



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Jan 14, 2022

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"Losers focus on winners. Winners focus on winning."

- Unk



[Fire Chief is taking fight over ambulance response times in Prescott Valley to the state Capitol](#)

12 News

The Chief's Desk

I can tell you for certain that opening day of the legislature is nothing like opening day at a ball park. There were zero hot dog vendors, no overpriced light beer, zero high energy cheers, and no cool hats. Personally, I think cocktails at the Capitol would liven things up. I also believe team hats and shirts would be awesome! If I was in charge, we'd make things way more exciting 😊

Obviously, nothing really gets done on the first day. Now that the session has started, the real work begins. Not on the floor of the House or Senate, but in the hallways, restaurants, and bars around the valley. We're in for a long battle regarding the Fire Service bills, but there are some good folks from the PFFA, AFDA, AFCA, as well as the new AFCA lobbyist, that are very skilled at maneuvering through the system.

The CON bill has not dropped yet, but Representative Burges is working to get the required signatures to move it. I met with the AFCA lobbyist on Tuesday this week in Phoenix to work on strategy and start developing talking points. We are already familiar with AMR's tired and generally less than completely factual arguments, so we have a good place to start.

We understand the uphill battle that we face, but believe the Fire Service has the data and information to show legislators why reform is imperative. Additionally, the Phoenix media is picking up the story which helps shine light on the challenges around the state. This is important because the stories get the information to our citizens who can then reach out to their local and state elected officials. 12 News provided some great coverage this week, and Dave Biscobing with ABC15 has not only provided some in depth coverage, he has additional information for an upcoming story as well. Stay tuned...

I'll be doing a morning radio show next week discussing the challenges we face in our area. It's important that we drop what we are doing and take the time to participate any time we are offered an opportunity to share our story. In fact, I did the interview with 12 News from my laptop in my car while sitting in a parking lot at Happy Valley. I offered to meet in person since I was already in Phoenix, but it wasn't possible to connect in person.

We are looking for people who have been impacted by the ambulance response challenges who would be willing to share their stories with the media, as well as provide testimony at the Capitol. Our first social media posting asking for help was posted Wednesday evening this week. If you are on social media, please find and share the post so we can reach far and wide. It's important that we get the community to engage as they will have far more of an impact when testifying than me or AMR. Personally, I'd like to have baby Lily sit on the podium and just smile at the lawmakers in committee. Really, who doesn't love a cute baby???

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Upcoming Events:

Jan 17: Maybe at the Capitol, maybe not. Meet with Prevention and Chief Rose
Jan 18: Maybe at the Capitol, maybe not. Lunch meeting with PV
Jan 19: Yavapai Broadcasting Radio Show interview in Cottonwood, PVEDF Board Meeting, PAL meeting, Leave for AFDA
Jan 20-21: AFDA Conference in Tucson

Board Meetings:

January 24: Administration
CAFMA – 1700-1830

Warrant: 5-Year-Old Might Have Started Deadly Philadelphia (PA) Fire

By: Johnny Rampton

You did it. You've put in the work, accomplished some massive goals and exceeded expectations, and now you're a leader in your organization. While your role brings with it prestige and the opportunity to make an impact, it's not without its headaches.

Leading a team involves a daily grind that can come with some challenges. Check out these common leadership hurdles and learn how you can overcome them as you continue to hone your skills.

1. Flawed Communication Practices

Faulty communication is often to blame for many of life's troubles. Specific to the workplace, setting communication expectations is essential. Analyze your current communication structure and consider whether a shakeup is in order.

Oftentimes, lines can get crossed and frustration can result when team members don't review email threads or meeting minutes. Instead, they shop for answers, wasting their colleagues' valuable time when the answer to their question was only a few emails back.

Yet this scenario points to a potential target of your communications shakeup: If essential project information is contained in lengthy email threads, it will be hard to find. It's no wonder team members are tempted to cut to the chase by asking a colleague for info.

forbes.com

How to Make Sense of Conflicting Feedback on Your Leadership

By: Ron Carucci

I recently sat with an executive, we'll call him Mark, to review his comprehensive feedback report, which comprised nearly 25 interviews with critical stakeholders. While most feedback contains some contradictory data, in his case, the differences were extreme. Some people described him as supportive and kind while others described him as self-serving and mean-spirited. He was regarded by some stakeholders as empowering and hands-off, even too distant, while others experienced him as oppressive and micromanaging.

His naturally defensive response was telling. He asked, "So which is it? Am I a micromanager or an abandoner?" To his chagrin, I replied, "Well apparently you're both."

Of course, none of us are the same all the time, so it makes sense that different people's perceptions and experiences of us will vary. But too much variance isn't good, and in fact may signal deeper issues.

The instinct behind his question was to fault the data (“Which is it?”) or assume someone’s perception was off (“a micromanager or an abandoner?”). His first response ought to have been, “What am I doing to be viewed so differently depending on whom I’m with?”

If you find yourself facing wildly conflicting data, here four ways to interpret and act on it.

Clarify your intentions.

A substantial gap between intent and impact usually stems from muddled intentions. While Mark is a smart, successful executive with a desire to be effective, there were many situations in which he hadn’t clarified what outcome he actually wanted. For example, in one situation, Mark believed he was delegating a high-profile project to one of his direct reports, whom we’ll call Diane, to help her stretch. But Diane told me, “All he did was set me up to fail. I wasn’t qualified to do it, and he was really just punishing Susan, who he’d initially given it to but took it away when she had questions about the project.”

hbr.org

Chief’s Desk Continued

Our first new Rescue arrived at Fleet on Thursday this week. It’s a Ford, so while I wasn’t there, I’m pretty sure it arrived on a tow truck 😊 The plan is to have all four units in service by March. Plans are good, I mean they don’t always work out, but they’re good to establish. Tech Services will install the radios and MDT in one while the other is being striped, and then they’ll switch. Fleet will make sure they are good-to-go mechanically, and the Warehouse team, along with Doug, will get them stocked.

We may go to the Board in February seeking approval to order four monitors, one for each Rescue. Unfortunately, as with most things in the supply chain these days, the monitors that we used to receive in a week can now take months. That could create an issue if we wait until we obtain our CON to place the order. If, for some reason, we are not successful in obtaining the CON, the units can be used to begin replacement of seven units that are no longer supported. Either way, we need four monitors.

We have not determined exactly which Rescue will go where. Two of the units are 4x4 and two are 4x2. I am fairly certain that each battalion will get one of each, but I don’t know which stations in the battalion will get what. That’s an EMS Chief Niemynski and Operations Chief Feddema question.

Speaking of Chief Feddema, I look forward to the day when we are awarded the CON. That’s the day I get to move this project from my desk to his 😊 Getting the CON is just the beginning. A tremendous amount of work will need to be completed to bring our EMS transport system on line. I’m confident that he and Niemynski will do a fantastic job...

A number of Staff will be attending the Arizona Fire District Association (AFDA) Conference next week in Tucson. Travel is Wednesday and the conference is scheduled for Thursday and Friday. I’m extremely thankful that they moved the conference out of the smoke-filled casino in Laughlin, to a non-smoke-filled casino in our state. I’m just not a fan of casinos, which is why I moved the AFCA President’s Forum to the Hassayampa in Prescott next month.

I have added consideration for submitting a SAFER Grant to the Board agenda for the January 24 meeting. Approval of submitting the grant does not mean approval of accepting the grant funds. If the Board approves, we will submit, but won't find out if we are awarded the funding until sometime in fall, or the beginning of 2023. This gives us ample time to make a final determination as to whether or not Staff is comfortable recommending to the Board that we move forward with the five new positions. I'm confident at this point that funding moving forward for the positions will not be a problem, but who knows what the federal government will do to further hurt our economy between now and when the awards are made.

Despite all of the supply challenges, construction continues to soar. Our Prevention folks are very busy with plan reviews and inspections while being interrupted by the occasional fire investigation. The new Maverik is nearly ready to open, which will mean an end to that project for us. However, Fire Marshal Chase was telling me this week about a number of new apartments, hotels, bungalows, and other buildings ready to break ground, or that have plans in for review. We're growing and there's no sign of things slowing down.

All in all, it seems we are in a good place and are poised to see good things happen for CAFMA in 2022.
