



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **August 25, 2023**

This Edition:

The Chief's DeskPage 2
Go/no-go search tactics: Research and experience drive decision-makingPage 3
Forge A Path Ahead By Building The Next Line Of LeadershipPage 3

“Don’t be afraid to go where you’ve never gone and do what you’ve never done, because both are necessary to have what you’ve never had and be who you’ve never been.”

—Unk

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

This is Engine 1 from Maui. The crew was surrounded by fire, and they had to self-barricade. Their Captain went into cardiac arrest, and the Firefighters were performing CPR while also trying to contact their families. They thought they weren't going to make it. One of the guys ran out, found a police ATV, and came back for the guys to shuttle them out. The Captain was Medevac'd to Oahu. They loaded him to get out of there as fast as they could. His leg was dragging behind him, and his knee was down to the bone.

#heroes #firefighters #hawaii #maui #oahu #police #lahaina



The Chief's Desk

I'm back this week from Fire Rescue International (FRI) and a few days visiting family in St. Louis. Nope, I still do not miss the heat and excessive humidity, but it was good to see my parents and a few friends – my siblings were there as well 😊

Both presentations I was involved with were well attended and we received really good feedback. Kathy did a great job presenting on a larger stage; she had command of the information and really took control of the room. I'd guess we had over 150 people in our session.

While at the conference I had the opportunity to visit with a couple of different vendors who will now be doing some demos for us. The first company is called 3AM, the developer of a real-time firefighter tracking program. The program integrates with our CAD system, so it has the real time call and vehicle data. This allows an Incident Commander (IC) to track the location of all apparatus both enroute and at the scene.

Once personnel get off the apparatus and start moving around the scene, the IC can track the location of each firefighter to include height off the ground – multistory building situations. In addition, they're working with SCOTT Health and Safety to integrate with our air packs. The device on the pack will communicate directly with the system and show real time data regarding how much air is in the pack, as well as whether the pack is free flowing or if the firefighter is still breathing at a normal rate.

3AM is one of two vendors covered under a public safety grant in AZ with monies set aside by the state legislature. The other company is ADASHI, which does incident tracking but, in my opinion, isn't at the same level as 3AM.

The plan is for 3AM to come out to do a live demo sometime in late September or early October. CAFMA will host and invite all Yavapai County fire agencies to attend. If CAFMA and Prescott FD feel there's value for us, we'll submit a regional grant for the three-year trial. Chief Ryan with Tucson introduced me to the company, and I know that Mesa, Phoenix, and other agencies in the Valley are scheduling demos as well.

We met another company called Hypha when a CAFMA/Phoenix group sat next to them for lunch on the exhibit floor. Most of you have heard of FirstNet by AT&T; the concept of that system is to provide preemptive emergency communications for first responders.

Cont. Page 3

Upcoming Events:

Aug 28: Final Telecom Interview, Lunch Meeting with PRCC, Meet with NAU and NACOG, Board Meeting
Aug 29: Final Strategic Planning Objectives Meeting, New Chiefs Class Proposal, BC debrief
Aug 30: BC Testing AAR, Podcast
Aug 31: Quarterly CAFMA PFD Command Staff Meeting, HYPHA Demo

Board Meeting:

Board Meeting: August 28
CAFMA – 1700-1830

Go/no-go search tactics: Research and experience drive decision-making

By: Chad Christensen and Kevin Lewis

We all know by now that today's fire environment has changed, but have your department's tactics changed? Have your officers' decision-making processes become more rapid in identifying the signs of smoke and fire that play a key role in size-up?

Understanding the modern fire environment, building construction and occupancy type, as well as predictable victim locations, will help us in the rapid decision-making process and in developing a mental incident action plan (IAP). It is only then that we can initiate our best tactical actions to support the IAP and strategic objectives for the incident.

AGGRESSIVE ACTION

The first priority on the fireground is life, so the first-arriving officer must identify and prioritize tactics that support this priority.

In the last few years, we have seen an increased number of victims being located in residential structure fires. With more people working from home and finding victims becoming more frequent, we need to arm ourselves with knowledge to be more effective on the fireground. The good news: With all the information we have today – thanks in large part to UL's Fire Safety Research Institute – we can educate ourselves to make decisions on the fireground that support a more aggressive and effective approach to locating potential victim locations.

For example, the results of the recent FSRI Study of Fire Service Residential Home Size-up and Search & Rescue Operations shows that there is more survivable space inside of a structure than once thought. While this is reassuring, it also means the clock is ticking and every second counts. Victims' exposure to heat and toxic gases is time- and dose-dependent. Research shows that a victim located just outside the fire room has a window of survivability if we can reach them in time. It may be a short window upon our arrival, and this again reminds us that our actions need to be quick and deliberate to either improve conditions or get to the victim and isolate them from the fire room as quickly as possible. When a victim is located, immediate removal to the outside or isolation behind a closed door until removal must be considered. This consideration is based on the premise that dragging a victim through smoke and toxic gas may not be ideal.

[firerescue1](#)

Forge A Path Ahead By Building The Next Line Of Leadership

By: Forbes Councils Member

From setting a clear vision and direction for an organization to making informed and strategic decisions, there's a lot on a leader's plate. But one significant responsibility that can get overlooked is developing other leaders. For the long-term success of any organization, you don't just need strong leaders in the

present. You need to know you'll have them in the future, too. And it is the job of the current leaders to build the next line of leadership.

Unfortunately, the statistics aren't painting a good picture. According to the Association for Talent Development, only about 35% of organizations have built out a formalized succession planning process. As many as 83% of global leaders and 74% of U.S. leaders feel like they're unprepared for their roles, and Development Dimensions International's Global Leadership Forecast found that 35% of executives who were internally promoted are considered failures. Finally, CEO turnover is at a record high; in Q1 2023, 418 CEOs left their jobs (paywall), an uptick of 6% compared to Q1 2022.

While these statistics paint a gloomy picture, all is not lost. Rather than looking past the harsh reality, you should start working toward choosing and cultivating future leaders for long-term business success.

4 Strategies For Shaping The Leaders Of Tomorrow

A strong leadership pipeline is crucial to ensure a seamless transition, maintain continuity and propel the organization with greater confidence. Additionally, leadership development fosters a culture of growth and empowers employees to reach their full potential. Here are some tips for building the leaders of tomorrow.

[Forbes](#)

The Chief's Desk Cont.

While the overall idea is great, there are several issues with the system. The first is that there's no coverage in our area, so that's a problem. Second, FirstNet works by using towers and fiber networks. When you have an incident like the Paradise Fire in northern California, or the Maui fire towers, and fiber systems are quickly rendered inoperable. In talking with some of the folks from Maui, they were unable to activate the alert system because the fiber was burned through almost immediately.

Hypha is out of Australia, but now has an office in the United States. After the devastating conflagrations in Australia, the government decided they needed a system that would not be damaged during a significant natural disaster. They wanted to ensure that vital communications and access to data would remain available, especially for emergency responders. The solution was to use Star Link, a satellite-based system already in operation. Yes, it's owned by Elon Musk, but it's way better than a Tesla.

The Australian government has already deployed the system in emergency response vehicles across the country to include both LEO and fire. Having the Star Link equipment in each vehicle ensures communication and data are available for first responders and emergency management no matter the incident type or location. Because they can segregate the system, they're also able to provide access for the community without interrupting emergency communications.

Hypha is partnered with 3AM because 3AM works best with a strong data signal. We'll have our first Hypha demo on Thursday next week along with Prescott and any other agencies who want to

participate. When 3AM is onsite for their demo, Hypha will come along to demonstrate how the systems complement one another.

There is no grant available, at least right now, for Hypha; however, I think the concept is worth exploring, especially knowing the challenges we face with cellular communications, and the lack of a true back up data system in our area. While we hope that fires like what occurred in Paradise and Maui won't happen here, the reality is that it could. We also know that we could have an earthquake that may take out comms/IT, or even a tornado.

I spoke with Chief Rose about this idea and he informed me that Jonah already has some level of Star Link, but it's not a system that ensures an uninterrupted data link in our apparatus. My understanding at this point is that the costs are not front end loaded. Rather, you pay an annual fee because they replace the technology every three years to ensure the system remains up to date.

In addition to the two vendors, I attended a session that I think would be good for our Company Officers and BCs. I'll be reaching out to the presenter to see about inviting him out to CAFMA.

Regarding wages and benefits, we're moving forward with engaging Segal for the study. We've asked that they reach out to our Non-Ops managers to discuss their divisions and any unique attributes they feel are important to consider. Overall, our goal is to look at wage scales and total employee-related expenses. This should give us a good comparison of the total cost of an employee between each of the comparable agencies.

Chief Rose hosted the CAFMA Connect this week, which will feature the Honor Guard's Patriot Run fundraiser. We're always looking for guests, so let me or Kathy know if any of you have an interest or an idea.
