



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **February 17, 2023**

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**In honor of our new recruits,
Congratulations on your successful
completion of the academy!**

**"Excellence is achievable, but not without
sacrifice and discipline."**

Michael Josephson

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



**Recruit Graduation
February 16, 2023**

The Chief's Desk

This has been quite the whirlwind week, month, something, whatever - it's been crazy. Kathy Goodman has been promoted to our Community Relations position starting February 27. She is currently assisting with training in administration before the transition. As you may have read in a recent AD, we just hired another Administrative Specialist. That brings us to two in the last 30 days or so to fill the two vacancies in the front office.

Over the last week we've hired a Fire Inspector I and a Fire Inspector III. We offered the Fire Marshal position to a candidate on Thursday this week and are working through negotiations. Hopefully, we will have a firm commitment from the candidate early next week. Jamie, one of our fire inspectors in prevention, submitted her two weeks' notice this week. We wish her all the best as she transitions to a position with the state. Her spot in prevention will remain open until the new Fire Marshal is in place and has had time to evaluate the division's needs. We also hired someone to fill the open Mechanic II spot in Fleet on Thursday.

We just posted an opening for a Finance Specialist. One of our current Finance Specialists is taking a part-time spot in Finance, so we're looking to hire another full-time position. The reason we're gearing up with a part-time spot is because Katie and Isabell are both pregnant and their due dates are very close together. This means we'll be down two Finance personnel during maternity leave. Congratulations to Katie and Isabel!! Oh, and for those not aware of the connection, Isabel's husband is Josh from the Warehouse. Two more CAFMA kids on the way 😊

Congratulations to our recruits on their graduation from the Academy Thursday night!! They'll be starting on their respective shifts as of this Sunday. We hope adding nine personnel back into the system will bring some much-needed relief. We hired what we thought would be two extra personnel just in case we had anything unforeseen happen... Since then, we had two leave for Valley departments, and another announce he's leaving the DROP early. This is why Senior Staff has been working with the Board to hire one to two positions above the number of current openings, i.e., we know that by the end of the Academy we'll have more openings than we'd anticipated.

For those interested, at the next Board meeting, February 27 at 1700, we'll be talking with the Board about our proposed three-year staffing plan. We are not asking the Board to approve the staffing plan at this meeting; however, we're asking the Board if they are comfortable with us adding the increased staffing into the budget for their consideration.

Upcoming Events:

Feb 19-24 – Chief facilitating CEOP. Chiefs Tharp, Rose, Feddema, and Parra will be forced to listen to Chief Freitag while attending CEOP for the week.

Feb 22 – Fire Chief Round Table at Captains Academy

Board Meeting:

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

What makes a great fire service leader?

By: Paul Beamon

Throughout my career in the fire service, I have had the privilege of working with a wide variety of leaders, some of whom were exceptional and innovative, while others were more challenging. My years of experience have shown me that while there are many ways to lead, service, strong character and compassion are necessary no matter what style of leadership you adopt and regardless of the arena in which you serve.

LEADERSHIP EVOLUTIONS AND EXAMPLES

Early in my career, the fire service was very much organized in a paramilitary fashion with strong authoritative and autocratic leadership styles. There was strict adherence to rules, regulations, training and the chain of command.

As a recruit, I was eager to learn all that I could, and when assigned to my first captain, I knew they would keep me on track. I had many great mentors, whom I consider my family and who assisted me in growing as a firefighter/paramedic. Both my first captain and chief, while tough at times, were strong role models for me. I considered that first captain a great leader and one who truly cared about our personal and professional development. He had high standards and strictly adhered to policies and procedures, but it was clear that his ultimate goal was to help me become the best firefighter I could be.

I recall one hectic shift on the medic unit when me and my partner (also new) got back to the station at midnight. We were exhausted and just wanted some rest, but my captain was there to check in on us. He woke up my partner in a concerned and caring manner, asking if he was OK. My partner, still half asleep, was confused, but the captain calmly explained that he wanted him to take advantage of the opportunity to do some street study since he was already awake. I couldn't help but chuckle, and when the captain heard me laugh, he said, "Beamon, since you're also awake, why don't you go with him?" My laughter halted.

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'I don't know' and 'I need help': Powerful words for any fire service leader

By: Marc Bashoor

Much like parenting, leadership is a perpetual responsibility. Whether it's in our personal or professional lives, leadership is NOT something that's a one-and-done class or certification/credential.

Learning through experience, coupled with demonstration from their own family, new parents endeavor to teach their children the difference between right and wrong and to provide their children the tools they need to lead successful adult lives. It's no different in the fire service: We demonstrate and we learn throughout the lifespan of our careers, trying to provide our members what they need to lead successful careers.

Leading our members (and ourselves) through the labyrinth of career development is one of the cornerstones of the parent-like relationship we have with our members. The key is forming a total package of development tools. After all, books and classes don't make chiefs, just as hoses and ladders don't make firefighters. It's the synergy of our experiences that leads to long-term success. That being said, there's a powerful tool often lost amid our advancements and accomplishments – the power of acknowledging what we don't know and what we need from others.

IT'S OK TO SAY 'I DON'T KNOW'

Chiefs may be the ones with the bugles on the collar, but let's face it, none of us knows it all. If we did, we would have licked the fire problem in the United States, and there would be little need for the fire service. Clearly we're far from this, proving that no one has all the answers.

Battalion Chief Dena Ali makes this case in her recent article 'Be a not-knower': The power of leading with humility, highlighting the developmental and functional humility that comes with the words "I don't know." Ali starts her article with a provoking quote from an unlikely place – the Pierce pumper operations and maintenance manual:

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Chief's Desk Continued

I spoke with Chief Durre on Tuesday this week. It appears he may have permission to move forward with hiring six additional firefighters in this fiscal year with a plan to complete their needed hiring in the first part of next fiscal year. Both Prescott FD Staff and CAFMA Staff will be asking our elected officials for permission to submit SAFER Grant applications for next year. The application period opens within the next week and closes March 17.

Our hope is to create two separate applications with similar narratives that discuss both individual and regional needs. If our elected bodies each agree, we'll meet with city, town, and county leaders as well as state and federal elected officials to ask for their assistance in pushing our respective grant applications as a regional need. The CAFMA SAFER would be for hiring an additional seven new firefighter positions on top of what we're asking for in this year's budget.

As it stands now, we'll have to run a firefighter hiring process sometime in June with an academy starting potentially in August-ish just to fill our vacant positions. On the paramedic front, I've asked Chief Niemynski to submit a Program Improvement Request (PIR) for six personnel to attend Paramedic School next fiscal year. The goal would be two per shift.

As you can see based on our personnel needs, increased operating costs, and some of the needs being discussed in Labor-Management, we're going to need more revenue. Given we only have one revenue source, i.e., property taxes, it's safe to assume that there will need to be a rate increase along with the increase in Net Assessed Valuation (NAV). Our NAV numbers are good this year, but it's not enough to cover the increased number of firefighters, non-operations positions, and equipment we need to appropriately serve our community members. I'm already scheduling meetings with community leaders

and elected officials to discuss our current challenges, our proposed solutions, what it means for property taxes, and to seek their input.

It's important for folks to understand that we're not just throwing money and people at the problem hoping for a solution. We believe that we have a strategic and measured approach to address the challenges we face.

Chief Durre and I walked through some of this on the CAFMA Connect podcast last week (don't forget to like and subscribe). CAFMA and Prescott are taking a regional approach to finding solutions. One example is the move-up software that we hope to have in play before the end of this fiscal year. This will clean up the move-up process, creating more consistency and improving efficiencies. Another example is that we're working with our ambulance transport partners and PRCC to create a true emergency medical dispatch protocol.

We're exploring the Alternative Response Unit (ARU) concept and may be able to complete a beta test soon. The personnel on the ARU would have their gear and would be used to respond to significant incidents as well as low acuity calls. This will help us meet our effective firefighting force. Another option we're considering with the ARU is partnering with Priority for staffing.

While these moves are a good start, the fact remains that we're seeing significant growth in our area. The increased call volume means we're trying to cover more area with the same equipment traveling greater distances to more densely populated areas. To that end, we still need to add another engine and station. The engine and crew will come before the station because we will need to pass a bond to build the infrastructure. Seeking a bond is at least three to four years out.

When we consider growth and workload, we have to look beyond just the Operations division. That's why our staffing plan also includes eight Non-Operations positions. Two of those would be included in next year's budget for Tech Services. It seems everything on our Strategic Plan has some tie to either IT or Comms.

Pay attention, there's a lot happening in CAFMA right now – good stuff 😊
