



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – April 6, 2018

## March 30, 2018

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## Quote of the Week

"We cannot predict the future, but we can create it." Jim Collins

**Don't forget the annual Firefighter Angel Foundation Pancake Breakfast this Sunday at 61 in Chino and at CARTA 8-Noon**



**PANCAKE BREAKFAST**

WHERE:  
CENTRAL ARIZONA REGIONAL TRAINING ACADEMY  
7902 E. VALLEY RD.  
PRESCOTT VALLEY, AZ  
&  
CARTA STATION 61  
1125 W. ROAD 3 NORTH  
CHINO VALLEY, AZ

**\$5**  
PER PERSON  
OPERATION

**FIREFIGHTER**

**SUNDAY, APRIL 8, 2018**  
8:00 AM - NOON

**Angel**

**SUIT UP LIKE A FIREFIGHTER**

FUN for the KIDS  
T-shirts

Professional  
Face Painting &  
Balloon Twisting

MUSIC

**PANCAKES**  
to the  
RESCUE

FIRE TRUCK  
TOURS

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## The Chief's Desk

So, I started reading a new book, and you know what happens when I start reading – I come up with “brilliant” ideas! Don’t worry Chief Tharp and Chief Bliss I’m just kidding. No “brilliant” hair brained ideas this time. This book can lead a person to pause and reflect on who you are in a leadership role. Jim Collins is an author that I truly enjoy. His works include the books *Good to Great*, *Built to Last*, and *How the Mighty Fall* among others. I’ve read the first two, have not read the third, but am currently reading another one of his books entitled *Great by Choice*.

This particular book looks at companies that have thrived from the 70’s through 2002 despite turbulent times caused by the economy, worldwide political upheaval, war, etc. Each of the company’s in the study surpassed industry standards by at least 10%, but most realized results well above the 10% threshold. As a comparison set, they study companies that were in the same market, with the same product, in the same time frame, but didn’t perform as well. The question – why? Why is it that one company could thrive while the other with the same product faltered?

You may be asking at this point, “why” is this important to you? As I’ve said before, interesting parallels can be drawn between private industry and government. While we do not produce goods, we do provide services. We do not make a profit, but we still have to work in a challenging market with limited revenues, and ensure that we are sustainable for the long term. Governmental entities should not take the short sighted view that they are indefinite institutions simply because they are Governmental entities. Cont. on Page 5

**Upcoming Events:**  
**April 9 – Joint Board Budget Workshop**  
**April 10 – PV Chamber Seminar, Chino Town Council**  
**April 11 – SOG Meeting, Tour of Facility, Prescott Area Leadership Bagquet**  
**April 12 – AFSI Meeting Phoenix, PV Town Council**  
**April 13 – AZ Fire Chiefs Meeting Casa Grande**

**Board Meetings**

**April 9<sup>th</sup>**

**All boards budget work study session at Admin**

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## Please Welcome our New Personnel!

Following up from our last edition, please welcome the rest of our new team members.



**Marci Lambrecht:** I was born and raised in Nebraska, along with one brother and five sisters (never a dull moment in our household). Though I am not the typical die-hard Husker football fan, I am a huge Husker volleyball fan. My husband, Merlin and I have been married for 24 years. We have two children, and two grand-children back in Nebraska. We moved to Prescott Valley three years ago, and have found the area to be a great fit for our lifestyle. Each of us has a motorcycle, and we have enjoyed a lot of great riding in the area. Being a person that loves the outdoors, the mild Prescott area climate is a great fit. I have explored several trails, and look forward to finding many new ones. I previously worked for Crystal

Creek Builders in Prescott, but left there last summer, and we took a three month trip in our travel trailer. I feel truly blessed to be part of the CAFMA family. I look forward to getting more involved in company events and starting new friendships. (Chief's Note: That's a nice bike!)

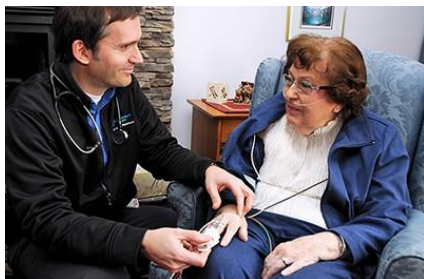


Photo Credit: Darlene Packard  
Left to Right: Jim Gillihan, Nate Hallowell, Jake Thompson, Tim Tillich, Justin Vanatta, Ethan Hutchison

**Tim Tillich:** I grew up in Prescott Valley, where I now live with my 3 year old son Carter. My 8 year old daughter Natalie also lives in Prescott Valley. I graduated from Tri-City Prep in 2004. Following high school I spent six years in the Navy stationed in Virginia. After the military I moved back to Prescott Valley where I've worked as a Crossfit coach and managed an asphalt maintenance company while going to school. I look forward to the opportunities that are now available to me working at CAFMA.

**Nate Hallowell:** I Live here in Prescott Valley AZ with my two Girls ages 3&4. I have been a resident of Arizona for 10 years previously living in Wisconsin. In my free time I enjoy Mountain Biking and Camping with my Kids. I look forward to the opportunity to serve my community.

**Ethan Hutchison:** I moved to Prescott in 1998 when my dad got hired with Prescott Fire. I served for four years in the Marine Corps and have five years of experience in construction. I live in Prescott Valley with my girlfriend Mikayla, and enjoy anything that has to do with being outdoors. I am looking forward to a great career with CAFMA.



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## Community Integrated Paramedic Program

**EMS Captain Doug Niemynski**

Central Arizona Fire and Medical Authority is working on a partnership with Prescott Fire Department, Yavapai Regional Medical Center and North Central Arizona Accountable Care to develop a Community integrated Paramedicine (CIP) pilot project.

We believe that the Quad Cities may benefit from alternative methods of healthcare delivery. As you know various patient populations are increasing their reliance on 911 and emergency rooms to provide primary and follow-up care. This change in approach to healthcare is having a negative effect on the system's capabilities and resources. Rather than improving patient care, doctors and nurses are spending more time with more people without a correlating increase in resources. Doing more with less could eventually lead to untoward outcomes – if it hasn't already.

The goal is to improve patient outcomes by directing patients to the appropriate resources for follow-up care. The community integrated paramedic will provide for patient advocacy by ensuring patients

understand their discharge diagnosis and instructions. They will assist the patient in accessing existing services, partnerships, social services and NGOs.

We hope to decrease hospital readmission through prevention. CIPs can perform medication reconciliation, ensure discharge order compliance, and ensure patients have transportation to medical appointments. They can also follow up on any nutritional requirements the patient may have given their condition.

This pilot project will have medical direction through our base hospital, Yavapai Regional Medical Center. The paramedics will follow written protocols that align with the paramedic scope of practice. They will also be provided additional training on specific disease processes and interviewing skills.

This project will be implemented in several phases with specific focus groups of patients suffering from illnesses such as Congestive Heart Failure (CHF), Diabetes, and Chronic Obstructive Pulmonary Disease (COPD). Once the program is established and our partnership gains a better understanding of the community's needs, we will likely expand the list of illnesses included. The CIP will schedule a visit with each patient and will follow up with them weekly. After +/- 30 days the patient graduates the program and gets a certificate of completion.

This project is very much in its infancy and we are continuing to refine the plan as we meet with partners and stakeholder groups. It is an exciting time to be a part of such a worthwhile project that can make a positive impact in our community. I will keep you informed as this gains momentum and the plan matures. Do you have what it takes to be CAFMA's very own CIP? Let that seedling grow and we will be reaching out to you soon!



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## **Arizona Wildland and Incident Management Academy – 16 years Strong**

### **Battalion Chief and Wildland Coordinator Todd Abel**

The 16<sup>th</sup> annual Arizona Wildfire and Incident Management Academy was a huge success again this year. We had a record number of students, instructors and classes; 51 in all and many of those had waiting lists. The intermediate overhead and single resource classes had multiple sessions added to accommodate the number of students interested in that level of training. We also offered 4 sessions of S-130/190 and had enough interest to fill two more sessions. Unfortunately, the academy couldn't offer those two additional sessions due to limitations at Embry Riddle Aeronautical University (ERAU).

In my opinion, as the Incident Commander of the Academy, one of the biggest assets we had this year was the quality of instructors. They went above and beyond to make sure their students gained as much knowledge and experience as they could out of their time at the academy. The instructors worked to combine multiple classes in an effort to create a true to life simulation of a field incident. The instructor of our Heavy Equipment Boss class took extra steps this year to ensure students had an opportunity to see, hear and feel the equipment in person rather than just in a slide. He made contact with local heavy equipment dealers, who brought in every piece of equipment that could be used on a fire so the students could work with them.

The tribute night was very successful this year. The multi-agency honor guard did an outstanding job kicking off the event and giving tribute to the fallen wildland firefighters from 2017. Our honoree for Wildland Firefighter of the Year was Travis Mabery, a local Forest Service employee. Travis was recognized for his efforts during a fatal incident in his division last year while on a fire in Montana. We raised over \$20,000 through our auction which will go toward scholarships for the 2019 academy.

I want to recognize Charlie Reyes and Dean Steward for doing an outstanding job as part of the Incident Management Team, as well as for Dean's donations toward the auction. We all know and recognize his leather works for their quality as well as the artistry. The academy would not be successful without people like Charlie and Dean.



**Note by Chief Freitag:** Since Todd is too humble to mention it I'll make a couple of additions. First and foremost, this was Chief Abel's last year as Incident Commander for the Academy. They run a three year rotation and this was his last of three. By all accounts, Todd has done an outstanding job coordinating and running things as was evident by the record setting year.

Secondly, I'd like to personally congratulate Todd on being awarded the Herb McKelwee award for Loyalty! What an honor to receive this award from his peers. Outstanding work sir!

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## **Chiefs Desk Continued**

Something in the first chapter really stood out to me, and I felt it relevant to CAFMA. The author's pointed out that companies can "thrive in chaos," but cannot "thrive on chaos." I had to pause and reread it a couple of times as it really struck a chord. By all accounts, CAFMA is thriving. Look at we've all accomplished together in 4.5 years starting with the development of a joint management agreement, and then progressing to the Joint Powers Authority.

The driving force for a new approach to our operations was "chaos." Sounds extreme, but hear me out. In 2007 our country entered into one of the worst recessions in history. Our agencies lost at least 50% of our assessed valuation. Tax rates increased without an increase in actual revenue to maintain services while home values tanked, people lost jobs and families lost their homes. Chino Valley and Central

Yavapai Fire Districts continued to chug along cutting spending and services. As if things weren't challenging enough, the State passed Prop 117. Due to the passing of the proposition not only did we lose revenue during the recession, our ability to recover was severely hampered. Next on the hit parade, really happening simultaneously, we were hit with outrageous increases in the PSPRS retirement system. In short, revenues tanked while expenses related to retirement exploded. Does any of this sound like it could create a level of chaos?

Both agencies faced financial issues. Some of the challenges were similar and some were unique to each, but none the less each had hurdles to overcome. Fast forward to late 2013 when senior staff started conversations about finally bringing the two together in some way with each offering something of value. Thinking outside what we would consider the traditional fire service model we developed the JMA, which progressed to the JPA ultimately saving the tax payers nearly \$687,000 dollars in the first year of operation. As a reminder, this means we would have had to tax for \$687,000 more dollars if the two agencies were separate.

Today we face some different challenges. While no one can thrive on chaos, some do seem to thrive on trying to create chaos for others. We've witnessed this for over two years now and things only continue to escalate. Yet, despite outside influences trying to create chaos for us, we continue to thrive - not unlike the companies outlined in the book. We don't thrive by completely ignoring the challenges, but we thrive by not letting them control our world.

Thinking beyond the JMA and JPA look at what we've accomplished and continue to accomplish. Chief Feddema and Captain Parra, along with others, have launched our training programs into the stratosphere. As has been pointed out, our agency receives compliments from throughout the state on the quality of our training programs, our instructors and our people. Captain Niemynski and company have taken our EMS training programs and knocked it out of the park with the quality of instruction provided which shows in each one of our personnel on the street. Chief Tharp is sought after across Arizona for his business acumen, financial knowledge and legal prowess (he hates it when I say that). Chief Bliss has us involved in national data projects that are leading the country to the next level of data collection and analysis. Chief Polacek, well he's Chief Polacek, who doesn't respect this guy for his calm demeanor and expertise.

Our wildland program isn't just recognized in the State, but in the west. Under the watchful eye of Chief Abel and his team our program has become a model others look too. I just heard a story from Jake with DFFM (he was not wearing Khakis) about the respect other States have for our crews, and how he enjoys being deployed with them.

I receive positive feedback regarding our prevention division on a regular basis from developers. Our folks look at the intent of the code, not just the black letter to ensure we are providing safety while at the same time promoting development. We can't make everyone happy, but our prevention professionals do a great job!

We have more and more agencies interested in our purchasing consortium which only serves to save us all money. Erik is well regarded by those that look at and take part in the program. Our fleet and tech

divisions are second to none. Our administrative managers – HR, finance, and admin - are sought after for their expertise. It can be hard to keep these folks when all the other agencies pay so much more than we can.

Our operations folks are recognized for their level of training and commitment to the profession. Whether responding to calls or representing us during different training and seminars throughout the State we get nothing but positive feedback.

Other agencies from across the State reach out from time to time to look at models we've created – mainly because we were the first to set it up – but also because they respect the work our personnel have done. More importantly, we have the overwhelming support of our community. There isn't a day that goes by that someone is not expressing gratitude for the work that you all do, as well as for our efforts to create CAFMA. Elected officials from the local and State levels have heard of us and support our efforts.

So why go through this exercise in writing? Because we need to focus on what we have accomplished and what we will continue to accomplish. There are some outside of our control that will continue to try and create chaos for our organization. Their efforts do cause headaches, cost the agency thousands of wasted tax payer dollars on nothing more than folly, and create an increased workload for administration; however they cannot stop us from thriving. Someone once said "a ship only sinks if water gets on the inside." Well, we're not going to let the water breach our hull. Rather, we will continue to innovate, we will continue to work with our community partners, we will continue to provide the highest level of service we possibly can, we will continue to support one another and we will continue to achieve. Our focus is on our path forward. There will always be challenges, and you know what we say about that..... Challenges reveal character and create opportunity. We will capitalize!

We're not perfect; no one is, but we continuously to strive for improvement. In my opinion I have the privilege of working with one of the greatest groups of people with outstanding character, expertise and integrity. And you know what; no one will ever take that away from us despite the chaos they try to create. We're choosing to continue to do good things, because that's just who we are as a collective and the feedback I get is that our community recognizes the efforts. Keep it up! And, from me to you, thank you for your efforts.....