



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 5, 2020**

This Edition:

The Chief's Desk Page 2
Firefighters face consequences following troubling social media posts about protests.....Page 3
Va. police chief: Rioters blocked firefighters from burning home with child insidePage 4
May Call StatisticsPage 6

Quote of the Week

"In times of crisis, it is of the utmost importance to keep one's head."

~Marie Antoinette



The Chief's Desk

Our Let's start with the obvious, 2020 has thus far thrown a lot at us, and likely more to come. What will that be? That's anyone's guess at this point. All we know for sure right now is that COVID and riots are having some level of financial and psychological impact on our communities, regions, and states. Good news, the Murder Hornets seem to be gone, or the media is over them, either way that's good. And, based on the riots, it doesn't seem COVID is as contagious as we have been led to believe 😊

With all the turmoil unfolding around us, I've been thinking a lot about how to lead in a crisis. Apparently, a lot of other people have been thinking the same thing based on the latest issue of Harvard Business Review. That said, I have struggled with writing about the topic because I do not want to come across as some self-proclaimed expert in the area. I do believe that the topic is relevant not just for today, not just for this situation, and not just for staff level officers. So, let's see how this goes.

How to lead in a crisis? I don't know. It's possible you may need more than that. The reason I am comfortable saying I don't know is because I do not know with 100% certainty what does or does not work. Each situation is different, the people involved are different, and the status of each organization or community at the time of a crisis is different. In our case, it's you that gets to decide during or after the crisis whether we as senior staff, or I as the Fire Chief took the correct steps and actually lead.

There are some basic principles that are accepted as means to help lead an organization through a crisis. Interestingly, some of these are things that should be employed to lead daily.

Generate Learning Opportunities: Senior staff alone cannot and will not have all the answers. Each of you in the organization brings a different perspective to the table, and each of you has experience in different areas. It is by and through utilization of that experience that we can weather a storm. This means that we need to provide opportunity for exposure to a variety of training and experiences both internally and externally. We then need you to bring that knowledge and experience back to the organization so others can learn as well. It is imperative that we stay up to date with relevant information and strategies. This also means we need to stay involved in things like off-district wild land assignments, and incident management teams – this does not mean a free for all, we still have to balance our in-district responsibilities.

Continued on Page 4

Upcoming Events:

June 8-9 – Chief on vacation
June 10 – AFCA regional rep Zoom meeting
June 11 – Meeting with AFCA and DEMA in Phoenix

Board Meetings:

June 22 Admin

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



Firefighters face consequences following troubling social media posts about protests

By: Janelle Foskett

“Oh please come lay on the road in front of my driveway. You will quickly become a greasy spot in the highway.”

So read one social media comment posted by a firefighter in recent days – a comment that underscores the dangers of public servants sharing disparaging material on social media.

Tensions are high across the country, as thousands have taken to the streets in recent days to protest police violence following the death of George Floyd, a black man who died in police custody last week. Many demonstrations have ultimately devolved into riots – and firefighters find themselves responding to increased call volumes for fires and, in some cases, being the target of attacks themselves.

Amid heightened stress, several firefighters have spilled their frustrations onto social media – and there have been consequences.

MINNESOTA

Two Sauk Rapids volunteer firefighters have been dismissed from the department after posting "troubling comments" on social media about the protests following George Floyd's death, according to a city-issued news release on Monday.

"The comments in no way reflect the position of the City of Sauk Rapids, its fire department, city staff or the City Council and are contrary to the core values and mission of the City and the Sauk Rapids Fire Department," read the release, signed by Mayor Kurt Hunstiger, City Administrator Ross Olson, Fire Chief Jason Fleming and Police Chief Perry Beise. "Threats of violence and racism are unacceptable and will not be tolerated by the City of Sauk Rapids," according to the release."

firerescue1.com

Va. police chief: Rioters blocked firefighters from burning home with child inside

By: Staff Report Virginia Post-Dispatch

RICHMOND, Va. — Rioters blocked a fire truck from responding to a burning home early Sunday morning in Richmond, according to Richmond Police Chief Will Smith.

“Protesters intentionally set a fire to an occupied building on Broad Street. This is not the only occupied building that has been set fire to over the last two days. But they prohibited us from getting on scene,” Smith said. “We had to force our way to make a clear path for the fire department. Protestors

intercepted that fire apparatus several blocks away with vehicles and blocked that fire department's access to the structure fire. Inside that home was a child."

Smith's voice filled with emotion as he recounted the event during a Sunday morning press conference.

"Officers were able to help those people out of the house. We were able to get the fire department there safely," he said before pausing to regain his composure. "When you take a legitimate issue and hijack it for unknown reasons, that is unacceptable to me. It's unacceptable to the Richmond Police Department and unacceptable to the City of Richmond."

The fire that Chief Smith detailed was reported along the 300 block of West Broad Street early Sunday morning.

The hijacking to which Chief Smith referred was the actions of rioters whose behavior went beyond the peaceful protests organized following the death of George Floyd in Minneapolis.

policeone.com

Chief's Desk Continued

As an example, during the initial phases of the COVID issue there was uncertainty not just within organizations, but within emergency management about how to establish command and control. While Chief Abel and Chief Bliss are not experts in "pandemics," they have tremendous expertise related to plans, logistics, and incident command. All of which are applicable to any crises situation. To that end, we assigned them to work with the Yavapai County Emergency Operations Center to help establish systems, and help train others.

Look to others for leadership: Defer to the person with the expertise not the title. No one can be an expert in everything. There are folks that are good at many different things that can provide input, but you need to find your in-house expert. If you do not have someone internally you can identify, look for someone outside your organization. Should there be an area of expertise that may be needed, but it's not something you're going to have in house try to identify an external resource in advance of a crisis.

Our regional Hazardous Materials Team consists of a number of fire department personnel that have a level of expertise in Haz-Mat response. However, our true expert doesn't work for Prescott or CAFMA, rather he is a resource that volunteers to work with us. Steve Maslansky is truly an expert in the field with years of experience, study, teaching, and writing related to hazardous material response, clean-up, and chemistry. He has an amazing background and is willing to share his knowledge with us in an effort to protect our communities.

Have a contingency plan: It's not necessarily the plan that is important; you simply cannot plan for every variable. However, having been through planning processes and taking part in regular review/update of plans will give you an edge when it comes to adapting to whatever crisis you face.

CAFMA (CYFD/CVFD) has had plans in place for years that deal directly with pandemic response. When the nation started heading down the COVID path Chief Polacek, Chief Feddema and Chief Niemynski were able to pull our pandemic response policy, evaluate it against COVID, make any necessary adjustments, and implement the plan. There were some decisions that had to be made regarding our facilities, but because of our comfort level with planning for a pandemic, the decisions we had to make were not difficult. We assessed the situation, compared the data, and acted. Our decisions may not have been exactly in line with others, but our background and experience gave us comfort with the decisions that we made.

Communicate (Crisis Communications): In my opinion, you should already be communicating with your organization, staff, and crew on a regular basis. So, when it comes to a crisis you should be well versed and understand the importance of communicating. That said, the frequency of your communication must increase, and you may need to expand the mediums used to communicate, at least in the beginning. People need to know the plan, they need to know how and why decisions are made, and they need to know you have their best interests in mind. That's not only internally, but externally as well.

During COVID, we did not put a lot of information out publicly. We did make an initial post or two on our social media platform directly related to our COVID response plans, but the public was being so inundated that they were becoming overwhelmed. Recognizing the information overload, we chose a more measured approach. However, because *The Review* is public and posted on social media, our website, and is featured in *Signals* each week our information was readily available to all.

I remember exactly where I was and what I was doing on September 11, 2001 – Captain, Station 3 on Elm Street in St. Charles, MO, Ladder 9432. I also remember locking our station and being glued to the news all day and night. As a company officer, I was looking for some form of communication from agency staff. We received none in that first 24 hours. In their defense, we knew as much as they did based on news reports. However, a call or email that said something along the lines of *we don't have much information, we are monitoring the situation and working with law enforcement as well as our other city partners to determine our next steps. We will update you as information is available.* Just those two lines would have gone a long way. So, even if you do not think you have information in the early stages, at least let folks know you recognize there is an issue and that you're establishing a plan.

Be present and be calm: You cannot lead, if you keep yourself separated from your people. They are generally looking for guidance and watching to see whether you respond or react to the situation. If you are absent and non-communicative, or you're present but spun like a top, you cannot possibly lead your organization. It's okay to be unsure, it's okay to say that you don't know, but we will figure things out together. Leadership doesn't mean you have all the answers. It does mean that you show care and compassion for your folks, and for what their feeling during a critical time. Heightening the fear by making irrational decisions or acting like Chicken Little does not help you, them, your organization, or your external customers.

As we sometimes say in the fire service, "so goes first-due, so goes the incident." For none fire folks, if the first due engine is staffed by a calm and competent company officer, typically the incident will go

well. If the first due engine is staffed by a spastic and non-competent company officer, the incident is not likely to go well.

Last Sunday we ran a terrible head on collision at mile marker three on Hwy 169. Engine 54 was on another call, however Engine 50 was moved-up to 169 and Fain road for coverage. Captain Nick Fournier was our first-due company officer. From the accounts shared with me, Nick was faced with an absolutely terrible scene that included several fatalities and four priority trauma patients. He remained calm, gave clear and concise direction, and took control of the chaos. Once Chief Dustin Parra arrived on scene, command was smoothly transitioned and Dustin continued what Nick had initiated i.e. a calm command presence with clear and concise communication. Some who were there in the early stages told me later that it was one of the most well run incidents of this magnitude that they had run. That is a testament to Captain Fournier as well as Chief Parra.

Surround yourself with good people: Enough said.....

In closing, I'd like to remind you of what I said in the beginning. I am sharing a few principles with you that have served others well when facing significant crisis. My hope is that we as senior staff have met your needs in seemingly chaotic time's e.g. financial crisis, pandemic, etc. Unfortunately, I have not seen a lot of this type of leadership in our country during our current crisis – plural. In fact, I believe that some of the decisions have only served to create more of a crisis than what was truly necessary. The media certainly hasn't helped either of the situations. If you asked me to point to someone that I feel has served as a solid foundation and really led our communities over the first six months of 2020, hands down I would point to Mayor Greg Mengarelli.

Remember, the principles outlined are not just for major events. Some of them relate to leading people on a daily basis. This could be your family, your division, your crew, or others in our community. To that end, have a plan, be present, communicate, *stay calm*, step up, and lead.

May Call Statistics

By: GIS/Statistician Michael Freeman

Total calls for CAFMA units in 2020 continue to trend over 1000 per month.

See charts below:

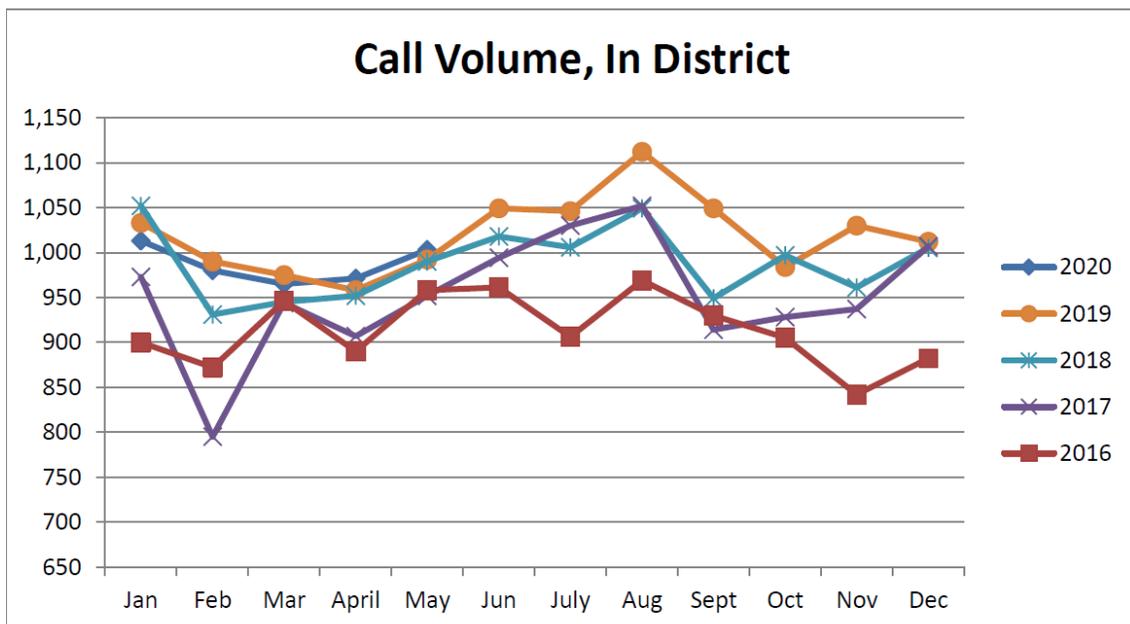
CALL VOLUME HISTORY

(IN-DISTRICT INCIDENTS; INCLUDING AID-RECEIVED)

	2016	2017	2018	2019	2020	2020
Jan	900	973	1,052	1,033	1,013	1,099
Feb	872	795	931	990	980	1,073
Mar	946	944	945	975	965	1,058
April	890	907	952	958	971	1,060
May	958	952	990	992	1,003	1,107
Jun	961	994	1,018	1,049		
July	906	1,030	1,006	1,046		
Aug	969	1,052	1,049	1,112		
Sept	930	914	949	1,049		
Oct	905	928	997	984		
Nov	842	937	961	1,030		
Dec	882	1,007	1,005	1,012		
AVG	913	953	988	1,019	986	1,079
TOTAL	10,961	11,433	11,855	12,230	4,932	5,397

INCIDENT RESPONSES BY CAFMA

(INCIDENTS IN-DISTRICT, INCLUDING AID GIVEN & OUT-OF-DISTRICT)





May Response Report - 2020

Land Area: 365 sq. miles Population: ≈100,000 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	15
STRUCTURE FIRE	0
STRUCTURE FIRE; CONFINED	4
MOBILE HOME/PORTABLE BLDG	1
VEHICLE FIRE	3
BRUSH/GRASS/WILDLAND FIRE	4
OTHER/TRASH FIRE	3

Fire is 1.5% of call volume

TOTAL RESCUE & EMS	660
--------------------	-----

EMS is 65.8% of call volume

OVERPRESSURE / OVERHEAT	0
HAZARDOUS CONDITION	13
SERVICE CALL	208
GOOD INTENT	87
FALSE ALARM/OTHER	20

Other is 32.7% of call volume

TOTAL INCIDENTS IN DISTRICT	1,003
-----------------------------	-------

INCIDENT RESPONSES BY CAFMA	1,107
-----------------------------	-------

Residential Fire Loss	\$69,600
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$27,100

Calls in Town of Chino Valley	136
Calls in Town of Prescott Valley	494
Calls in Town of Dewey-Humboldt	50
Calls in District, Unincorporated Areas	323
Calls Out of District	10

Average total # of calls per day	32.36
Average fire calls per day	0.48
Average EMS calls per day	21.29
Average all other calls per day	10.58

Aid Given to Prescott	105
Aid Received from Prescott	64
Mutual Aid Given	3
Mutual Aid Received	0

Unit Responses

	In District	Total
E50	131	136
E51	28	145
E53	158	160
E54	141	146
E57	52	52
E58	145	150
E59	106	112
E61	99	104
E62	104	109
E63	45	47
T50	7	8
B3	46	53
B6	27	31

Call Volume at PRCC

	MONTH	YTD
PFD	692	3,508
CAFMA	1,003	4,932
GCFD	13	48
OD	15	36
WKFD	9	19

Top 5 Call Types

604	EMS
102	Assist Invalid
49	Cancelled en Route
35	Public Service
24	Vehicle Accident w/ Injuries

Move Ups by Station

50: 35	57: 2
51: 36	61: 13
53: 7	62: 4
54: 0	63: 28
58: 0	
59: 9	TOTAL: 134