



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **January 13, 2023**

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“The secret of getting ahead is getting started. The secret to getting started is breaking your overwhelming tasks into small manageable tasks, and then starting on the first one.”

Mark Twain

[The CAFMA Connect YouTube Channel](#) – Like, Subscribe, Watch, and Learn



The Chief's Desk

Doug Niemynski, EMS Chief, Michael Freeman, GIS/Statistician, myself, and our consulting team had a face-to-face meeting regarding our CON application with the Bureau of EMS in Phoenix Tuesday this week. We've been back and forth with them via email and letters for 14 months; our consultant has had multiple phone conversations with them as well.

After the Bureau's most recent letter, it was determined that the best course would be to request an in-person meeting. Many of their questions were directly related to GIS mapping and response time development, so we felt it best for Michael to attend as well.

The Bureau included their GIS folks in the meeting which made things a lot easier. I'm not sure if you know this, but GIS/Statistics people are like IT people in that they speak a different language that is sometimes difficult for non-IT people to understand. Ultimately, the GIS mapping must be able to be replicated and verified by GIS people, and the rest of us need to fully understand their methodology. Michael and the Bureau's GIS people were able to work through the challenges and come to a resolution. This is a big step as it may dislodge our application.

In addition, we finely unraveled one of the biggest sticking points relating to mapping. When we submitted our application, as well as subsequent maps, we did so using CAFMA's jurisdictional boundaries. For their part, the Bureau needs to be able to verify the boundaries via a third party, e.g., the Yavapai County GIS.

Geographic boundaries for fire districts are drawn using the boundaries as defined taxing jurisdiction. Because CAFMA is not a taxing authority, there are no standalone CAFMA jurisdictional boundaries that can be replicated in any system. To that end, we needed to provide the CVFD jurisdictional boundaries, the CYFD jurisdictional boundaries, and then put a circle around the entirety of those boundaries to depict the CAFMA CON. Once we had that clarified, things started to fall into place.

There were some other conversations that I'll not get into here, but suffice it to say, the meeting went very well. Our response to their last letter, which includes everything we discussed Tuesday, must be submitted by January 20. Our team is working diligently to finalize the more detailed responses, including the requested mapping. If all goes well, our application should be able to move toward any potential hearing in the next couple-ish months, maybe, hopefully.

As some of you know, over the summer Chief Feddema, along with staff, worked with ISO for our most recent review. We just received our updated ISO numbers last week. I regret to say that our ISO rating increased; we had been rated a 3/4/10, and we are now rated a 4/10. **Cont. Page 3**

Upcoming Events:

Jan 16: AFDA Legislative Meeting, Meet with new board members
Jan 17: Tharp's B-Day, Meet with YC, Meet with DFFM, Meet with community group
Jan 18: Back surgery in Phoenix
Jan 19: Out

Board Meeting:

Jan 23: Administration
CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830

4 Top Leadership Challenges for 2023 and Beyond

By: Ronald E. Riggio PhD.

What are the top leadership challenges for 2023, and beyond?

Each year, the Society for Industrial and Organizational Psychology (SIOP) surveys its members to determine the Top 10 Work Trends. Based on this, I've extracted the top 4 challenges that workplace leaders need to be concerned with in the coming year (and beyond).

Leading the Changing Workplace. The global pandemic and the rise of virtual work, along with the Great Resignation that caused workers to rethink their jobs and careers, has created more workplace change faster than at any time in our history. This means that leaders today need to be more adaptive to address all of these changes in order to keep their teams and organizations moving forward. As one CEO told me, "The pandemic made it clear that a leader's first priority needs to be their team members." Leaders need to be flexible and think "outside the box" to work with team members to develop innovative strategies for achieving their goals.

Maintaining Employee Well-Being. Worker stress and burnout are at an all-time high as we emerge from the pandemic, deal with a battered economy with rising inflation, and experience societal upheaval. It is critical that leaders demonstrate care and concern for their employees' welfare. Supporting team members by accommodating work schedules, allowing them to work from home, or taking time off for healthcare maintenance or family obligations, is one strategy. But leaders should always demonstrate concern for employees' needs and welfare.

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

Chief's Desk Continued

There were three specific areas in which we lost significant points. First, we don't have enough fire hydrants. That one is out of our hands. Both two and three relate to staffing and deployment. In short, we don't have enough staffing, and we do not produce an effective firefighting force on scene that meets even the minimum NFPA standard.

Surprised? No. We've been saying that our data shows we need to increase our response capabilities. This includes adding a new engine, as well as exploring other opportunities to increase resources in the system, short of additional engines. For example, a low acuity response unit with a firefighter/medic and/or firefighter/EMT that could respond for a significant event with the engines would be included as part of an effective force. Basically, we need more responders on scene in a shorter period of time.

As I've mentioned, staff is working on a three to five year, preferably two-year, plan to increase staffing in Operations, as well as a few Non-Ops positions. In our opinion, we need at least 20 additional firefighters – new positions – which would improve staffing on the current apparatus as well as add another 24-hour engine.

Eventually, we'd like to see a few stations with a minimum staffing of four. Which stations would or should be staffed with four person minimum staffing has yet to be determined. At the same time, as

development continues, we'll need to add additional stations to meet demand. Given our current funding limits, staffing, and adding stations to meet future demands will remain a challenge.

We hope that our upcoming strategic planning process, along with the accreditation process, will help provide the road map we need moving forward. I have already been in contact with some elected officials and community leaders sharing our not-so-great ISO news, as well as our current staffing needs. I've also asked for their help in mapping out a solution through the strategic planning process. The more input we have, the more support we get from all of you as well as from the communities we serve.

Unfortunately, someone (me) has been out of the office and therefore delayed the necessary staff meeting to develop our staffing plan. I hope to be able to meet next week Monday or Tuesday to line things out. Unfortunately, I am scheduled Wednesday morning for surgery in Phoenix to have the disc between L3/L4 removed and the vertebrae fused.

Once Staff has the draft of a plan, I will ask VP Shaun Jones for a special L/M meeting so the Union E-Board can provide some input before we take the draft to the Board. Nothing that costs money is set in stone until the Board approves a budget; that said, they can approve a concept that will allow us to develop more concrete plans to include recruitment timeframes and academies.

Senior Staff and various variations of the recent E-Board have been having informal conversations regarding plans for staffing. So far, everyone seems to be on the same page, i.e., we need more people.

The year has started and there are a lot of moving pieces as we work toward developing the budget as well as our future staffing plans. Should be a good time 😊

December/End of Year Call Statistics

By: GIS/Statistician Michael Freeman

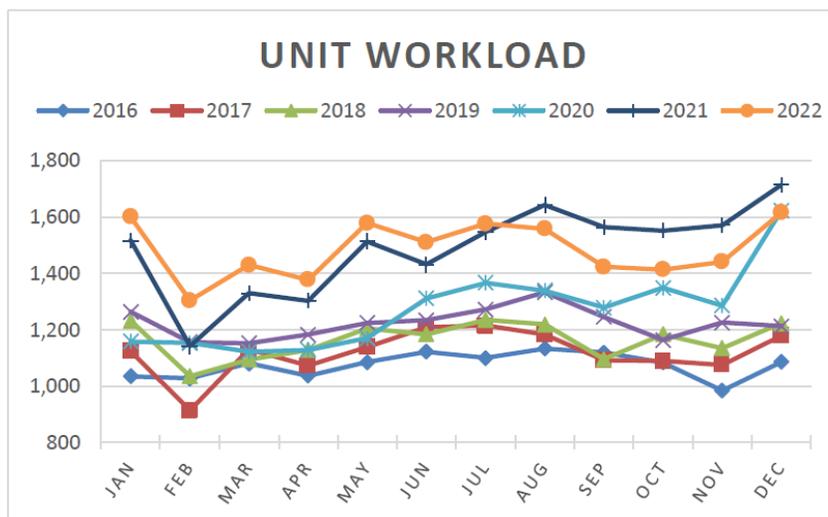
Note from Chief Freitag: We started off up over 2021, however in the second half of the year we slowed a bit. That said, if you look at the numbers between 2016 and today, the overall increase in call load remains significant.

Graphs next page.....

Unit Workload History

(RESPONSES BY TYPE-1 ENGINES)

	2016	2017	2018	2019	2020	2021	2022
Jan	1,034	1,123	1,231	1,263	1,157	1,516	1,600
Feb	1,026	913	1,034	1,155	1,152	1,141	1,303
Mar	1,080	1,128	1,093	1,151	1,121	1,328	1,428
Apr	1,036	1,071	1,127	1,182	1,127	1,302	1,376
May	1,084	1,138	1,203	1,223	1,169	1,512	1,577
Jun	1,121	1,208	1,183	1,233	1,310	1,431	1,509
Jul	1,099	1,214	1,234	1,271	1,366	1,546	1,575
Aug	1,132	1,183	1,218	1,332	1,338	1,641	1,557
Sep	1,118	1,091	1,095	1,245	1,277	1,563	1,422
Oct	1,083	1,088	1,183	1,163	1,348	1,551	1,413
Nov	983	1,074	1,134	1,224	1,285	1,570	1,440
Dec	1,085	1,177	1,222	1,211	1,622	1,713	1,615
AVG	1,073	1,117	1,163	1,221	1,273	1,485	1,485
TOTAL	12,881	13,408	13,957	14,653	15,272	17,814	17,815





December Response Report - 2022

Land Area: 369 sq. miles Population: ~106,500 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	17
STRUCTURE FIRE	3
STRUCTURE FIRE; CONFINED	5
MOBILE HOME/PORTABLE BLDG	1
VEHICLE FIRE	2
BRUSH/GRASS/WILDLAND FIRE	4
TRASH FIRE/OTHER	2

Fire is 1.26% of call volume

TOTAL RESCUE & EMS	932
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EMS is 68.99% of call volume

OVERPRESSURE / OVERHEAT	0
HAZARDOUS CONDITION	12
SERVICE CALL	253
GOOD INTENT	93
FALSE ALARM/OTHER	44

Other is 29.76% of call volume

TOTAL INCIDENTS IN DISTRICT	1,351
INCIDENT RESPONSES BY CAFMA	1,473
TYPE-1 UNIT RESPONSES BY CAFMA	1,615

Fire Loss Summary

Residential Fire Loss	\$1,405,160
Commercial Fire Loss	\$2,000
Vehicle Fire Loss	\$11,500

Top 5 Call Types

871	EMS
172	Assist Invalid
55	Cancelled en Route
48	Public Service
23	Vehicle Accident w/Injuries

Average total # of calls per day	43.58
Average fire calls per day	0.55
Average EMS calls per day	30.07
Average all other calls per day	12.97

Call Volume at PRCC

	Month	Year-to-Date
PFD	958	10,504
CAFMA	1,351	14,946
GCFD	7	159
OD	14	149
WKFD	6	47

Unit Responses

Unit	District	Total	Move Up
E50	141	154	25
E51	27	179	62
E53	228	229	17
E540	47	50	11
E54	173	175	0
E57	63	68	3
E58	182	187	2
E59	172	184	5
E61	125	130	6
E62	149	155	9
E63	58	60	35
TR50	38	44	0
B3	58	64	0
B6	21	22	0
Rescues	53	53	0

TYPE-1 ENGINES

Calls by Municipality

Calls in Town of Chino Valley	214
Calls in Town of Prescott Valley	686
Calls in Town of Dewey-Humboldt	61
Calls in District, Unincorporated Areas	390
Calls Out of District	12

Aid Agreement Summary

Aid Given to Prescott	155
Aid Received from Prescott	104
Aid Given to WVFD	0
Aid Received from WVFD	6
Mutual Aid Given	0
Mutual Aid Received	0