

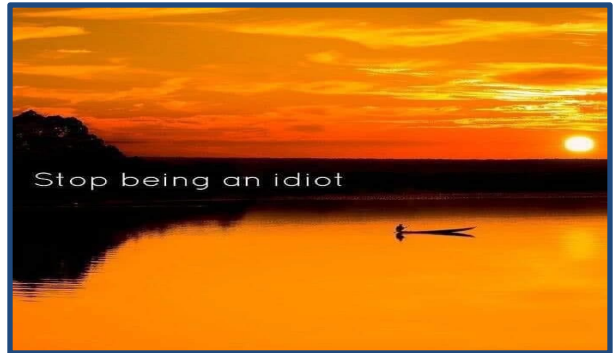


THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **April 19, 2024**

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



CAFMA & PFD PICNIC

- Join Us on Saturday, May 4, 2024 at Goldwater Lake.
- Picnic Hours from 12:30 p.m. to 4:30 p.m.
- Smoked Meats, Burgers and Hot Dogs Provided.
- Bring Your Own Sides and Drinks.
- RSVPs Requested.
- Email picnic@cazfire.gov by 4/29 to (RSVP) reserve your spot.

The Chief's Desk

In this week's CAFMA Connect podcast, Chief Feddema and I provide a very brief overview of the Legado fire. We touch on the basics of initial response, county, and statewide mutual aid, and outline a series of upcoming podcasts. Starting in May, we'll delve into topics including our midrise training programs, the seamless integration of Planning and Logistics during large scale incidents, the importance of our relationship with Prescott, and the broader county and statewide mutual aid plans. Eventually, we'll also cover aspects of the investigation.

We plan to reach out to the Prescott Valley Police Department (PVPD) to discuss the evacuation of the Homestead Apartment complex, as well as the effectiveness of working together within unified command. I'd like to have Chief Ticer on the show to discuss how we worked together when he arrived on scene. Honestly, in all my years, I've never had a police chief integrate so well into the incident command system. He was an invaluable resource and I'd like to be able to share that with the community.

Additionally, I'd like to see if we can get the Town Manager, Gilbert Davidson, on to discuss the importance of the relationship between CAFMA and the Town. For those who don't know, he answered my call in the early stages of the fire, sometime around 0140, and subsequently made contact with the water department to ensure we had guaranteed water pressure in the area. That's something you may not see in every community served by a Fire District.

I've visited with Fain Signature about coming on their podcast to discuss the important relationship between their organization and CAFMA. While making notification to them regarding the fire was not something I ever wanted to do, it's the strong relationship we've formed over the years that allowed us to work so closely together the day of the fire, and in the days and weeks that followed.

Chief Durre and I have scheduled time to brief the Prescott Valley Town Council as well as the City of Prescott Council in May. On Wednesday this week, I spoke with Supervisor Mallory on a different matter, but took the opportunity to request time for us to present to the Yavapai County Board of Supervisors as well.

Visuals are always best when talking about a major incident. At this time, we are seeking ATF and PVPD approval and direction on what video and pictures we can use from that day. As this is an ongoing investigation, any footage filmed or pictures taken by CAFMA as part of formally documenting the scene, or by any of our personnel operating the day of the fire, are considered evidence in the case.

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Upcoming Events:

April 22-26: Struggle Well
April 22-23: Chief on Vacation
St. Louis
April 22: Board Meetings
April 24: Virtual Meetings
Wildfire and Home/Business
Insurance, PV Citizens Academy
April 25: PV Department Head
Meeting, Visit CARTA
April 26: Opening of Dignity
Facility on Viewpoint

Board Meeting:

Board Meeting: April 22
CAFMA – 1700-1830

Tackling Time Management & Efficiency Requires Clarity & Discipline

By: John Rex

Some years ago, I was chatting with a leader about the prospect of coaching. He was excited about working together, but the momentum waned as he proposed a three-month delay, citing an overloaded schedule.

I reassured him of my flexibility, and we connected again to discuss the benefits of coaching—specifically, improved prioritization skills to focus more intentionally on the most crucial aspects of his work and life. He hesitated for a split second, then quickly conveyed that he honestly was too busy to begin coaching.

This talented leader had joined our call ten minutes late. He'd been delayed by a previous meeting that had run long, but his tone made it evident that he was anxious to deliver his message to me quickly and get on with his day.

After the call, I considered the paradox of our conversation. This leader, seeking solutions to streamline his schedule, appeared disinclined to allocate time to the very process that could alleviate the time constraints he was struggling to manage.

Many of my executive coaching clients have shared that our work together has empowered them to clarify their goals and priorities, confidently decline non-essential commitments, make decisions aligned with their values, and more closely align their work with what's truly important to them.

Better Time Management Requires Clear Priorities

Most senior leaders and executives' roles necessitate a delicate balance between professional responsibilities and personal well-being. These leaders grapple with a variety of challenges and stakeholder interests. Balancing these interests is no small feat—especially when they diverge—and prioritizing them to meet everyone's needs can be an intricate puzzle. But we can't begin to navigate the dynamics of time management until we acknowledge the inherent complexity of these roles—and their impact on our lives outside of work.

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

Chief's Desk Cont.

Monday next week is our April Board meeting. We expect the Board to give us additional direction regarding the budget which will help solidify the pay plan and additional staffing. There's also an agenda item seeking permission to purchase a second ladder truck. Our hope is to find a Pierce demo unit in the next few months; specifically, we're seeking a 75' single axle straight stick. The current plan is to convert a current engine company to a ladder company running the shorter later as a first out unit.

Further conversation will be had between Chief Feddema and the Battalion Chiefs regarding any potential increased utilization of Truck 50.

The new ladder will provide additional options as we move forward and adjust response plans to meet additional mid-rise buildings both commercial and residential, as well as single family residential developments. There's a topic of conversation among fire chiefs regarding the use of ladder tenders. A ladder tender isn't necessary with a single axle straight stick because as long as it's not overloaded with shiny things, it's perfectly capable of being run as a first out unit. That said, a 100' dual axle platform is a little different especially in our area. Under our current arrangement with Engine 50 and Truck 50, we essentially have a "ladder tender" using the engine, and a ladder company when on the truck. The question that must be answered is, "Is it time to start utilizing Truck 50 more often?" The answer to the question is up to operations.

One of the goals with the three-year staffing plan is to put up an 11th 24-hour engine. That engine will likely be in service before we can run a GO bond in 2026 for the construction of a new station at Glassford and Santa Fe Loop – along with other infrastructure and remodeling needs. Because of the location of the new station, it would likely house an engine because of the potential for covering areas north of 89A. This is all theory at this point as we don't have the people yet, and we don't have the monies needed to build a station. To that end, anything I've written here is subject to change.

We have not heard anything from the Department of Health Services (DHS) regarding our Certificate of Necessity (CON). The Administrative Law Judge (ALJ) transmitted his recommendation to DHS on March 27th. From that date, the Director has 30 days to issue their final decision. Given the timeline, I hope to hear something by the end of next week, or the beginning of the following week. In the intervening time, Chief Niemynski and friends are proceeding with deployment plans, preparing applications for ID numbers so we can bill, identifying a billing company, and working on a proposed staffing rotation. Having these things identified and/or pre-prepared will allow us to move quickly should the Director's decision be in our favor. Chief Barnes is an invaluable addition to our team, especially with his experience in building an ambulance transport service.

I know that the EMS division, along with their injured helpers (light duty members), are developing a rotational plan that can be disseminated and discussed through the Labor-Management process. I don't think it'll be long before a completed draft is available. The only direction I've provided is that I want to see a rotation of some sort rather than simply assigning all new folks to an ambulance for the first 2-5 years. In my experience, that's a good way to burn out members before they ever get on an engine.

If we receive a decision in our favor by May 1, our plan is to have the ambulances in service by mid-August. This will allow our six current medic students to graduate paramedic school, and the three medics we have in the current academy to graduate prior to start up. Additionally, our next academy is scheduled to start the same month. That would give us 16-17 new personnel graduating the academy in December that will be integrated into the system.

We do plan to license all four of our current units. Two will be in front line service and two will be in reserve. We've requested two additional ambulances and equipment through Senator Kelly and Senator Sinema via congressionally directed spending. I'm not sure the timeline for receiving an answer, but I'll be in Washington DC the week of April 29 for the Congressional Fire Service Institute (CFSI). We'll be meeting with our legislators, so I'll have a chance to ask about a timeline, while advocating for support of

SAFER and AFG Grants, increased lithium-ion battery safety standards, PFAS remediation, and as several other items important to the fire service.
