> 02:12:38,060

which is time with our family, then the fault is on us.

2598

02:12:38,100 --> 02:12:42,580

But I think that, I get it, we're so tired and so bewildered,

2599

02:12:42,580 --> 02:12:45,340

but the answers are out there and I've got episodes

2600

02:12:45,340 --> 02:12:48,340

where departments big and small literally lay out

2601

02:12:48,340 --> 02:12:49,860

how they made it happen.

2602

02:12:49,860 --> 02:12:52,660

And it's always because they saved money for the city

2603

02:12:52,660 --> 02:12:55,980

or county is really what the ultimate thing was.

2604

02:12:55,980 --> 02:12:57,780

So all the answers are there.

2605

02:12:57,780 --> 02:12:59,820

It's just a case of people having the courage

2606

02:12:59,820 --> 02:13:01,220

to actually stand up.

2607

02:13:01,220 --> 02:13:03,620

The same way as they're courageous going in a house fire,

2608

02:13:03,620 --> 02:13:05,320

be courageous so that you can walk back

2609

02:13:05,320 --> 02:13:07,340

into your home more often.

2610

02:13:07,340 --> 02:13:09,180

I love that.

2611

02:13:09,180 --> 02:13:12,600

The timing of this is just impeccable.

2612

02:13:12,600 --> 02:13:16,460

One of our folks just announced their retirement

2613

02:13:16,460 --> 02:13:19,460

and I actually had just met with this individual

2614

02:13:19,460 --> 02:13:24,020

a few months ago and at that time they had said,

2615

02:13:24,020 --> 02:13:25,820

no, I'm not gonna retire.

2616

02:13:25,820 --> 02:13:26,800

So, okay.

2617

02:13:26,800 --> 02:13:28,860

And we tend to talk through about all the different stuff

2618

02:13:28,860 --> 02:13:31,820

and I think one of the big challenges too

2619

02:13:31,820 --> 02:13:34,860

is having purpose outside of the fire service.

2620

02:13:34,860 --> 02:13:38,580

It's really easy for us as people that wear the uniform

2621

02:13:38,580 --> 02:13:42,100

that that uniform becomes your identity

2622

02:13:42,100 --> 02:13:44,140

and when you take off that uniform,

2623

02:13:44,140 --> 02:13:46,420

it's almost like you've lost yourself

2624

02:13:47,740 --> 02:13:49,940

and I'll take a quick tangent.

2625

02:13:49,940 --> 02:13:54,660

But one of the things that going through that ordeal

2626

02:13:54,660 --> 02:13:59,660

that I went through back in 18 and into 19 was that was,

2627

02:14:00,180 --> 02:14:04,000

I think the universe telling me this isn't your identity

2628

02:14:04,000 --> 02:14:05,700

and you need to be ready for the day

2629

02:14:05,700 --> 02:14:08,020

that you no longer wear the uniform

2630

02:14:08,020 --> 02:14:09,940

or you no longer put your stuff on the rig

2631

02:14:09,940 --> 02:14:11,060

and go respond to call.

2632

02:14:11,060 --> 02:14:12,180

That's not who you are.

2633

02:14:12,180 --> 02:14:14,820

That's what you do but it's not who you are.

2634

02:14:14,820 --> 02:14:19,820

And so I think when you start looking at retirement

2635

02:14:20,220 --> 02:14:23,820

or on those hard stops, the injuries or things

2636

02:14:23,820 --> 02:14:27,080

and I've watched people, their career come to an end

2637

02:14:27,080 --> 02:14:29,980

out of choice or not choice and how tough that transition is

2638

02:14:29,980 --> 02:14:34,980

but anyway to circle back is

2639

02:14:35,540 --> 02:14:37,140

individual announced their retirement

2640

02:14:37,140 --> 02:14:39,860

and so I shot him a message like, hey, you're retiring?



2641

02:14:39,860 --> 02:14:43,900

And yup, and I said, well, what changed?

2642

02:14:43,900 --> 02:14:46,980

And speaks to exactly what you said James

2643

02:14:46,980 --> 02:14:51,980

is the response was money can't buy time brother.

2644

02:14:54,120 --> 02:14:56,980

And I'm like, yes.

2645

02:14:56,980 --> 02:15:01,980

And I ended up taking a day off this week

2646

02:15:02,900 --> 02:15:05,640

just so I could take my son Zach fishing,

2647

02:15:05,640 --> 02:15:07,340

even though we may or may not catch anything

2648

02:15:07,340 --> 02:15:08,420

just to spend time.

2649

02:15:08,420 --> 02:15:12,080

Cause what I'm like the reality for me, as I look at it,

2650

02:15:13,460 --> 02:15:18,460

my time with my kids in their influential part of life

2651

02:15:18,620 --> 02:15:21,380

is rapidly closing.

2652

02:15:21,380 --> 02:15:24,180

My daughter's entering high school next year,

2653

02:15:24,180 --> 02:15:27,260

hard to believe, my son's 14.

2654

02:15:28,260 --> 02:15:30,780

My son doesn't know what it was like

2655

02:15:30,780 --> 02:15:31,980

to ever have me on shift.

2656

02:15:31,980 --> 02:15:34,520

He's always had me home, except for times

2657

02:15:34,520 --> 02:15:36,620

where I have been mandatory or I have been gone.

2658

02:15:36,620 --> 02:15:39,180

We've, you know, when we have major incidents

2659

02:15:39,180 --> 02:15:43,100

and in the county, I end up being part of the

2660

02:15:44,020 --> 02:15:46,460

incident management team as a plan section guy.

2661

02:15:46,460 --> 02:15:50,220

So he knows what it's like when I'm gone for those things

2662

02:15:50,220 --> 02:15:53,600

but typically they get small doses of me every single day

2663

02:15:53,600 --> 02:15:56,580

versus being away for those long periods of time.

2664

02:15:56,580 --> 02:16:01,040

And so anyways, yeah, you just,

2665

02:16:01,040 --> 02:16:05,400

time is something you never ever get back.

2666

02:16:05,400 --> 02:16:08,520

And you know, I've watched how many people leave

2667

02:16:08,520 --> 02:16:11,120

the fire service and the next day they're,

2668

02:16:11,120 --> 02:16:12,360

we're just gonna fill you.

2669

02:16:13,560 --> 02:16:16,760

As much as we wanna become indispensable and all that,

2670

02:16:16,760 --> 02:16:18,780

we're just not, we're all replaceable,

2671

02:16:19,760 --> 02:16:21,800

but we're not replaceable at home,

2672

02:16:21,800 --> 02:16:23,320

nor do we, would we wanna be.

2673

02:16:23,320 --> 02:16:27,440

I mean, maybe get a fourth best version if I go or whatever,

2674

02:16:27,440 --> 02:16:30,480

but what, but yeah.

2675

02:16:30,480 --> 02:16:33,960

So that was, I think that just supports a lot of the stuff

2676

02:16:33,960 --> 02:16:37,620

that you've been pushing for so many years.

2677

02:16:39,120 --> 02:16:43,000

You know, firefighters that are permanently broken

2678

02:16:43,000 --> 02:16:46,320

or dead and gone, your purpose,

2679

02:16:46,320 --> 02:16:48,280

we can't help be on that.

2680

02:16:48,280 --> 02:16:53,280

And you know, if you really wanna stick it to the man,

2681

02:16:53,280 --> 02:16:55,440

I think Matt Wenning talked about it

2682

02:16:55,440 --> 02:16:58,040

maybe back in his episode or one of his episodes.

2683

02:16:58,040 --> 02:16:59,800

If you really wanna stick it to the man,

2684

02:16:59,800 --> 02:17:02,520

have a really long, healthy retirement.

2685

02:17:04,040 --> 02:17:06,800

And where you, you know, you kick it after three years

2686

02:17:06,800 --> 02:17:11,380

or whatever, but yeah.

2687

02:17:11,380 --> 02:17:12,460

My granddad did that.

2688

02:17:12,460 --> 02:17:14,340

He worked for insurance company in England.

2689

02:17:14,340 --> 02:17:17,360

And I remember the year when he'd actually been retired

2690

02:17:17,360 --> 02:17:18,480

longer than he'd worked.

2691

02:17:18,480 --> 02:17:19,320

Yes.

2692

02:17:19,320 --> 02:17:20,160

He lived to 99.

2693

02:17:20,160 --> 02:17:21,560

And actually it was cancer that got him.

2694

02:17:21,560 --> 02:17:23,120

Ironically, he was so bloody healthy.

2695

02:17:23,120 --> 02:17:23,960

Yeah.

2696

02:17:24,880 --> 02:17:25,720

Brilliant.

2697

02:17:25,720 --> 02:17:28,680

Well, mate, it's been such an incredible conversation

2698

02:17:28,680 --> 02:17:30,640

for people listening, we ended up kind of doing

2699

02:17:30,640 --> 02:17:32,080

a couple back to back of, you know,

2700

02:17:32,080 --> 02:17:33,840

like a few weeks apart.

2701

02:17:33,840 --> 02:17:36,600

So if you heard a microphone change, then that's why.

2702

02:17:36,600 --> 02:17:40,480

But it's, you know, been able to really pull some of the,

2703

02:17:40,480 --> 02:17:43,220

you know, the real lived experience leadership lessons

2704

02:17:43,220 --> 02:17:45,960

and some very valuable information.

2705

02:17:45,960 --> 02:17:48,160

So I wanna thank you so much for being so,

2706

02:17:48,160 --> 02:17:50,280

you're jam, oh fuck, you said it again.

2707

02:17:51,960 --> 02:17:54,060

I wanna thank you so much for being so generous

2708

02:17:54,060 --> 02:17:55,320

with your time and coming on

2709

02:17:55,320 --> 02:17:57,880

the Behind the Shield podcast today.

2710

02:17:57,880 --> 02:17:59,640

James, thank you so much.

2711

02:17:59,640 --> 02:18:01,520

I think I said it in the very beginning of the other one.

2712

02:18:01,520 --> 02:18:02,840

I just, I can't thank you enough.

2713

02:18:02,840 --> 02:18:06,840

It's super humbling to be here.

2714

02:18:06,840 --> 02:18:10,040

You know, I really wrestled with what the heck,

2715

02:18:10,040 --> 02:18:11,400

what am I gonna add to this?

2716

02:18:11,400 --> 02:18:14,160

I mean, look at your guest list for crying out loud.

2717

02:18:14,160 --> 02:18:17,840

And I've had the opportunity to meet so many of your guests,

2718

02:18:17,840 --> 02:18:19,200

which has been awesome.

2719

02:18:19,200 --> 02:18:22,240

But it says a lot about you and, you know,

2720

02:18:22,240 --> 02:18:24,040

what you've done, what, you know,

2721

02:18:24,040 --> 02:18:25,880

the sacrifice that you've made

2722

02:18:25,880 --> 02:18:28,200

so that we can try to help make the fire service

2723

02:18:28,200 --> 02:18:29,260

as a whole better.

2724

02:18:30,360 --> 02:18:32,600

So I'm really, you know, thank you,

2725

02:18:33,500 --> 02:18:34,920

but I'm also grateful for you.

2726

02:18:34,920 --> 02:18:37,680

And I just hope that we can all leave it

2727

02:18:37,680 --> 02:18:39,160

better than we found it.

2728

02:18:39,160 --> 02:18:41,160

So, I appreciate it.



2729

02:18:41,160 --> 02:18:56,160

Thank you.