



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **August 28, 2020**

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**The average use quotes. The good have plans.
The elite use systems.**

- Focus 3

The Assistant Chief's Desk

By: John Feddema

What is the culture at the Central Arizona Fire & Medical Authority? This year has proven to be challenging on many different levels, and I believe it is important to review where our strength comes from. How do we thrive while facing the challenges we are called to respond to? Businessdictionary.com defines an organization's culture as the "...expectations, experiences, philosophies, and values that hold it together..." As we observe the chaos that has gripped this nation, we should consider the stability of our organization. I believe we have done well at balancing the challenges this year has presented, while working to move forward. We have not let the obstacles we have faced deter our resolve to honor our mission, but rather highlight our ability to overcome the challenges as a group. As you think about your response regarding the culture of CAFMA, please consider the following.



Our mission is "To protect life and property through prevention and response". CAFMA resources respond each day within the community to requests for service. These requests vary in severity and frequency; however, CAFMA personnel are ready, available, and prepared to respond at a moment's notice. There are also many personnel that work to support this mission and ensure that CAFMA personnel have the resources needed to accomplish their task to the best of their ability. We have refined our response during the last several months but our commitment to our mission has not wavered. Is this our culture?

Our vision is "To be a progressive emergency services agency in Arizona through leadership, cooperation, and innovation". If you are not aware, we are recognized in the State of Arizona. What we are recognized for may depend on who you ask. We have influenced other agencies through training and education and have numerous personnel that are involved in programs that reach beyond the boundaries of CAFMA. While this year has placed obstacles in the way of this vision, we have continued to move forward. While we may not all agree on the direction this vision leads our organization, your commitment as individuals working towards this vision has not wavered. Is this our culture?

Our core values have been defined in *The Compass*. These are the cornerstones of our organization and are values that we strive to adhere to in spirit and intent. As an organization, we have committed ourselves to serve our internal and external customers with Professionalism, Respect, Integrity, Dedication, & Excellence. These core values are printed in *The Compass* and framed on our walls. If we truly believe in these core values then our behavior should reflect this belief. Is this our culture?

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Upcoming Events:

August 31 – Payroll Monday
September 1 – Labor Management Meeting
September 2 – PRCC Recognition
September 3 – AFDA Meeting

Board Meetings:

September 28 Admin
CVFD – 1600
CYFD – 1630
CAFMA – 1700



Planning and Logistics Update

By: Chief Cody Rose

The Planning & Logistics Divisions have seen a lot of moving parts lately. Here are some of the things happening currently:

➤ **Fleet Division**

- The new Utility has arrived. Maintenance is finishing up their portion after which it will go to Tech Services to install and program the radios. Once complete the Utility will go across the street to the warehouse to get outfitted with all of the supplies. This vehicle will be going to station 61 as Utility 61.
- We have purchased a new UTV that will be picked up later next week. This will be placed at station 61 as UTV 61. The UTV is a 2020 Ranger Crew 1000 that will be the primary UTV for off district use by medic teams.
- The new B6 truck is just about complete and should be put in service soon. Once that vehicle is put in service the old B6 Tahoe will be used as a spare vehicle at Fleet to be used when staff vehicles are being serviced.
- The new SCOTT SCBA's have been received and inventoried. We are working with MES to establish a timeframe to fit test all personnel and fix a manufacture defect. Once this is accomplished, the SCBA's will be delivered to the stations to training with prior to placing them on the apparatus. Captain Burch is working on a training plan to highlight the differences and new features on the SCBA's.

➤ **Tech Services Division**

- We are currently in the process of setting up a 'Podcast Room' in the old Fire Chief office at station 53. This should be completed within the next few weeks.
- We have received 20 new laptops to be used as MDC's. Tech Services is currently in the process of preparing these to deploy into the engines in late September.
- We will be updating the staffing and wildland boards in the BC offices to virtual interactive displays. These will be large TV screens that will replace the current dry erase boards in the BC offices and will update in real time as a BC makes changes. We will also be putting static screens in Chief Feddema's office and at Fleet.

➤ **Warehouse Division**

- Warehouse personnel have worked diligently over the past several months to get items ordered, gathered and organized onto pallets in preparation for the new vehicles coming in so that supplies can be put on the vehicle in a timely manner and it can then be put into service. We have the following new vehicles to prepare for: Utility, Brush truck and 2 new Engines
- We are slowly migrating supplies that have been purchased within other divisions previously to the warehouse. The end goal here is to have any supplies needed run through the warehouse for ordering and delivery. More to come on this as we get these supplies migrated over.

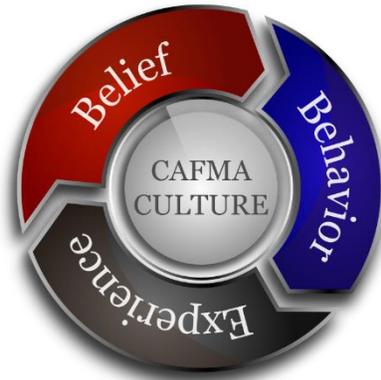
➤ **Facilities**

- CARTA had new desks installed in their offices this week. Their old furniture was moved into the bays and set up very nicely by Facilities personnel and the 540 crew. These workstations will be used by the 540 crew.
- The new concrete driveway has been completed at station 59 and looks awesome. The fencing and automatic gate are scheduled to be installed sometime in September (waiting on backordered pipe).
- We are in the beginning stages of preparation to install an automatic gate at the CARTA entrance. We are planning to have this completed by the end of October 2020.



Assistant Chief's Desk Continued

At this point, I hope that you have formulated your answer. Is your opinion optimistic or pessimistic? Are we embracing our mission, vision, and values as an organization? If we are, how do we maintain our current heading? If we are not, what should we do to correct this? I would imagine that there are numerous opinions and ideas regarding the culture of CAFMA. Knowing this, I would ask you to consider the definition of an organization's culture by Tim Knight of Focus 3. He identifies three key components that define an organization's culture: belief, behavior, and experience. This means that our beliefs drive our behavior and our behavior defines the experience of those around us. With this definition, our true culture is not what we say it is, it is not what we have printed and hanging on the walls, but rather, it is defined by our behavior and the experiences our behavior creates. If we put a value to our behavior then our culture will be defined by the summation of the behavior of all CAFMA employees. Is your behavior adding value to the organization and the community or is it subtracting from it?



Tim Knight's definition should shift the original question away from, what is our culture, to what experience does our behavior create. This shift moves away from what we think others should be doing to what we should be doing as individuals. If we have embraced the core values defined in *The Compass*, then we should be conducting ourselves according to the highest standards of moral behavior while committing ourselves to the highest quality service in all aspects of our profession. We should be treating everyone with dignity and honor. Our core values could also be defined as heart values because out of our heart, our behavior will flow. *The Compass* does not deliver our culture to the community; our culture is delivered to the community through the effort of every one of you. If we believe in Professionalism, Respect, Integrity, Dedication, & Excellence, then this will be represented in our service.

I heard a speaker once say that if you want to find out what is in something, bump it and see what spills out. This year has bumped us in a number of ways. I believe that we have done well by continuing our mission while staying true to our vision. I am truly proud to be a part of this organization and I look forward to serving the community alongside each and everyone one of you. I have not written this with an underlying agenda. I hope to encourage self-awareness whereby we each reflect on our beliefs and behaviors and review the experiences we create. It is often easier to concern ourselves with what others are doing rather than focus on what we can correct in ourselves. We are better because of the collective work that we accomplish as a team and we should all be proud of the organization we continue to build. I have the benefit of hearing about the great customer service that each of you provides regularly. This is both internal and external. CAFMA's culture is written in documents; however, these documents do not define our culture. We define our culture through our behavior and our service to the community. May we never lose our way.