



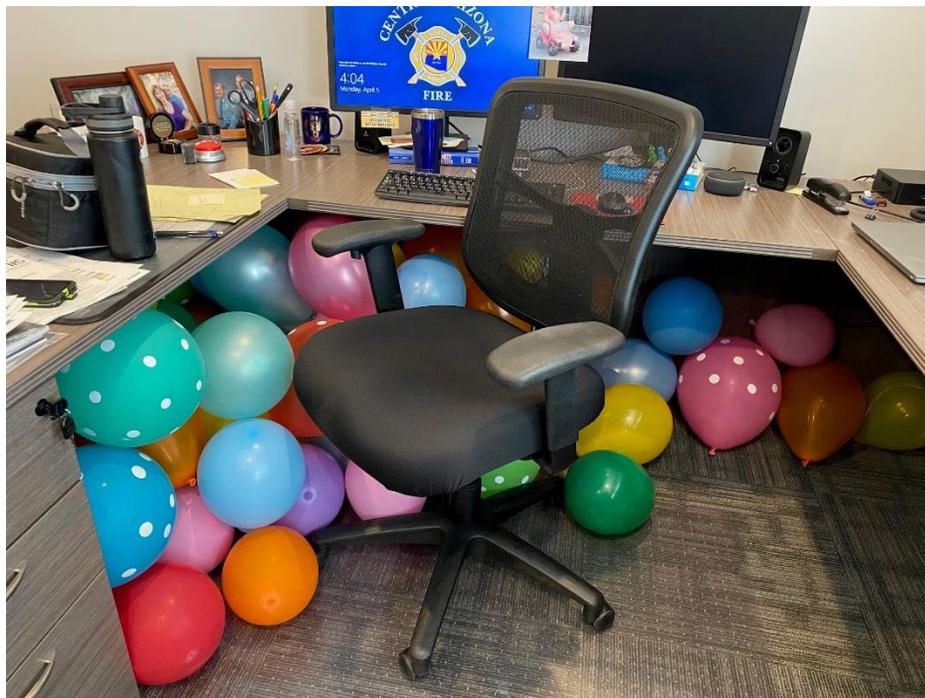
# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – April 16, 2021

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"Your children and their children and generations down the line will end up paying the price years from now, for your cowardice and refusal to stand up boldly for yours and their freedom and sovereignty today." Unk



I must give credit where due..... With the ladies we have in admin, never leave your office unattended 😊 Only took me 35 minutes to deflate all the balloons, and I'm still finding the memes they created and hid. Kudos to them for a masterful prank! Well planned and executed. LOL

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## The Chief's Desk

Cybersecurity – What is it and why is it important to CAFMA? I used to believe that while our systems needed to be secured, the reality was that we're not a high value target for cyber thieves. I now realize that I woefully misunderstood the dangers of cybercrimes as they relate to our IT systems.

I was unaware that we need, and have, a cybersecurity insurance policy – something that is standard practice in both the public and private sector. Yavapai Tribe recently experienced a ransomware cyberattack. The attack required significant outside resources to regain control and access to their system. It took several weeks to get their IT systems back online, and longer to regain full functionality. In addition, the attack caused the closure of their casinos.

The City of Kingman, Arizona was recently hit with a ransomware attack as well. Their systems, including their CAD link, were pulled offline. Fortunately, they had a redundant dispatch system in place which allowed them to bring emergency communications back online in short order. The rest of the city did not fare as well. For two weeks they had zero access to anything. What does that mean? They could not process or receive payments, including payroll. No file access, no email access, no EPCR, no online reporting, etc. It's been just over four weeks and while functional, they are still not 100%.

In an effort to restore their systems, Governor Ducey sent the Arizona National Guard Cybersecurity team to work with Kingman. Chief Rhoades said the team has worked closely with all divisions in the city to restore functionality, but it takes time.

Last week in the Executive Leaders Program (ELP) I had the opportunity to interact with some folks from the cybersecurity side of both the Department of Homeland Security (DHS) and the FBI. It was software provided by DHS that had been installed four weeks prior to an attack on our system that prevented a significant intrusion. I have to give Jonah some props at this point because nothing that was said in the cybersecurity briefing from the FBI was new to me.

Jonah had already walked Senior Staff through all of the same points in an after-action review of the attempted breach of our systems. It was reassuring to know that what can be done is being done by Tech Services. Even though things change rapidly in the IT underworld, Jonah and his folks are on top of things. As he said, IT has become the goalie trying to keep the hacker puck out of the systems.

As a result of participation in the ELP program, we now have additional contacts who can assist when we have questions. It's good to have a relationship before something bad happens. I've said it before, and I will say it again – networking is vitally important to the long-term success of our organization.

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### Upcoming Events:

April 19: Consultant meeting 1, consultant meeting 2, Goals and Objectives development  
April 20: Preseason coordination meeting, research discussion meeting  
April 21: Coyote Crisis Collaborative  
April 22: Carolyn potluck, Yavapai County Chiefs Meeting, New employee orientation prevention

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### Board Meetings:

April 26 Administration  
CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830

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# The Art of Communicating Effectively

By: WEST Team

Effective Communication is a key skill to becoming a good leader. It is not what you say but how you say it. It is more than just exchanging information. It is about understanding the intentions behind the information and being able to clearly convey a message that makes the other person feel heard and understood.

In this digital age, at workplaces, communication is shifting more towards online platforms such as Slack, Hipchat and other customized chat channels. The mode of communication is constantly changing and we have to quickly adapt to it. While communicating on these platforms are informal and faster, sometimes they could lead to misinterpretation if not conveyed succinctly. The use of emojis can play with how a person is feeling or reacting, it is not the same as a face-face conversation as it would be difficult to develop a connection with the other person on how they are perceiving what we are saying. No matter what tool you use to communicate, you still need effective communication skills.

## 7 Effective Communication Skills

### 1. Active Listening

Listening is the most fundamental component of interpersonal communication skills. As the name suggests it is about listening actively and concentrating on what is being said instead of passively listening to the speaker. Below are a few active listening techniques

\* **Reiterating and Summarizing** — At the end of the conversation re-iterate what was being said. This summary will help the opposite person understand how you perceived the conversation and signals that you are confirming what was being said.

\* **Demonstrating Engagement** — Using verbal affirmations during the conversation such as “I see,” “Sure,” “Thank you,” or “I understand”, “uh-huh” are very helpful and encourage the speaker to continue with the conversation. Your body language can also aid in showing interest in the conversation. Occasionally nodding, smiling, and making sure your posture is open and inviting helps.

[joinwest.org](http://joinwest.org)

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# How To Prepare for a Promotion Interview

By: Indeed Editorial Team

Completing a promotion interview successfully can allow you to earn a raise, take on a leadership role and advance your career within your current company. Although this type of meeting might appear similar to a standard job interview with a new company, an in-house conversation often requires special preparation. In this article, we discuss how to get ready for a promotion interview so you can pursue your career goals effectively.

**What is a promotion interview?**

Also known as an internal interview, a promotion meeting occurs when you are an in-house applicant for a higher position or a different position within your organization. Many organizations prefer to hire internal candidates because they already know the company's mission, expectations, goals and processes. Similarly, your organization should already be familiar with your abilities and strengths. Due to this preexisting knowledge, internal job interviews often place higher expectations on candidates and may involve more challenging conversations. Planning how to demonstrate your experience and practicing answers to common questions can help you prepare for an internal interview.

### **How to prepare for an internal interview**

Here are five essential promotion interview tips to help you prepare:

#### **1. Talk with your supervisor**

Before starting the internal interview process, find a time to tell your supervisor about your application. Having a private conversation with your manager ensures that they learn about your goals from you rather than from the hiring committee. By initiating this conversation, you can also assess how your supervisor considers your contributions to the department, which will be helpful in the interview. They might also be able to provide additional tips and context for you to succeed.

[indeed.com](https://www.indeed.com)

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## **Chief's Desk Continued**

A recent report cited in a Washington Post article estimates the cost of cybercrime in 2020 at nearly \$1 trillion. That my friends is a very big number. One attack on CAFMA could cost us millions. Soooo, please don't click on bad things.

Why am I telling you all this? It only takes *one* person not paying attention to click *one* phishing email to cause a catastrophic breach of our IT systems. A breach can bring every IT-related system we have to a halt. The cost to the Authority should a breach take our systems off-line could be in the millions, and that does not include the lost work time. Everything done on paper while the system is down will need to be input into the system once it is back online, which could be weeks. Think of it from the standpoint of your personal workload as you spend hours on data entry once the systems are live again.

Tech services has been sending random test emails to each one of us. We can test our IT systems all day long; however, it is the end user that generally allows in malicious software. To that end, we will all be tested on a regular basis. If you clicked incorrectly on a test email early on, the automated response generated may have seemed a bit pointed. That automated response has been softened, but the message remains the same – click on a link or attachment in a phishing email and you will go through additional cybersecurity training. The bottom line is that we all need to recognize suspicious emails and report them to Tech as soon as possible. Jonah and team have made it easy to report by adding the phishing button in Outlook. I send all Tharp's emails to phishing – just to be sure 😊

The same is true when browsing the web. I believe Tech has our systems locked down enough to allow web-browsing while still blocking questionable sites. We understand it can be a pain at times, but we have to maintain the security of Agency systems.

Jonah has the first draft of a cybersecurity committee charter drafted. The basic idea of the committee is to review policies, procedures, and mitigation/recovery plans. The mitigation/recovery plan is virtually the same thing as an emergency operations plan that deals with a disaster; however, this one specifically focuses on IT systems.

Our Agency has been working to improve our systems in the background since Jonah took over as the Tech Manager. He reviewed both the IT Audit we had completed, and has completed a hands-on review of our systems. The changes have not been cheap, however, compared to the cost of a cyberattack, the costs have been minimal.

After Kingman was hit, I asked Jonah to provide an overview of our systems. One of the most telling pieces of information he provided was a real-time view of our system working to block attempted intrusions. We watched in real-time as attempt after attempt was made by outside forces to hack our system – from all over the world. Since the most recent attack, we’ve learned that hackers are starting to use jumping-off points in the United States as a way to bypass systems that automatically block out of country addresses.

We plan on having Jonah present at a supervisor’s meeting in the future to reinforce the importance of keeping our guard up at all times in regards to cybersecurity. I know it was helpful for staff to hear from Jonah and see the systems in action. In the intervening time, I will ask Jonah to put together some bullet points that can be placed in the offices by your computers. The bullet points should help you determine whether you are looking at a legitimate email or a scam.

I mentioned in the ELP class that we send firefighters important emails we *want* them to read all day long and they will delete them. However, send them one phishing email and they will click on it multiple times because it may be important. An FDNY officer in my class retorted, “We’re the bravest, not the brightest.” 😊 I mean no offense, but you all know it’s true... And, the fact is that I resemble that remark...

*Please* pay attention. The cybersecurity threat is real, and the problem is far bigger than I could have ever imagined.

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## **First Quarter Statistical Summary**

GIS/Statistician Michael Freeman

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# Statistical Summary: 1st Quarter 2021



Visit [www.cazfire.org/about-us/statistics-maps/](http://www.cazfire.org/about-us/statistics-maps/) for more information regarding Central Arizona Fire Medical Authority.

Unit	Call Volume	Daily Avg.	Response Reliability*	Unit Hour Utilization^
E50	497	5.52	75.53%	23.01%
E51	514	5.71	71.43%	23.80%
E53	553	6.14	75.32%	25.60%
E540	117	2.29	N/A	24.38%
E54	435	4.83	84.51%	20.14%
E57	140	1.56	84.35%	6.48%
E58	518	5.76	79.86%	23.98%
E59	476	5.29	81.50%	22.04%
E61	290	3.22	82.17%	13.43%
E62	309	3.43	80.06%	14.31%
E63	140	1.56	90.24%	6.48%

\*Count of an engine being first on-scene to an incident in their first due area / Count of incidents in that engine's first due area.

^Total Incident Responses by a Unit / Total Hours in the Quarter.

CALL VOLUME	Jan	Feb	March	1st Qtr
IN-DISTRICT INCIDENTS	1,323	989	1,121	<b>3,433</b>
ALL INCIDENT RESPONSES	1,434	1,076	1,236	<b>3,746</b>
UNIT WORKLOAD	1,516	1,141	1,328	<b>3,985</b>

Average Performance Times by Response Mode			
Response Mode	Turnout	Response	Resource
Emergency	01:00	06:54	43:30
Non-Emergency	01:03	08:18	29:36
Overall Average	01:01	07:36	36:31

Response Time Performance - 1st on Scene				
Emergency (Code 3) Responses that Meet the Defined Standard / All Emergency Responses in the Defined Area				
<i>The Goal is to be Above 90%</i>				
	SUBURBAN			RURAL
STANDARD	09:30 mm:ss		14:00 mm:ss	
2021	%	CALLS	%	CALLS
Jan-March	90.77	823	92.08	707
Average Emergency Response	06:05 mm:ss		08:29 mm:ss	

STAFFING SUMMARY	
OPERATIONS	
<b>OPERATIONS/EMS/TRAINING</b>	
Battalion Chief	8
Captain	32
Engineer	32
Firefighter	50
<b>Total</b>	<b>122</b>
ADMINISTRATION	
Chief Officers	4
Finance	5
Human Resources	3
Administration	6
<b>Total</b>	<b>18</b>
PLANNING & LOGISTICS	
IT/Communications	5
Facilities	2
Fleet	5
Warehouse	2.5
Prevention	5
<b>Total</b>	<b>19.5</b>

FIRST QUARTER 2021: Call Volume by Hour vs. Weekday								
HOUR	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTAL
0	18	10	6	9	9	9	57	118
1	12	14	14	8	10	13	10	81
2	8	10	8	9	4	4	18	61
3	4	12	10	10	5	10	11	62
4	5	7	6	12	12	6	16	64
5	15	11	14	11	15	8	10	84
6	12	11	11	16	16	18	13	97
7	24	21	20	26	13	16	17	137
8	15	34	31	31	19	30	21	181
9	20	27	40	30	41	20	21	199
10	32	32	27	32	32	47	39	241
11	21	27	35	41	28	20	27	199
12	33	32	39	39	30	35	31	239
13	37	41	32	44	28	22	27	231
14	27	31	25	34	34	39	25	215
15	30	27	41	31	38	37	36	240
16	31	24	27	41	31	30	34	218
17	39	20	36	39	24	38	32	228
18	31	43	21	31	29	29	23	207
19	17	21	32	24	22	27	28	171
20	21	17	22	17	12	23	23	135
21	20	27	15	14	16	28	26	146
22	16	19	16	18	6	17	20	112
23	13	13	11	13	7	10	13	80
<b>Total</b>	501	531	539	580	481	536	578	
Average: 22.298      Std. Deviation: 10.922      Minimum: 4      Maximum: 57								