



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **March 15, 2024**

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**"The faker you are, the bigger your circle will be. The realer you are, the smaller your circle will be. These are well."**

**Ryan Reynolds**

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## The Chief's Desk

I testified in the Senate Military Affairs and Public Safety (MAPS) Committee on Wednesday this week regarding HB2767. The bill passed unanimously out of committee and will now move to the floor. If passed in the Senate, it will go to the Governor's desk to be signed.

As a reminder, Representative Bliss sponsored the bill on behalf of the Arizona Fire Chiefs Association (AFCA). Our association is working directly with the Arizona State Office of Emergency Management under the Department of Emergency and Military Affairs (DEMA). If passed and signed by the Governor, the Arizona Mutual Aid Compact (AZMAC) will be added to the Emergency Management Aid Compact (EMAC) statute. This will allow the State EM to access funds set aside for state to state all hazards response when we have an all-hazards deployment in state that falls below the federal declaratory threshold.

We've worked for nearly three years to find a way to fund an all-hazards deployment in Arizona. We have all the right people in place at the state, and the appropriate sponsor of the bill to finally move the ball.

It may not seem like much when you focus simply on what we do day in and day out; however, in those instances when we deploy to assist another area of the state during and non-wildfire event, we'll finally be able to seek reimbursement similar to an off-district assignment.

I'm currently looking into congressionally directed funding as a possible way to fund the construction of a station at Glassford Hill and Santa Fe Loop and/or possibly funding of a 75' single axle straight stick, i.e., shorter aerial apparatus to supplement our current aerial. Congressionally directed funding is the new politically correct way of saying earmarks. Yavapai County has received funding for equipment through this spending and is looking at it again to potentially help fund another large project. I'm still working through the details to determine what is or is not possible.

The availability of this type of funding is largely dependent on which party is in control at the federal level. That means, depending on this next election, funding may or may not be available next year.

Senator Kelly and Senator Sinema are looking specifically for shovel ready projects. Given we have the land, the utilities are already in place, and we have preliminary architectural drawings – I'd consider our fire station proposal shovel ready. The only thing we're currently missing, besides the personnel, is funding. If approved, by the time we see the funding, finalize the design, and build the station, we'd have the firefighters we need for staffing. And, if they'd be so kind as to fund a new ladder, all the better.

This week's CAFMA Connect is entitled "Coffee with the Chiefs." Chief Durre and I want to start doing a podcast together, and a video for his channel, at least once a quarter to discuss what's happening regionally – specifically between our two agencies. **Cont. Page 4**

### Upcoming Events:

March 18-21: Chief on vacation locally for Jeep event

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### Board Meeting:

Board Meeting: March 25  
CAFMA – 1700-1830

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# How Leaders Miscommunicate When Tensions Are High

By: Liz Fosslien

“I know our industry is going through it. To reassure my teams that they’ll be okay, I’ve been deliberately and visibly celebrating their successes,” Eric, the head of a 300+ person department at a technology company, told me last year. “But it’s not working.”

While Eric’s organization had no plans to do layoffs, several key competitors had recently made sizable cuts. Eric wanted to help his people feel less anxious as stress-inducing headlines continued to dominate the news. He was particularly concerned about the results of a recent employee engagement survey, which indicated that his teams were far less comfortable asking questions or admitting mistakes than they had been in the past.

After looking at the survey results, reviewing the success stories he was sharing, and speaking with a few of his reports, it became clear that Eric’s efforts were inadvertently making people even more uneasy. “The sudden emphasis on accomplishment makes me nervous that we’re shifting to an extremely high-performance culture in which you’ll get cut if you make a single mistake,” one employee told me. Another said, “Some days I feel like I’m the only one whose project isn’t going perfectly.” Keep the organizational mission statements simple, like the KISS principle – “Keep it simple, stupid.”

By telling stories that focused only on wins and achievements, Eric had unintentionally created an environment in which people assumed everything should always go smoothly, and so they felt ashamed or overwhelmed when their efforts didn’t immediately lead to success.

When tensions run high, this kind of miscommunication is far more likely to occur. And tensions are likely high: In a recent global survey, 44% of employees reported they had experienced a lot of stress the previous day. To avoid creating unnecessary anxiety during uncertainty, leaders need to be especially thoughtful about how they communicate with their teams. Here are five common errors even the most well-intentioned leaders make — and what to do instead.

## 1. They showcase only success

In the face of uncertainty, it can be tempting to try to make your team feel better by touting their achievements. But, as the story above illustrates, if you focus only on impressive outcomes, you send the message that the path to success is always error-free. That means that as people within your organization inevitably hit road bumps, they’re more likely to assume that they’re the only ones experiencing lows — and be less likely to reach out for help.

[Harvard Business Review](#)

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# Leadership Lessons From A 99 Year Old Master Of Public Affairs

By: Kwame Christian

In his 99th year, Oscar Henry, my grandfather, bestowed upon my sons a gift that would outlive him—his last piece of advice. Before we delve into his profound words, it is crucial to appreciate the legacy of leadership my grandfather has left behind.

My grandfather was handpicked by the Prime Minister to be the first Permanent Secretary of Guyana. His career was marked by significant achievements, including representing Guyana on diplomatic missions to over thirty countries and leading the Guyanese military. Additionally, he served as the Chairman of the Board of GuySuCo (Guyana Sugar Corporation), a cornerstone in the nation's economy that continues to thrive today.

Throughout his life, my grandfather imparted lessons on the importance of hard work, dedication, prioritizing family, and always being prepared. However, during our last visit—shortly before his passing late last year—a moment of profound exchange took place.

Recognizing the preciousness of our time together, I asked him, "Granddad, you are ninety-nine years old, and Kai and Dominic are eight and two. What life advice do you have for them?" His response was both simple and monumental:

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

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## Chief's Desk Cont.

Today's session went long, but we were encouraged by Kathy to just keep talking 😊 Not really, she just gave us both microphones and then it was game on!

In this episode we discuss a variety of topics. I'll try to remember them all, but we were on a roll so some of what was said is already lost – exited my memory bank. We discussed the move up software from a 30,000' view. Anecdotally, it appears to be working well and has decreased our overall number of move-ups. That said, it has increased move-ups for those engine companies that hadn't historically moved.

As an example, Engine 51 was moved to 75 the other day and caught a call in 75's area while heading that direction. Basically, the system worked as designed. Recently, Chief Feddema mentioned that Engine 54 was moved to cover Station 59. I don't know if they caught a call, but when was the last time 54 moved up to 59?!

We talked about our efforts for a regional "green" academy for the fall. I think I've discussed that at length in a recent Review, so I won't belabor the point here. That said, regarding recruitment, we discussed attainable housing. Prescott just recently had a recruit back out of the academy because he was unable to secure housing for his family in our area. The individual lives in Tucson, so commuting for the academy, and for work, was out of the question.

Here's the bottom line, you can't have attainable housing without density. That said, if a developer is forced to leave X amount of green space for parks and other amenities, the costs for development increases and the idea of attainable housing is lost. I would not advocate that we build all density all the time. That said, we must have some planned housing projects with density enough for the project to remain fiscally viable while maintaining affordability especially for younger families just entering the work force. Again, in my opinion, \$2,000 a month for an apartment is not affordable, and only lends to the problem at hand. Note: These are my opinions only and do not necessarily reflect the position of CAFMA, however, my opinion does appear to be supported by data so...

Chief Durre and I talked about the potential 51/72 swap as well as future infrastructure plans. As I've noted previously, the Glassford Hill property was largely a result of CAFMA and Prescott FD talking about station placement together. Amazing what happens when you collaborate with key partners 😊 We also discussed accreditation and the joint standards of cover.

I don't believe that's all we discussed, but it does provide some highlights. We'll be recording a similar "Coffee with the Chiefs" for Holger's internal YouTube Channel on the 28th of this month.

I'm out next week on vacation hosting a Jeep event in town. This is the group I meet each year around this time in either Moab or Sand Hollow. Most of the group are from Texas with a couple from New Mexico and my buddy Joey from San Luis Obispo, CA. They all decided they wanted to try wheeling in Arizona for a change of pace. I hope they're okay with scratches and body damage...

Since I'll be out, I'll ask John or Lee to write The Review. They don't know it yet, but they will.

Hope you all have a great weekend!

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