



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – April 12, 2019

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### Quote of the Week

“Respect for ourselves guides our morals, respect for others guides our manners.”  
 Laurence Sterne

## Fire Ops 101

We are still in need of at least 5 volunteers for Fire Ops 101 on Saturday, May 4<sup>th</sup>. If you can, please contact Captain Burch to sign up. This is an important event!

A reminder to inform your significant others about the upcoming Partner Academy!



### CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY

PRESENTS OUR SECOND ANNUAL

**PARTNER ACADEMY**  
**SATURDAY, APRIL 27, 2019**  
 9 am to 5 pm (Lunch and child care will be provided)

CENTRAL ARIZONA REGIONAL TRAINING ACADEMY  
 9601 E VALLEY ROAD, PRESCOTT VALLEY

Please join CAFMA staff and outside professionals as we share with you important information on what life is like in the Fire Service for your partner. This program is designed to help you better understand the challenges, benefits and rewards that your partners are involved with every day.

#### Topics include:

- ❖ PSPRS benefits and additional retirement options
- ❖ PTSD/Critical Incident stress management tools and information
- ❖ CAFMA health insurance overview and open enrollment information
- ❖ EAP (Employee Assistance Program) and cancer insurance information
- ❖ Hands-on equipment demonstrations

ALL PARTNERS OF CAFMA EMPLOYEES AND UNITED YAVAPAI LOCAL 3066 ARE INVITED  
**SEATING IS LIMITED – YOU MUST RSVP TO ATTEND**

RSVP by contacting either:  
 Patty Brookins at 928-759-6983 or [pbrookins@cazfire.org](mailto:pbrookins@cazfire.org)  
 Karen Viscardi at 928-759-6965 or [kviscardi@cazfire.org](mailto:kviscardi@cazfire.org)

**DEADLINE FOR REGISTRATION IS APRIL 22 AT 5 P.M.**  
 Questions: Please call Patty or Karen

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## The Chief's Desk



Ridpath Hotel Spokane,  
Washington

I read an article this week related to fire prevention entitled - How a fire marshal and a building inspector were swept up into the politically charged Ridpath development imbroglio. The article was out of a paper in Spokane, Washington and really dealt with the political pitfalls of working in the world of fire prevention. I'm going to include the article in this edition of The Review.

When we came together first under the JPA and then under CAFMA, senior staff had a conversation about who would be responsible for which divisions. It was decided that the fire prevention division would fall under the Fire Chief's office with the Fire Marshal reporting directly to the Fire Chief. The reason for the decision was that, in general, if there is going to be a political issue with the fire department, it will usually come out of the prevention division. If you read the Spokane article, you'll get a sense of what I'm saying.

I've heard many operations personnel over the years state that if their health doesn't hold out to stay on an engine that they would simply switch to prevention. It seems that many believe working in prevention is a simple transition to a less stressful and less physical environment - au contraire. Working fire prevention can be physically demanding e.g. working a fire investigation, crawling in confined spaces as part of an inspection, etc. Additionally, the level of technical expertise required for the position is astounding, and on-going training is a must. However, in my opinion, I think the biggest challenge for prevention staff is dealing with the political pressures. The push to move projects forward with little regard for life safety codes can come from the Fire Chief, elected officials within your agency, from other political subdivisions, and/or the contractors themselves.

The liability for an agency that takes short cuts related to life safety codes can be devastating - maybe not the day, month or year that a compromise is made, but it could be years later. This means a decision made by someone in prevention today may not come back to haunt an agency until years after that employee is gone - we've had to deal with this on more than one occasion. These law suits can cost millions of dollars, lead to criminal prosecution, and the loss of a career.

One fire marshal that I worked with once told me, "A contractor only has to concern themselves with the project for the time they are on site. We have to worry about it for the life of the building or development." Let that sink in for a moment..... Continued on page 5

### Upcoming Events:

April 15 – CAD Meeting PRCC,  
Budget Work Study  
April 16 – Senior Leadership  
Academy, PRCC Liaison  
Meeting, Staff meeting  
April 17 – Senior Leadership  
Academy, PVEDF Board  
Meeting  
April 18 – Morning meeting, PV  
Council

### Board Meeting:

April 15<sup>th</sup> Budget Work Study  
Admin – 1300-1600

April 22<sup>nd</sup> CV Town Hall

CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830



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# How a fire marshal and a building inspector were swept up into the politically charged Ridpath development imbroglio

By: Daniel Walters



It was a snowy, foggy afternoon in the waning days of 2017 — the last Friday before New Year's Eve — when then-Assistant Spokane Fire Marshal Megan Phillips arrived at the Ridpath building.

Hundreds of thousands of dollars were riding on what she had to say.

Investors were eager to begin benefitting from the downtown project's historic tax credits. So they put in deadlines in their agreement with the developer: If the Ridpath didn't get a temporary certificate of occupancy for enough apartment units by the end of 2017, the group led by local developer Ron Wells would have to pay considerable financial penalties.

But as Phillips walked through the halls of the old hotel, she says the renovations weren't even close.

On the third floor alone, there were plumbing leaks, exposed electrical wires and capped sprinkler heads. Big electrical cords snaked through the hallways. Exit doors were padlocked. The sinks didn't work. Neither did the heat. Some apartments were missing doors, cabinets, flooring and running water. Ultimately, Phillips' report tallied more than 50 deficiencies with the project, stretching across four pages.

Her assessment was later confirmed by three other Spokane fire marshals. The Ridpath missed its deadline, and it would be months before it met the Fire Department's standards.

[Inlander.com](http://Inlander.com)

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# Do Ethics Really Make You a Better Leader in Business?

By: Hillary Jane Grosskopf



ETHICS IS NOT a word used very often behind the walls of companies and organizations. Many companies have a set of values and company policies. However, very few companies educate leaders about ethics and encourage leaders to discuss ethics with their teams.

Ethics are usually an afterthought, taken seriously only after an event that causes a business or team to fall apart. If understood and put into practice by a dedicated leader, ethics have the potential to turn

stagnant, declining teams into productive and engaged ones. Ethics enable new teams to continue to grow, sustain, and thrive as the individuals and the business evolve.

Ethics are the foundation for peace and progress. Don't we all crave both peace and progress at work? Ethics are timeless principles for behavior toward ourselves and others that translate to specific actions.

Ethics are what fuel personal growth and make large-scale collaborative efforts work. The lack of clarity about what ethics are and what ethics really involve in action is the primary barrier for many leaders in practicing ethics at work. Here is how an understanding and intentional practice of ethics at work make leaders, and therefore businesses, stronger and more successful.

## [Leadership Blog](#)

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### **Things that are happening**

**By: Chief Freitag**

A group that included Mayor Croft, Mayor Mengarelli, Mayor Palguta, Supervisor Smith, Prescott City Manager Lamar, Prescott City Attorney Paldini, Police Chief Wynn, Attorney Cornelius, Board Chair Pettit, Board Member Gentle, Chief Light, Division Chief Moser, Captain Niemyński, and me paid a visit to DHS last Thursday. It was quite the showing as we sat with DHS officials to discuss our concerns with AMR dba Lifeline Ambulance. Our elected officials articulated the issues from their point of view very clearly leaving DHS little doubt as to where our community stands. Chief Light, staff, and I filled in the gaps with the data we've collected over the last three years, as well as outlining current response standards as recognized by accreditation. Last Friday, the day after our meeting with DHS, AMR ran out of ambulances in our area once again leaving five engines between us and Prescott stranded on the scene with no transport ability. Several of those patients, who should have been transported by an ambulance, eventually went in a private vehicle. We turned all of that information over to DHS.

AMR has to report via an Ambulance Revenue and Cost Report (ARCR) to DHS every year. The State's minimum standard related to profit margin is 7%. According to AMR's report, their profit margin related to the CON that covers our area is 32.9%. This indicates two important points. First, they have the margin to provide an appropriate level of coverage for the area, if they wanted to. Second, there is ample room for a second private provider to provide services in our area. DHS did acknowledge that given the call volume, a second provider would fit in our community. This does not mean they can give someone a CON as there is a process that has to be followed – no matter how backwards it is right now (my opinion). We also learned that DHS apparently does not have the authority to modify the current CON during the 3 year review process or at any other time. My opinion – how does a regulatory agency regulate when under statute they have little authority to do so? Backwards once again – my opinion.

This does not mean that we don't have options. It's just a matter of determining what the best course of action is moving forward to bring a second private for profit provider to our area. There are a several

approaches to consider. We have been reaching out around the state to obtain supporting information from other entities experiencing the same problems we have with their service levels. The information certainly shows a systemic issue and a pattern of poor performance.

I attended the Arizona Fire Service Institute (AFSI) meeting yesterday in Phoenix. The State has announced that David Tenney has been appointed the new Director of DFFM. He does not have a background in fire suppression, but apparently does have a background in forestry. Director Tenney has appointed John Truett to oversee everything related to fire response. To that end, we are operating as if nothing has changed in regards to leadership at DFFM.

Given the wet winter, and the predications of precipitation throughout April DFFM believes that we will not have a significant fire season at the higher elevations. However, they do believe because of the fuel load at the low to mid-levels that we will see activity in those areas. We've already experience several fires at lower elevations, as well as a few fires in our area. To that end, the wildland season has started so be ready.

The tanks in the Blue Hills are done! We still need to do some landscape work and fill them, but they are at least ready for the wildland season.

Station 61 is progressing swimmingly despite some sewer setbacks. Those have been sorted and we seem to be back on track.

There was a failure of Channel 1 at PRCC yesterday which created some challenges. Chief Light will be pursuing an after action with all those involved to find out what happened and how it can be avoided in the future. We now have the necessary software installed in PRCC so the dispatchers can virtualize the console in our Tech Building to access a workable Channel 1, should we run into this issue again in the future.

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## **Chief's Desk Continued**

The pressure on both the prevention staff and senior staff can be significant. Several years ago, when I was the Assistant Chief of Operations, I was notified by the on-duty inspector that they had just inspected a building owned by one of our board members. The restaurant, owned by a tenant, had enclosed their outdoor patio with non-rated sheets of plastic draping from Home Depot. This was the day before Thanksgiving and they were planning a big party that night. After the inspector had notified the restaurant owner that he needed to remove the plastic, she received a call from the board member chastising her and demanding she look the other way.

The inspector contacted me and I went to the restaurant to review the situation. Not only had they enclosed the patio, they had blocked the exits. Additionally, the plastic was in close proximity to the gas heaters. Because I was dealing with a board member, I made contact with the Fire Chief. To my dismay the Chief agreed to allow the plastic to remain with the caveat that they cut an exit, post the area as no

smoking, and that they remove the plastic the following day. This was in clear violation of the life safety code and presented an immediate threat to the life and health of anyone using the patio.

I drove by the next day, while the restaurant was closed, and noted that the plastic was still up and that they had not posted the required no smoking signs. Additionally, there were a significant number of cigarette butts in close proximity to the plastic. Because the restaurant was closed, I went back again the next day to discuss the matter with the restaurant owner. I had to decide how far I was willing to go to gain compliance as I knew that I would be jeopardizing my position by pushing the issue. As you may know about me by now, I decided that I was going to push it as far as necessary to gain compliance with the code despite the potential ramifications.

Ultimately, I was able to explain to the restaurant owner that he was placing himself as well as the fire department at a significant risk of liability, and quoted actual case law for him to consider. He did pull the plastic down, however that was not the end of the issue. I subsequently filed a complaint on behalf of the inspector as she shared with me that she was tired of the on-going harassment and hostile work environment she felt she had to endure. That decision did not go over well with the Fire Chief, attorney, or the board. However, they did ultimately prevent the board member from having further interaction with the inspector. It cost me, but was absolutely worth it.

The story I share is only to highlight that the political pressure and fallout that Spokane's Fire Department dealt with is not unique to them. In reality, this type of political maneuvering is something fire prevention division's face throughout the country. Unfortunately, the desire to expand communities or businesses can blind otherwise good people to the long term impact of not following the life safety codes, especially if they are not the ones who are ultimately liable. I will tell you, without specifics, that we are not immune in our area, or in this state. I've testified at the Capitol more than once as legislators have tried to short cut life safety codes on behalf of contractors.

In our area, we are fortunate that we have Sandy Griffis with the Yavapai County Contractors Association. On multiple occasions, she has approached us with an issue only to leave and advocate on our behalf. She expects her contractors to be treated fairly, but she also expects them to adhere to the highest of standards. Not all areas have intermediaries like her.

We do recognize that there are shades of gray within the black and white of the code i.e. intent. Our division works to ensure we meet the intent of the code where there is flexibility and the black and white of the code when there is not. There is certainly push back, however I will have to say that the feedback I've received from many contractors is that our prevention staff is well respected.

In the end, I would recommend that you think long and hard before considering prevention as an "easy" fall back plan. Not that it's not rewarding, because it certainly can be, but you need to understand the level of training, commitment, and the pressures you will face before raising your right hand. As a fire prevention professional, you do not have the right to waive the code on behalf of the agency for political expediency. The fire department is liable for the safety of the property and all who enter it for the life of the structure or development.

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