



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **January 27, 2023**

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"A mistake that makes you humble is better  
than an achievement that makes you  
arrogant."

Unknown

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



MSHP Troop E  
@MSHPTrooperE

This is a snowflake. There is about  
to be a lot of these on the ground by  
Wednesday morning. If you do not  
know how to drive on snowflakes  
please stay off the road.



I found this post from the Missouri Highway Patrol both  
hilarious, and fitting for our area... Just saying 😊

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## The Chief's Desk

Its day 742.5341 of the siege... What siege, you ask? It's the approximate amount of time that my body has been overcome by pain causing a great deal of stress, discomfort, and, I'll just say it, agitation. I thought I'd be good after the RA diagnosis and treatment, as well as the laminectomies in September. Then I got sick over Christmas, decided to teach my body a lesson about getting sick by hitting them gym, to which my body responded, "Here, hold my beer." Then I was in the hospital. Sweating the sickness out in the gym worked when I was younger...

As happens with me and surgery, I underestimated the challenges related to a disc removal and fusion. I'd thought it would be like the laminectomies I had in September, where all the leg pain was immediately gone. Instead, my leg pain and weakness are worse than before, along with the surgical pain. Unfortunately, the nerves that were irritated before surgery seem to be more irritated after surgery. So, that's creating challenges.

My plan had been to start working from home as of Monday this week; however, the most I've been able to muster is two hours a day.

I seem good with naps and staring off into space, but that's not helpful. So, new plan, work what I can, take sick time for the rest, and hope that next week I can better focus on working from home with less down time.

I have a surgical follow up on February 2<sup>nd</sup> in Phoenix during which I expect the doctor to release me to light duty. Which basically means, I can do my job as the Fire Chief and Tharp can carry my stuff 😊 With any luck, I'll be back in the office on February 6. I do plan to be back at Administration on the 2<sup>nd</sup> by 1600 for the flag lowering honoring Fire Marshal Rick Chase's service as he heads off into retirement. If I can pull it off, I'll even wear something more than running pants (but less than a uniform).

I have a message this week, especially for our newer folks: Work your core, focus on lifting techniques, and maintain your overall health and wellness with proper diet and appropriate exercise. In our line of work, you'll encounter any number of situations in which you will stress your back because a patient is just not in a good location or position for you to use "proper" lifting techniques. The idea is to strengthen the core so that you have additional protection for those instances when you're simply off balance.

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### Upcoming Events:

Jan 30-Feb 2: Chief broken and out of the office  
Jan 30: AFCA/AFDA Virtual Education Meeting  
Jan 31: Chamber Breakfast, Virtual on boarding call with the Western Fire Chiefs  
Feb 1: Virtual FRI Program Planning, Draft Review  
Feb 2: Surgical follow-up, Rick Chase Flag Ceremony Admin at 1600.

### Board Meeting:

February 27: Administration  
CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830

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# How To Adapt Your Leadership Style For The Challenges Of The Modern Business World

By: Janine Shindler, MCC

Leadership is not a one-size-fits-all type of role. Effective leaders can come in all forms. Charismatic legends like Steve Jobs, Jack Welch or Oprah Winfrey may spring to mind, but their style is only one type of leadership technique available to you.

In today's business world, leaders are running into challenges due to the changing landscape of the workforce and the varying expectations that teams hold for their managers. Navigating those tensions can be difficult but attainable. In fact, facing these challenges is imperative if you want to keep your leadership style relevant.

Here's how to confront and adapt your leadership style to meet the demands of the modern business world:

## **Align your perception with reality.**

The first step is self-awareness. Take the time to write out a self-evaluation. Describe what you think your leadership style is, making sure to include strengths and weaknesses, as well as how you believe others see you. Ask a trusted colleague to write a similar evaluation of you. Next, compare your self-evaluation with theirs and see if and where there may be discrepancies. Those areas are the perfect places to discuss and dig deep to help you better understand your current leadership style.

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

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# 18 kids injured, 1 critically, in fire sparked by lithium-ion battery at NYC daycare

By: Emma Seiwel, Thomas Tracy and Elizabeth Keogh New York Daily News

Eighteen children were injured Wednesday in a fire that was sparked by a lithium-ion battery at a Queens daycare, officials said.

The blaze broke out in the basement of the two-story house in Kew Gardens Hills around 2:05 p.m., according to the FDNY.

"It was a lot of smoke coming out all of the windows," said neighbor Adina Landon.

The first floor of the house is a daycare facility, police said.

"Companies arrived and found heavy fire in the basement," said FDNY Chief of Operations John Esposito.

Firefighters removed 18 children from the house, where one was critically injured. The others suffered minor injuries and were treated at the scene.

One of the injured children was rescued from the basement, the FDNY said.

A woman who lives on the block said a neighbor took in the children as they waited for their parents to arrive.

“There were firemen, paramedics all over the place and the kids were already out,” said the woman. “I’m sure some of them were scared.”

[firerescue1.com](http://firerescue1.com)

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## **Chief’s Desk Continued**

We still have several folks out due to back injuries, most of which have already had surgery. Talk with those folks about their experiences. It’s unlikely you’ll avoid injuries over the life of your career, but your recovery time is much better and the likelihood of reinjury is lower if you’re taking care of yourself regularly and not overstressing your body. Remember, this career is a marathon, not a sprint.

I thought I was doing the right things through my career by working out, running, and eating healthy. However, I didn’t have access to personal trainers who could provide guidance regarding form, types of movements, etc. I just hit the gym, hit the weights, and did what I thought was right. Sixteen orthopedic surgeries later (examples include seven shoulder reconstructions, four left, three right, and two back surgeries), I’m thinking I may have been doing some things incorrectly.

At CAFMA, we offer trainers and nutritional guidance to anyone who seeks assistance. Our goal through the annual fitness evaluations is to help you make it through your career and enjoy a healthy retirement. Take advantage of these services as they are a true benefit that not all fire service agencies provide.

When the IAFF/IAFC fitness initiatives first started, there was pushback from folks who felt it was just a way to push people out of the Fire Service. That was not the goal; rather, the goal has always been to create healthier and more physically resilient firefighters.

More recently, it’s been recommended by mental health professionals, as well as some of our personnel, that it might be time to start considering ways in which we ensure mental, as well as physical wellness is being addressed annually. CAFMA has improved access to mental health services, and together we’ve decreased some of the stigma. The challenge is, how would any organization institute a mandatory mental health checkup without causing significant consternation among its members? From my perspective, the idea of mandating mental health checks creates more questions than answers.

Providing access to programs and shifting the culture to a place where seeking counseling is encouraged and is accepted are a step in the right direction, I’m just not sure forcing someone to see a counselor on a regular basis is helpful. I do think it’s important to remember that seeking counseling does not mean you’re broken in some way; rather, it might provide some valuable tools that you can use to work through challenges life may throw your way, whether personal or professional.

Ultimately, I see this as a personal choice, but feel it’s absolutely CAFMA’s duty to provide access, encourage conversations about mental wellbeing, and support those who choose to seek assistance. For some, a professional counselor may be the best route. For others, family, friends, spirituality, clergy,

hunting, camping, yoga, meditation, etc., may be the best option. Those needs may change over the years as well, requiring a mix of both. Just like with physical health, the path you chart for mental wellness is a personal one. One size does not fit all. And so, we appreciate all suggestions that our employees bring to the table. Keep it up.

Staff presented a brief overview of a three-year staffing plan to the Board on Monday. Union VP Jones has a copy; however, we've not had a chance to sit face-to-face in Labor-Management to discuss the details. To that end, we didn't provide an actual copy to the Board at the meeting. My hope is that we have a good L-M meeting on February 7<sup>th</sup> where we can finalize a recommendation for Board consideration in February.

Currently, we've proposed a total of 32 new positions over the next three years. Of those, 75%, or 23 positions, are for Operations. There are eight positions recommended for Non-Operations, or 25% of the total. Presently, CAFMA is staffed at around 77% Ops personnel and 23% Non-Ops – just for some perspective. Of the 23 proposed Ops positions, 21 are new firefighter positions, one Deputy Chief of Operations, and one additional position in Training. These numbers don't include the 12 personnel we'd need to hire when we obtain our CON. Regarding the DC of Ops position, the recognized span of control is three to seven. Chief Feddema is currently operating well outside of that span, leaving him little time for strategic planning while he's dealing with a myriad of daily personnel challenges.

I provided the breakdown of Ops personnel v Non-Ops personnel simply to provide perspective regarding the structure of our Agency. The fact of the matter is that we don't have enough personnel in Operations to meet demand, nor do we have adequate staffing in some other Non-Operations divisions to meet demand. There are a variety of ideas being discussed regarding how the 21 new firefighters will be deployed to improve operations. More details will be forthcoming as we further evaluate both current and future deployment models, four person staffing concepts, as well as any potential additional apparatus needs.

The Board approved the Community Relations position, as you may have noticed since the opening has been posted. This is an important void in our organization, especially as we seek community support for increased staffing - which means increased tax rates. It's vital that we articulate our story early and often to garner their support. Additionally, we have a giant CAFMA hole where public education should be. This cannot continue, but without people, there's no other way to fill the void. This is just one step for us. We have a lot more work to do.

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