



REDLINE

LEADERSHIP L.L.C.

PROFESSIONAL GROWTH AND DEVELOPMENT COACHING FOR PUBLIC SAFETY LEADERS



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Tip o' the Hat

This month's "Tip o' the Hat" goes out to Clint Garner, the new Fire Chief at Adams County (CO) Fire Rescue. Chief Garner was appointed to the top spot and took over duties as of January 1st, 2025. This position is the pinnacle of a career spanning more than 31 years, virtually all of it with ACFR.

Chief Garner started his fire service journey with Southwest Adams County Fire in 1993 as a volunteer. In 1999, he joined the ranks of the career staff, and he remained until 2003. In January 2003, he was promoted to Fire Lieutenant, a role he filled until he was promoted to Captain in 2009. In May 2014, Chief Garner was promoted to Battalion Chief as the first Battalion Chief promoted during the merge that created Adams County Fire. He served a nine-year stint until he moved on to fill the Deputy Chief of Operations role starting in 2023.

Chief Garner holds a Bachelor of Science Degree in Organizational Leadership from Colorado State University. He's a National Fire Academy Chief Officer Training Curriculum graduate and holds IFSAC Fire Officer 2 Certification as well as an EMT basic certificate which won't see much use in his new role.



Chief Garner (right) at graduation from Public Service Leadership Development.

Continued

"I'm On My Own For Dinner!!"

In response to a recent "Link of the Week," regarding behaviors that make people not trust you, I had a most valuable exchange with a follower. I have known this person a long time, in fact, since he was my camp counselor when I was in 6th grade camp. I would characterize our relationship as "a good friend," although we are not "besties."

Although he worked in a neighboring jurisdiction, which my department eventually merged into, he was the guy that gave me my job. He was offered a position in my organization, which he turned down, which resulted in them offering me the job. I'm grateful. Ok, back to my story....

I sent the link (found at the end of this article), which highlighted the three points of "Incongruity," "Emotional Intelligence," and "Open Body Language" as traits that impact trust. He responded to the article with, *"Also that unconscious behavior of not joining into shift dinner. Clear sign not [a] member of the team."* He also stated, *"Or having not made it as a cop before the FD (few exceptions)"*

referring to the cultural and behavioral differences between law enforcement and the fire service.

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I have had several conversations with the new Chief and to say he has ambitions for his organization is an understatement. He has a good idea what he envisions for the future of the organization but most definitely wants to hear input, feedback and perspectives from those that work alongside him at ACFPD. I am confident that he will bring growth to his department and its members in a multitude of ways.

Words of Wisdom: "As a company officer through the role of Fire Chief, my number one priority is people and ensuring we provide the tools and resources for all of our people to be the best they can be."

Congratulations Chief Garner! You have put in the time and worked hard to earn this rank. Just remember, the work isn't over, it's only just begun!

"Dinner!!" (cont.)

Me, being me, never afraid to challenge a thought or perspective, responded to his message with;

"Thanks for the feedback. I'll say 'possibly.' There may be another issue at play that might not be discernible. I am working on an emotional intelligence (or emotional quotient) program with a guy in Germany. I have seen people's issues go unrecognized because of our personal bias, tradition or lack of EQ. You are right, they might not be part of the team, but why? Are they being stalked/sexually harassed by one of the members to the point they leave the organization entirely? Seen that. Is there a private issue that they don't want to admit to because they are embarrassed or have been harassed belittled for it? Seen that. It's complicated (and getting more-so) and we always want to simplify it."

He accepted my perspective and shared some back. He offered;

"Absolutely right, too big a generalization. For instance, Dave M. not in on shift dinners, Dave with his (personal) dinner. He has a particular diet he does. Understandable, a kind considerate man considerate of coworkers to a fault."

We then talked about some individuals that were just simply "quirky" in their behaviors. Each of them had their own personal issues, some diagnosed and shared, others just innate characteristics that made them "different" than the bulk of the membership. Sometimes, they become loner soles or just don't integrate as well as others. But, I think we need all kinds.

He then did offer the question, *"Does a loner work well in the fire service?"* and offered his own answer, *"I think could with an effort."* But.....I think that is true of all of us...we need to make the **EFFORT**....Every. Single. Day!!

The "Link of the Week" that started the conversation here:

"Just 8 Minutes....Please!!"



On Track?

EFFORT: noun: exertion of physical or mental power, an earnest or strenuous attempt.

Are making an *EFFORT* to improve yourself, those around you or the environment in which you work?

"THANK YOU!!"

A big THANK YOU to Chief Herrera and Redmond (Oregon) Fire Rescue for hosting Redline Leadership, LLC to teach the introductory "High Performance Leadership and Professional Development" class. It was an honor to spend 3 days sharing with the great members of Redmond as well as City of Bend Fire & Rescue, Cloverdale Rural Fire, Jefferson County Fire & EMS, Crooked River



Ranch Fire & Rescue, Crook County Fire & Rescue, Black Butte Ranch Fire District, and Warm Springs Tribes Fire and Safety. What a great group of men and women committed to their communities and to each other in a way that is, for lack of a better term, "right." Their

values and commitment is admirable.

I'd also like to take a moment to comment on the photo here. While you might think I could have taken a better photo, I will vehemently disagree. I was in the Chief's office when I snapped this photo and while it may seem ordinary, I believe it is extraordinary. Chief Herrera is on the phone, making arrangements, coordinating, and gathering information in the interest of taking care of one of his team; arguably the most important work any of us can do....taking care of another. Thank you Chief for letting me snap and share this photo of you doing great work!

"Mentorship; Passing Our Wisdom On...!"

(Guest Author)

For most of my life I have had someone in my life who has helped guide me and lead me down a road of success. I had a challenging childhood with losing my dad at the age of 11, my mom working multiple jobs to keep food on the table and a roof over our head. At this age is where I started to seek out mentors for guidance and structure. My first mentor was a Marine by the name of Archie Owens. He was a tough SOB but he opened his house, providing thoughts and opportunities for a lot of underprivileged kids. When I got in trouble my senior year, it was Archie who helped me get a scholarship to UNR (University of Nevada-Reno). It was in Nevada where I met a retired Fire Marshall who advised me to go to Washington to seek a career in the fire service. Upon meeting my now wife in Reno, I asked her to move to Reno joining me and she said "No!" So. in '93 I moved to Washington state where I continue to find those that would give their time to make me successful.

One of my biggest, most thoughtful and a person who challenged me to grow was Kevin Body. We met when our two departments were deciding to merge and did a meet and greet at a local State Park-Saltwater. I was rather loud (still am) and I think that Kev was like "we are merging with this group?" (Insert eye roll here) Needless to say it was after the merger I got to be on his crew and our friendship took off from there. Even to a point where we went to a black barber shop before taking off for a class out of state. You will have to ask Kevin about it but from that day he was officially one of my "brothers from another mother."

Fast forward to today and I find myself doing what Archie Owens, the retired Fire Marshall, Kevin Body and many others instilled in me. ***Helping to raise the bar for those who come behind you and make the world just a little bit better than you got it.***

Mentorship is a work in progress. There's no simple or easy past, but we, as people need to share our experiences. Additionally, we need to listen to those that we are coaching, those that have not tried the task needed to accomplish their goal. I find great gratitude and reflection every time I have an opportunity to mentor. Watching a smile appear on someone's face as they reach a goal that they thought unobtainable is the greatest reward of all.

-Thank You Guest Author Anthony John,
Captain and Great Friend!
South King Fire & Rescue

Leadership Exemplified!!

I saw this on Instagram the other day and feel like it exemplifies the leadership that I am trying to share/teach. The story goes like this:



Crews were at the Sepulveda fire and the road was closed to traffic. A woman drove up, distraught and in tears. She explained that she has a phobia of driving on the highway and couldn't proceed through the detour which would take her onto the 405 freeway. Captain Jason Ortiz of the LAFD offered to walk her through the fire zone and see her safely to the other side. The woman took his hand, expressing her gratitude , re-

sulting in a touching goodbye.

I'd be willing to guess they don't have a policy on this. Perhaps he was guided by their mission, vision or values. Perhaps he was guided by his own. But regardless, he was able to take care of another human being, the goal we should all be chasing.

Los Angeles Fire Department

Mission: *"To preserve life, protect property, and safeguard our communities through relentless commitment to emergency preparedness, prevention, response, and recovery."*

Vision: *"The LAFD will be the premier, all-risk public safety and emergency service provider that exceeds the expectations of the diverse communities we serve."*

Core Values:

Service – Prioritizing our citizens, residents, and communities

Character – Aligning personal values with organizational values

Competency – Committing to the continual pursuit of performance excellence

Contribution – Immersing ourselves in the advancement of our services and standards

Collaboration – Embracing the widespread value of diversity, equity, and inclusion

Safety – Always—in every operation; at every incident

Knowledge – Informed, experienced leaders with qualifications, certifications, and formal education