



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **March 29, 2024**

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“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”

Michelangelo

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



The Chief's Desk

Back from vacation and ready to go! More about that later; first, a few updates.

Both the CAFMA Board and Prescott's City Council voted unanimously to move forward with the property swap of Station 51 and Station 72. There's a \$550,000 difference in the appraisal price, which is what we expected. To that end, we hope to close on April 5th at which time we'll submit a check for the difference.

As part of the transaction, we have an agreement with the City to allow some of the Prescott FD equipment as well as PAWUIC and the Wildfire Academy to remain on site until July. 51 crews – I know your excited that you finally have a place to call your own. However, please don't start evicting city owned stuff just yet 😊 It's almost all yours.

There's a plan to create a captain's office and bunk room where the offices are today. Additionally, as I previously mentioned, we're working on plans to get the gear and weight equipment out of the engine bay. Those three items are the priority. We're unable to fund a major remodel until we obtain a GO bond, which we hope will be secured in 2026. We'll work on plans for the remodel for the building just as we're working on or have plans for Station 63 as well as some of our other stations/properties.

Just before 1400 on Wednesday this week, I was notified that the Administrative Law Judge (ALJ) had transmitted his recommendation to the Bureau of EMS regarding our Certificate of Necessity (CON). The recommendation is in favor of granting CAFMA the CON, essentially giving us the license to operate transport ambulances. It's important to note that this recommendation doesn't automatically secure the CON for us; it's been passed on to the Bureau and the Director of the Department of Health Services (DHS). The Director now has a 30-day window to make the final decision. We're optimistic that the Director will uphold the ALJ's recommendation. We'll provide further updates as they are available.

In the meantime, we'll continue to proceed with plans to ensure that if the Director does issue our CON, we're ready to proceed. As a side note, we continue to work with Priority and have not made any plans currently to adjust our current arrangement.

Staff will meet next week Tuesday to review our current status, deployment planning progress, and strategize our next steps so we're ready should the Director decide in our favor.

I had the opportunity to meet with Yavapai College (YC) this week regarding ideas to further current partnerships as well as foster new ones. **Cont. Page 4**

Upcoming Events:

April 1: Senior Staff Meeting, lunch meeting with Town Manager, another meeting

April 2: Labor/Management, CON overview and planning meeting

April 3-4: Managers retreat off site

Board Meeting:

Board Meeting: April 22
CAFMA – 1700-1830

3 reasons the leadership skills you learned in business school are holding you back

By: David Ross

BY DAVID ROSS

6 MINUTE READ

I've always admired the way leaders can identify a solution for linear-style problems so readily, and so confidently. Sure, that may have been based on experience, but what impressed me was the ability to instinctively solve these problems. When I was in junior technical roles, I remember being amazed by how readily leaders could solve my problems.

In situations where the problem is linear, like a major construction project or an internal IT upgrade, can be followed successfully to completion with a project plan or chart. Of course, you may have some variations in budget and time control, but essentially, linear problems are understandable, and it's easy to gain consensus from stakeholders regarding the causes of the problem and the solution.

It has been so successful that the celebrated captains of industry built careers on this dominant mindset. "They" could see what, strategically, was required of their organizations—and society—and would subsequently set a vision that we were to follow unquestionably.

If this type of linear-style thinking wasn't your strength, that's okay. Business schools were the prestigious means to structurally support the development of this model of thinking. MBAs, for example, have been one of the key means to leap from being a great manager to becoming a great leader, so the story goes.

Business schools taught students how to excel in a linear world using reductive thinking by breaking the holistic down into a simplified model and calling on case studies from successful organizations in the past. As the AACSB, a prominent body that accredits business schools, worldwide, observes on its website, "The world's business schools are where leaders are developed, inspired, and emboldened."

But, there's a catch. There are three key reasons why what is learned at business schools no longer helps leaders thrive.

WICKED PROBLEMS RESIST LINEAR SOLUTIONS

The context or world that organizations find themselves in isn't as linear or simple as we are led to believe. It isn't as easy to control or has as much certainty as we are wired to think. It is downright messy, uncertain, and complex.

[FastCompany.com](https://www.fastcompany.com)

From Stress to Success — 6 Ways to Turn Your Fears into Resilience

By: Rachel S. Ruby

Fear is the biggest obstacle to healing and personal success. Many challenging emotions tend to scare us when going through a trauma like divorce, especially those related to being alone and finances. All negativity and stress can lead to fear, which can actually prevent healing.

To overcome fear so healing is possible, realizing the need to take action is imperative. It is common for people going through trauma to make plans as to what they will do to start over, but so many get derailed and don't actually take the steps to make the plans a reality.

Related: [4 Ways Intuitive Healing Can Save Your Life — And How to Get Started](#)

Here are some simple ways to take action to get started with the healing work.

1. Relax

Relaxing sounds so simple — and it is — but it often gets overlooked amidst the chaos of life. It's important to remember that relaxation does not have to take long, and it will make you feel good — and when we feel good, we want more of that.

Healing is not possible when we are in a victim state or scared. We need to feel all the feelings and then learn to let those that do not serve us go so we can focus on the positive ones and the joy we can create in the new life we envision.

Incorporate relaxation into your day every day — even if it's just for 10 minutes. Take a bath, go on a beautiful walk, meditate or read a book. Recognize what feels good and calms you because being in this state during stressful times will help you focus on getting to a place where you feel like this more often... until you heal and feel it the majority of the time.

entrepreneur.com

Chief's Desk Cont.

One significant focus of Chief Merrill's efforts in collaboration with the college has been on accrediting, endorsing, or formally approving, our training cadre. Once that process is complete, the new recruits coming out of the academy who didn't have Firefighter I and II through the college will leave our academy with the appropriate credits for the program. This will hopefully encourage our members to enroll in YC to complete their associate degree, and maybe move forward with one of the undergraduate programs now offered at the college.

We explored opportunities to partner on paramedic refreshers; Chief Niemyński and Captain Poliakon are already way ahead on this one. In addition, we discussed the development of paramedic simulators within the new YC facility in PV. However, that project is currently on hold. I did inquire about the

possibility of partnering with us to establish a facility at CAFMA in case any obstacles arise with their planned project on Glassford. Just putt'n it out there on the table...

As part of our CARTA build out that may be considered as part of a 2026 GO Bond offering, we had discussed adding a very similar set-up to what YC has planned – I was unaware of their plans for the paramedic program until we spoke this week. That said, if they build it, we'd be better off working with them rather than duplicating a facility. That would drive down the cost of the new training building. If for some reason their plans fall through, it may make sense for them to work with us and move the paramedic, EMT, and firefighter training to classrooms at CARTA. Just looking for ways to be efficient through partnerships while ensuring you have access to the training you need. YC has not committed to anything, nor have they agreed to consider the idea. I just proposed the idea for them to think about should something unforeseen derail their project.

YC has revamped their paramedic program so that, beginning in August of this year, a new 9-month program will be rolled out. The shorter program will help with getting new medics on the street faster, while not impacting the quality of their training. We also talked about a fast track EMT program they've been discussing with Chief Merrill should we go to a "solid green" academy. I just made up the name, but we've discussed not requiring EMT certification. This idea is trending in the Tucson and Phoenix markets.

As of Friday morning, today, we'll have completed our all-hands meetings regarding the market adjustment recommendations and plan Chief Rose and Chief Barnes have developed. A big shout out to our finance team for all of their work double-checking numbers and keeping Cody and Lee in check 😊 There's a tremendous amount of effort that goes into trying to fit the adjustments into the budget and developing all the wage scales.

While we provided an overview this week that hopefully helps everyone understand the proposed plan and implementation strategy, we expect that questions will still arise. Please do not try to figure it out through small group exercises at the kitchen table. If you have questions, ask the people who can provide you accurate answers.

There's a lot happening right now and there's a lot of positive momentum. We just need to stick together and keep pressing forward.
