



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **October 5, 2023**

This Edition:

The Chief's DeskPage 2
The 7 Greatest Leadership Lessons I've Learned
.....Page 3
September Response ReportPage 4

Tip for Today:

Reset, re-focus, re-start, re-focus as many times as you need to. Just don't quit.

—Unk

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The Chief's Desk

Last weekend was a bit of a blur that included the CAFMA + Prescott Fire Partner's Academy and two one-day up-and-back trips to Tucson. The Sunday Tucson trip was to attend a memorial for Aaron Karrer, the son of retired Golder Ranch Fire District Fire Chief, Randy Karrer. Unfortunately, Aaron, 30, lost his battle with alcoholism when he took his own life two weeks ago. Prior to that, he'd lost his job as a firefighter due to his drinking and had been in and out of rehab facilities. Despite their best efforts, Randy and his family, along with counselors and friends, were unable to keep Aaron focused on a path to sobriety.

As we often remind each other, do not fight alone. If you or someone you know needs help, we have multiple resources available.

Friday's trip to Tucson and back was meant to accomplish three things. First, I needed a break and some time to hang out with my son. Second, we picked up Ret. Fire Chief Mike Casson's 1981 CJ7 with a 304 V8. Nope, I'm not cutting it up to make it bigger, just going through all the mechanicals for a restoration. As I've mentioned before, working in the shop is where I find peace. Finally, we attended one day of the Duct Tape Drag Races. The event is sponsored by the Tucson Dragway in partnership with David Freiburger and friends from Motortrend's Roadkill, Roadkill Garage, Engine Masters, etc. We plan to attend the full weekend next year.

This is the first time I've attended drag races that consisted of non-professional drivers driving whatever they could cobble together. Some were really well-done race cars while others, well, not so much. There were quite a few that would be considered a hazard to the flow of traffic on the 17.

Some of the passes I watched appeared outstanding until I looked at the elapsed time posted at the end of the track. Cars that ran great times were posting speeds of 70 mph or slower – clearly not the correct speed based on the elapsed time. I mentioned to Andy that something must be wrong with the sensors because clearly the car was going faster than 70 mph to post the time that was listed. He said, "the driver likely let off the gas before the speed trap." The speed trap is the final 66' to the finish line where speed is calculated.

I hadn't even considered that someone would let off gas before they finished the race. I mean honestly, I like speed so it'd be hard for me to let off the gas before the end of the track itself... Ultimately, letting off gas resulted in an elapsed time that was longer than it could have been, and the speed calculated in the last 66' didn't represent how the car performed. It's hard to make incremental adjustments to your vehicle to improve your performance if you don't have an accurate picture of how the vehicle is performing. **Cont. Page 3**

Upcoming Events:

10/8-13: Senior Staff in Mesa for the last week of CEOP

Board Meeting:

Board Meeting: Oct 23
CAFMA – 1700-1830

The 7 Greatest Leadership Lessons I've Learned

By: Therese Fauerbach

As CEO and founder of The Northridge Group, I am both an entrepreneur and a leader. Every day I am focused on helping business leaders solve critical problems as well as running my own company. Through management consulting, I have been exposed to a diverse range of organizations, functional groups, and cultures. Collectively, these experiences and people have contributed to the person and business leader I am today. Occasionally, peers and up-and-comers alike will ask me for my perspective on leadership. Today, I want to share a few of the greatest leadership lessons I have learned throughout my career.

1. Everyone can help you learn something.

It goes without saying that everyone has their own style of leadership, their own personal brand. Observing how others handle themselves – peers, management, and other external leaders – is a great way to learn. Whether you agree with how a situation is handled or not, the experience can teach you how to approach a similar issue in the future. Leadership is a constant assessment and reevaluation, so the more you can learn from the experiences of others – good or bad– the better off you'll be when you're positioned to make the decisions.

2. Managers and leaders are different.

It took me twenty years to sum up what makes a good leader versus a good manager, and the best example I can come up with is to describe a former boss of mine. This person was so charismatic that everyone would follow him to the ends of the earth. Though day-to-day operations were almost impossible for him, at times of crisis, he was the person everyone called to help solve the problem. Many times a really good manager can knock your socks off with their results, but they might not be a leader. The difference comes down to being comfortable with assessing and taking risks coupled with the ability to ignite action in others. In a crisis or at any time of need, a leader doesn't hesitate at all – in fact, crises are where leaders often emerge. But remember, whether you are a leader or a manager, these are both essential and complementary skill sets.

3. Leadership is hard.

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The Chief's Desk Cont.

I think you know me well enough by now to know that my mind went from drag racing to our careers. Just a few weeks ago, someone had jokingly recommended I add the retirement app to my phone. Let's be clear, I have seven-ish years left, so number one, it's too early even if I wanted an app. Secondly, I've seen too many people get so caught up in the countdown that they let off the gas well before the end of their career. For that reason, I will not be adding a retirement app to my phone at any point.

How many people do you know have mentally checked out before retirement? I'm not talking days; I mean several years in advance. It happens all the time and it's truly unfortunate for the person, their co-workers and for the organization they serve.

I was talking with some folks as we closed out the remembrance for Zach Monday evening. We were discussing one person's current path for attaining their undergraduate degree. That conversation turned to the importance of continuous learning not just early in one's career, but throughout their career.

Senior Staff has had some dialogue about ongoing higher-level training and education as it applies to our organization. While we are **NOT** currently moving towards requiring an associate degree for company officers, we're discussing the idea of adding it as one of the recommendations. We're also discussing the addition of an undergraduate degree **as a recommendation** for battalion chief and recommending a graduate degree for a senior level chief.

Why? First, elected officials and community leaders expect those in senior leadership positions to hold higher level degrees. In at least two surveys, one in Los Angeles and one in Arizona, city/town managers said they expect fire chief candidates to hold graduate level degrees along with other credentials. To that end, if you're not working throughout your career towards some level of higher education, you won't be ready when opportunities to promote to senior level positions become available.

Second, Board members, too, expect senior level officers to maintain a more global perspective and understanding of modern business practices. This level of knowledge and expertise is gained through a combination of higher education and ongoing professional training. I can't count the number of times I've used information I learned in my undergraduate program, graduate program, or other professional training to solve complicated challenges our organization has faced.

For senior level officers at CAFMA, we're working on a training plan for them to follow as they continue to develop in their roles. Examples include the Chief Executive Officer Program, Executive Fire Officer Program, Certified Public Manager, Chief Fire Officer Certification, Executive Leaders Program through the Naval Post Graduate School, and ultimately the Harvard Executive Leaders Program. Does it sound like a lot? It should, because it is.

I believe it's vital to keep your foot on the gas throughout the entirety of your career. As Fire Service professionals, we owe it to our community, fellow members of the organization, and to ourselves to remain engaged until the day we retire. Whether we're learning or teaching, we need to be continuously engaged in honing our craft.

I don't want to get to my last day only to be handed my time slip to see that my 1/8th mile time was fantastic, but my ¼ mile time sucked because I lifted my foot off the gas and coasted across the line. Fortunately, I don't seem to have a coast setting, it's usually foot to the floor... although, I'm sure there's a balance I should be seeking. That said, in my opinion, we're either moving forward or we're falling behind.

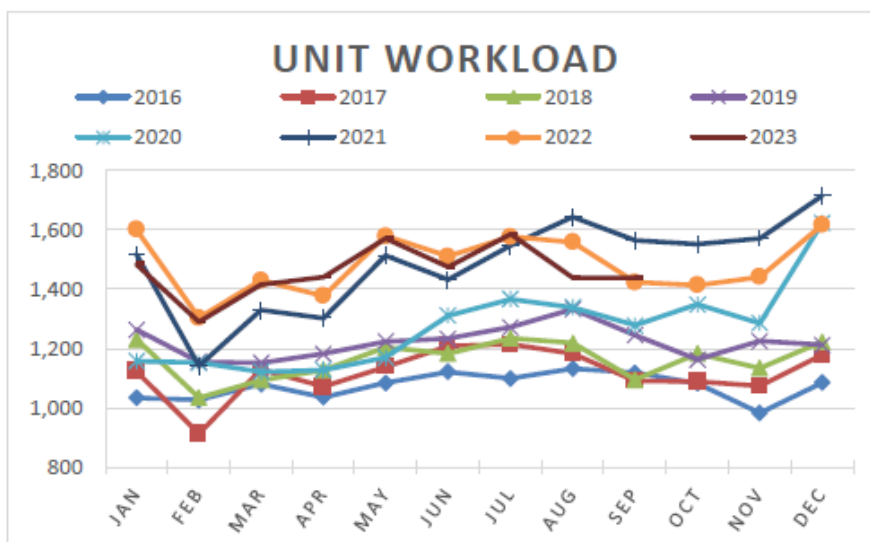
September Response Report

By: GIS/Statistician Michael Freeman

Unit Workload History

(RESPONSES BY TYPE-1 ENGINES)

	2016	2017	2018	2019	2020	2021	2022	2023
Jan	1,034	1,123	1,231	1,263	1,157	1,516	1,600	1,483
Feb	1,026	913	1,034	1,155	1,152	1,141	1,303	1,289
Mar	1,080	1,128	1,093	1,151	1,121	1,328	1,428	1,415
Apr	1,036	1,071	1,127	1,182	1,127	1,302	1,376	1,439
May	1,084	1,138	1,203	1,223	1,169	1,512	1,577	1,569
Jun	1,121	1,208	1,183	1,233	1,310	1,431	1,509	1,473
Jul	1,099	1,214	1,234	1,271	1,366	1,546	1,575	1,584
Aug	1,132	1,183	1,218	1,332	1,338	1,641	1,557	1,437
Sep	1,118	1,091	1,095	1,245	1,277	1,563	1,422	1,437
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	<i>1,073</i>	<i>1,117</i>	<i>1,163</i>	<i>1,221</i>	<i>1,273</i>	<i>1,485</i>	<i>1,485</i>	<i>1,458</i>
TOTAL	12,881	13,408	13,957	14,653	15,272	17,814	17,815	13,126





September Response Report - 2023

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

Responses in District

TOTAL FIRE INCIDENTS	5
STRUCTURE FIRE	1
STRUCTURE FIRE; CONFINED	1
MOBILE HOME/PORTABLE BLDG	0
VEHICLE FIRE	2
BRUSH/GRASS/WILDLAND FIRE	1
TRASH FIRE/OTHER	0

Fire is 0.4% of call volume

TOTAL RESCUE & EMS	859
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EMS is 69.05% of call volume

OVERPRESSURE / OVERHEAT	1
HAZARDOUS CONDITION	12
SERVICE CALL	207
GOOD INTENT	124
FALSE ALARM/OTHER	36

Other is 30.55% of call volume

TOTAL INCIDENTS IN DISTRICT	1,244
INCIDENT RESPONSES BY CAFMA	1,358
TYPE-1 UNIT RESPONSES BY CAFMA	1,437

Fire Loss Summary

Residential Fire Loss	\$23,620
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$4,700

Top 5 Call Types

793	EMS
111	Assist Invalid
67	Cancelled en Route
50	Public Service
28	Medical Assist

Average total # of calls per day	41.47
Average fire calls per day	0.17
Average EMS calls per day	28.63
Average all other calls per day	12.67

Call Volume at PRCC

	Month	Year-to-Date
PFD	876	7,923
CAFMA	1,244	11,014
GCFD	10	105
OD	7	91
WKFD	2	18

Unit Responses

Unit	District	Total	Move Up
E50	153	158	33
E51	29	193	49
E53	179	179	12
E540	26	26	19
E54	148	150	0
E57	53	57	3
E58	163	166	0
E59	169	176	1
E61	113	116	0
E62	142	149	5
E63	66	66	29
TR50	3	4	0
B3	37	38	0
B6	26	30	0
Rescues	0	0	0

TYPE-1 ENGINES

Calls by Municipality

Calls in Town of Chino Valley	192
Calls in Town of Prescott Valley	622
Calls in Town of Dewey-Humboldt	47
Calls in District, Unincorporated Areas	383
Calls Out of District	6

Aid Agreement Summary

Aid Given to Prescott	147
Aid Received from Prescott	86
Aid Given to WVFD	0
Aid Received from WVFD	5
Mutual Aid Given	0
Mutual Aid Received	0