



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **December 29, 2023**

## **This Edition:**

The Chief's Desk .....Page 2  
When is it time to challenge our norms? .....Page 3

**“Communication is not about saying what we think.**

**Communication is about ensuring others hear what we mean.”**

**Simon Sinek**

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



**CAFMA Recruit Class 23-1 Graduation  
12/28/23  
Congratulations!!**

---

## The Chief's Desk

Happy Almost New Year!! If you plan to celebrate with friends and family, please make sure you have a designated driver, taxi, Uber, or Lyft. Have fun and be safe!

It's time to say goodbye to 2023, and cautiously welcome 2024. Normally I stay away from the new year, new me crap and just focus on continuous improvement. However, this year is a little different for me. My hope is that the back surgery I had December 12 will allow me to get back to my normal level of physical activity. I mean, it's only been nearly three years of constant pain – would be nice for 2024 to be a time of decreased discomfort. That said, I do have hand surgery on January 9. After four-six weeks I should finally be able to work and sleep without my hand feeling like it's on fire. It's the little things really...

Ultimately, I hope to be able to hit the gym, work in the shop, ride my bike, hike, and kayak. Being more mobile again would make this upcoming year great!

As many of you know, I recently purchased a 1978 Chevy Step Side 4x4 that was another person's project. This year I want to spend more time learning about restoration up to and including body work and paint. And when I'm done, I'll sell it down the road and hopefully pick up another project. So, if you've had your heart set on a mid-70's square body with a step side bed and four-wheel drive, this one could be for you! Shop time is what keeps me grounded.

We are opening applications for new firefighters on January 2. Looking at the numbers, we currently have seven vacancies. Typically, we get 10-12 hireable candidates through each firefighter hiring process – although I hope to see more in the future. My feeling is that if we get 10-12, we just need to hire them as we can project at least two additional openings in the coming months based on a couple of retirements. The spring academy will start in March and end in late June.

We will be asking the board to support the second year of the three-year staffing plan as part of the 2024/2025 budget. If approved, we will add eight new firefighter positions, as well as open several non-operations positions. I'd like to post the summer hiring process closer to late July in anticipation of hearing about our CON by the first of August. If we're successful, that will open an additional 12 positions.

**Cont. Page 4**

---

### Upcoming Events:

Jan 1: Office Closed New Year  
Jan 2: Labor Management  
Jan 3: CEOP session 1  
curriculum meeting  
Jan 4: AFDA Meeting, IAFC  
Training, Education, and  
Development Committee  
Meeting

---

### Board Meeting:

Board Meeting: Jan 22  
CAFMA – 1700-1830

---

# When is it time to challenge our norms?

By: Marc Bashoor

We know what seems “normal” to us, but ask yourself if these beliefs are rooted in blind acceptance or if it’s time to question the source.

There was a time for many of us when the source of credible information (at least what I considered credible) was limited to four groups: parents, preachers, teachers and face-to-face friends. As I grew up watching “Emergency!” and started to think that I wanted to be a firefighter, my parents cautioned me that “Emergency!” was “the movies” and it “wasn’t really like that.” I don’t think they were trying to diminish my enthusiasm but rather temper it with their reality, which was therefore my reality. In the 1970s, I really had no compass to challenge their reality beyond the Encyclopedia Britannica on my dad’s office shelf. This was the cycle of knowledge at the time. This was what I knew. This was my normal.

Once I entered the fire academy, my instructors were my teachers, opening a whole new world of information and opportunity and setting in motion what would become my new normal. They drilled the basics of firefighting and emergency medical care into our career recruit school (CRS). We were taught how to fight fire based on how they knew how to fight fire – their normal.

The other members of CRS18 became my new friend group, and when I assigned to Fire Station 25 (then 45, 29, 27 and others), those firefighters and paramedics became additions to my family group – after all, I was spending about one-third of my life with them. Their work-related teachings and beliefs were their normal, and in large part became my newest normal.

As the NFPA and other industry partners conducted research and issued standards-based directives, our friends, families and teachers would evaluate the research, read the periodicals and news releases, and determine what of value and substance was to be passed down to the masses – an imperfect approach for sure, but it was the way we communicated at the time and the way we formed our collective normal.

This is how it went until the internet changed everything, giving people the opportunity to immediately challenge what they were taught, to challenge what they knew to be true – their normal. Our normal is now influenced by so much more than our parents, preachers, teachers and friends. Is this a good thing? Maybe in some respects, but there is now so much more room for outside influences to shape our beliefs, both positively and negatively.

[firerescue1](#)

---

## Chief’s Desk Cont.

Our first goal is to stabilize positions on the floor. With the seven positions we currently have open, and ten in the academy we’re operating at 17 short: with two or three on light duty we’re closer to 19-20 down. Fortunately, the recruits graduated Thursday evening and will be making their way to floor over the coming days which cuts the number we’re short in half. Hopefully the infusion of ten will help reduce the amount of OT we’ve had lately.

With the number of new folks we're infusing into our organization, we need everyone pitching in to help mentor and develop them into the CAFMA members we need for the future. Remember, we are no longer taking reserves who've worked with us for a few years and moving them to full-time spots on the floor. Training is providing them the basic tools to do the job. This means the company officers and their crews have a greater responsibility to help our new members learn not just the basics of firefighting, rescue, and EMS but also set expectations as well as help them blend with our culture.

In my opinion, this is an exciting time for our organization. We are working to add needed personnel and additional equipment. We'll be closing on the purchase of property for another station before the end of January, and we continue to work with the City of Prescott regarding Stations 51 and 72. Our CON is in the hands of the court right now, so there's nothing more for us to do but wait. If we are fortunate enough to be granted the CON by August, we plan to have the ambulances in service by the close of 2024. As many of you know, ambulance transport has been a long time coming for our agency dating back pre-CAFMA.

At this point, we plan to add an 11<sup>th</sup> 24-hour unit by the fourth quarter of 2025. That said, the safe bet is the first or second quarter of 2026. The addition of another company will add three new captain's spots and three new engineer's spots. Along with the projected retirements, there is a lot of opportunity for promotion over the next three to five years.

We will need to seek a general obligation bond to build any new stations, other infrastructure as needed, as well as tackle some larger remodel projects. While I wish we could do it sooner, we're at least three to four years out before we can run a bond.

All in all, I think there is tremendous opportunity in the coming years as our agency grows to meet demand. My hope in 2024 is to reduce overtime in an effort to reduce some of the strain on all of you.

We are putting the finishing touches on the strategic plan and will have it to the board for consideration at the January meeting. Our goal is to send it out agency wide as well as to the board sometime in the first few weeks of January to give everyone ample opportunity to review. I'll get with Susanne after the first of the year to get everything finalized.

As I said at the beginning, I'm looking forward to 2024 and the opportunities the new year will present!

