



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **August 5, 2022**

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*"Whenever I get sad, I stop being sad and be awesome instead."*

— Barney

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## The Chief's Desk

Let me begin this week by addressing the 60,000-pound fire engine in the room. Within two weeks we damaged two engines by trying to drive them out/in of the stations with doors open. Clearly, that's not good. The "Battalion Chief Brad Davis Light", or "Davis Light" for short, was on. For clarity, yes, Brad did damage a door on an engine, but so have several others over the years. Still, I kinda like the name.



What I've heard from several since these incidents is that "the light comes on *all* the time." As a result of the light illuminating when a door is not open, I've been told that folks have become complacent and simply ignore the light. I do not believe ignoring a warning light is a good idea.

As I've mentioned to a few, I have been in emergency services for 29 years. Over all that time I know two things to be true. One, we typically do not have as many electrical gremlins with ambulances or staff vehicles. Two, I have never met a fire engine that does not have warning light issues. Can this cause us to become complacent? Yes, it can. Should it? No.

One would think that since we spend upwards of \$800,000 on an engine today and well north of \$1-million on a truck company, that we would receive a state-of-the-art piece of equipment that does not have electrical problems. I mean, you do not see these types of manufacturing issues tolerated with air planes.

To that end, I am not dismissing that problems exist with the engine related to warning lights – in this case the Davis light. However, that does not excuse running our apparatus doors into buildings because the doors were left open. Honestly, it should be a simple safety check before you pull in/out of the building. I know B3 C-shift held a safety stand-down this week so company officers could discuss the issue with their crews. Why B3 C-shift? Ask Chief Abel... 😊

Ultimately, I need to ask a favor from all of you that operate our fire apparatus – please stop running them into our buildings – and anyone else's building for that matter... It's expensive to fix, time consuming, and does impact our property and casualty rates. I believe that Chief Feddema will cover this topic in more depth at the upcoming BC meeting. A safety stand-down will be coming to a station near you very soon.

Fortunately, Engine 53 is still operable. Engine 58 is going to be out of service for a while. We have fleet – I wonder if we should set-up our own body shop???? Just thinking out loud Chief Rose. I would estimate 58 will be down more than six days, but less than six months... Maybe.

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### Upcoming Events:

Aug 8: Chief on Vacation, Chino special board meeting  
Aug 9: Chief on vacation  
Aug 10: BC Meeting, Meet with new board member  
Aug 11: FRI presentation work Ground breaking for Legado  
Aug 12: Assist Sedona with Fire Chief Testing

### Board Meeting:

Aug 22: Administration  
CAFMA – 1700-1830

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## **3 Practices To Add To Your Leadership Development Program**

**By: Mandy Gilbert**

We all show up on the first day of work eager to start a brand new role with fresh and exciting opportunities. When entering a new chapter in your career, the last thing on your mind is dreading work and becoming unmotivated. But this mindset can eventually change -- even for the top performers and managers on your team.

Why does this happen? A likely cause of a decline in staff motivation is the quality of your leadership team. Whether it's mismanagement or simply a lack of training, you may be driving your best talent into the arms of competing companies without solid leadership.

A good leader should make a positive difference in your company culture by inspiring and motivating your team -- helping each employee to reach their full potential and progress in their career. With leadership development so heavily linked to employee engagement and retention, it may be time to consider taking a closer look at your current leadership development plan and updating strategies and practices to fit the changing times.

Ready to get started? Here are three practices to consider adding to your leadership development program.

- 1. Identify your leaders -- but, keep an open mind.**

The best-case scenario for any company is to have all your employees eventually take on a leadership role -- to groom and prepare every individual to rise up in the organization and take on management opportunities.

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

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## **15 Ways Leaders Can Find Middle Ground Between Trust And Micromanaging**

**By: Forbes Council**

Leaders are in a challenging position where they need to delegate well without micromanaging. Some new business owners and newly promoted senior executives trust their people to meet unclear expectations and don't hold them sufficiently accountable, while others constantly nitpick and watch over employees' shoulders in an attempt to ensure the best results.

Good business leaders will find a productive middle ground between blind trust and micromanaging. Here, 15 members of Forbes Coaches Council discuss the best ways for leaders to do just that.

## 1. Keep Individual Uniqueness In Mind

Every leader needs to match their approach to team members with the uniqueness of each person in mind. Some employees appreciate being handed objectives with very little oversight and the freedom to thrive. Others need more training, support and clear boundaries in order to flourish. We get the best out of our people with a “tailored-size-fits-all” approach rather than a “one-size-fits-all” approach. - Abe Brown, Certified Flourishing Coaching

## 2. Invest In Preparation Upfront

Invest in preparation upfront to ensure those to whom you delegate have clarity about the task and expectations. This is an opportunity to create a shared understanding of the scope and quality of the work you are delegating to ensure you are both on the same page. Delegation works best when you give your team the information, resources and support they need to set the process up for success. - Palena Neale, unabridged

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

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## Chief's Desk Continued

As many of you know, we lost channel 1 and, I believe, channel 5 for a bit this week. Based on the storm that rolled through, and the footage captured by the one security camera that wasn't damaged, it appears that our Glassford Hill site was struck by lightning. The lightning cooked a flux capacitor, welded a gizmo, and caused a vortex thingamajig – or something like that. Anyway, Dave Legge was able to mud bog his way up the mess of a road and switch some sort of switch thingy to a backup doohickey that stopped the vortex and got channel one kilowattageing again. For more information on our Tech Services radio system lexicon, please shoot me an email. 😊

I thought it would take weeks to get it all operational again, but not with our tech geniuses. Nope, it was struck on August 1<sup>st</sup> and repaired on August 2<sup>nd</sup>. We have an absolutely outstanding team in Tech Services!

Given we have a large metal tower on top of a peak with nothing surrounding it, we kind of expect to get hit on occasion. It's not quite the same as, I don't know, leaving the door open on an engine and trying to drive it out of the bay. LOL! Captain Mongo, I know you said C-shift is trying to steal some of the B-shift charm. Just remember, no need to try and catch up. We need to keep at least a few engines in service.

As you may know by now, Station 58 was struck by lightning which cooked all kinds of stuff - \$20,000 - \$30,000 worth of stuff. So, to recap, in the last two weeks we've damaged two engines, had a comms site struck by lightning, and a station struck by lightning. I can say our insurance company is asking what is happening up here...

Our recruiting process seems to be going well as apps continue to come in via online submission. As of close of business Thursday, we had 28 applications, but only 12 of those are complete. There are a lot of

challenges with people reading and following directions. That said, it seems our new recruiting process along with our change in requirements is helping.

Captain Nick Fournier joined me on the CAFMA Connect this week to discuss recruitment for CAFMA, recruitment into to our profession, as well as for a comparison between his “mustache” and Chief Parra’s mustache. Please make sure you continue to like and share our social media posts about the recruitment, and tell your friends! It takes a fire agency to raise a fire agency – or something like that.

An AD was sent out rescinding the promotional dates for Engineer Trask and Firefighter Butterfield. New promotional dates will be established later this year. They will be promoted. Butterfield may even be promoted past engineer and directly into Prevention. 😊 Congratulations Jesse!

We had a good first meeting with our new Union Chapter E-board. Some changes you will see regarding the labor/management meetings as we move forward include a posted agenda in advance of the meeting, and posted minutes once approved by all parties each month. This will allow for better and more transparent communication with all of you. Additionally, we started to establish priority items that we need to work towards in the coming months. Probably the most pressing at this point is for the Chapter to reestablish their Wage and Benefit Committee, and for our group to establish a plan as we look towards the next wage and benefit study.

The Union Wage and Benefit Committee does not supplant the larger Wage and Benefit Committee that includes both non-operations folks and operations folks. Rather, the two groups complement each other as we work with the best interest of everyone in mind.

We have a lot of work ahead of us as we look at our changing state legislature, the potential of a new funding source for us, possibility of a CON, and our ever-increasing call volume. Challenge creates opportunity and if there is one thing I know about our agency, we do not shy away from a challenge.

Cheers and be excellent to each other!

**Please do not wreck anything else...**

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