



## **Central Arizona Fire and Medical Authority Board of Directors**

Monday, November 24, 2025 at 5:00 PM

Central Arizona Fire and Medical Authority, Administration

8603 E. Eastridge Drive, Prescott Valley, AZ 86314

### **Present:**

Dave Dobbs, Gayle Pickett, Andy Reinhardt, Andrea Sansone, Lorette Stewart, Lee Barnes, Nicolas Cornelius, John Feddema, Denise Krizo, Eric Merrill, and Tana Smolnikar,

### **1. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS**

Chair Dobbs called the meeting to order at 5:00 p.m.

Director Reinhardt and Attorney Cornelius attended remotely via Teams.

### **2. PLEDGE OF ALLEGIANCE**

Chair Dobbs led the Pledge of Allegiance.

### **3. CORRESPONDENCE AND PRESENTATIONS**

#### **A. Letters from the Public and Board Recognition**

Chief Feddema had nothing more to share.

#### **B. Presentation from the Shift Schedule Ad Hoc Committee**

Chief Feddema introduced Captain Jones and Chief Postula to update the group on the transition from a Kelly schedule to a 48/96 schedule and the status of the process. The strategic plan called for researching alternative work schedules to improve employee health and wellness, but the original December 2024 deadline was delayed. An ad hoc committee

was formed in February 2025 to evaluate shift options, including health, safety, and mutual-aid impacts, and to align related policies. The board is being asked to approve policies on the agenda tonight that will provide affected employees with sufficient time to adjust. He said Captain Jones and Chief Postula will present the committee's findings, and the significant work that has gone into this effort.

Chief Postula introduced himself and Captain Jones then presented the work of the joint labor-management ad hoc committee, that was formed to evaluate multiple shift schedules. After reviewing data, surveying the organization, and considering health, wellness, recruitment, and operational impacts, the committee concluded that the 48/96 schedule was the best fit. Benefits included improved sleep, higher job satisfaction, potential reductions in sick leave, and significantly reduced commute times, especially for employees living farther away. The 48/96 schedule was preferred by all operational members, and several neighboring agencies already use it.

Captain Jones explained that shift work keeps firefighters in a heightened "fight-or-flight" state, leading to cortisol spikes after shifts that can affect immunity, mood, hormones, and sleep. The Kelly schedule produces frequent cortisol fluctuations, while the 48/96 schedule results in fewer, more manageable spikes. Reducing these swings is an expected health benefit of moving to the 48/96 schedule.

Captain Jones reported that while some agencies on a 48/96 schedule experienced issues, comparable agencies have not; the ad hoc committee will continue monitoring and addressing any concerns. He noted the target start date for the new schedule is February 8, 2026, with all related policies and SOGs currently being updated.

Chief Feddema expressed appreciation for the extensive work done leading to the proposed schedule change and explained why related policy updates are being presented for board approval, effective February 8. Because the shift schedule has been a long-standing and sometimes disputed issue, he felt it important for the board to understand the process and the joint labor-management effort behind it. He acknowledged

concerns about 48-hour fatigue but noted current policies already allow 72-hour stretches, and the committee found the new schedule manageable given call volume. He hopes the change will help with recruitment and emphasized that the committee will remain active to monitor impacts and address any issues such as mandatory overtime and sick leave. If the schedule proves unsuitable, adjustments will be brought back to the board. He stated his full support for the transition.

Director Sansone asked whether another option exists if the new schedule or its other alternatives ultimately prove unworkable.

Chief Feddema responded that no alternative schedule has been picked in advance because most personnel supported the 48/96 as the best option. He noted that the next most favorable model elsewhere is the 24/72, but adopting it would require adding a fourth shift, which the district cannot currently afford. If the 48/96 ultimately proves unsustainable, the committee would reconvene to evaluate other schedules rather than simply reverting to the Kelly schedule. He explained the current schedule and the regular use of rovers in the schedule.

The group further discussed how shift trades and a maximum day off policy could limit an employee's ability to stack multiple consecutive workdays, as well as current call-volume metrics and the risk of acute fatigue under the new schedule.

The power point presentation is included with the minutes.

#### **4. REPORTS**

##### **A. Board Member Reports**

There were no board member reports given.

##### **B. Division Reports**

Chief Feddema shared that Human Resources is working to fill vacancies due to movement within divisions. On December

15th, the peer group will be on site for accreditation. They will be working within each division, looking for way to improve processes. He will send an email with more information to the board members and representatives from Chino Valley, Prescott Valley and Dewey to have them in attendance.

**5. CALL TO THE PUBLIC**

There were no public comments.

**6. CONSENT AGENDA**

- A. Approve Regular Session Minutes - October 27, 2025
  - B. Approve General Fund Financial Statements - October 31, 2025
  - C. Approve Fire Protection Agreements: Alvarez, Finn, and Rankin-Mcknight
- Motion to approve the Consent Agenda.

*Moved by:* Gayle Pickett

*Seconded by:* Andy Reinhardt

**Yes** Dave Dobbs, Gayle Pickett, Andy Reinhardt,  
Andrea Sansone, and Lorette Stewart

**Passed 5-0**

**7. VOTE TO GO INTO EXECUTIVE SESSION**

Executive session was waived.

**8. EXECUTIVE SESSION**

- A. Legal Advice Pursuant to A.R.S. §38-431.03(A)(3) Regarding Civil Litigation Between CAFMA and AMR in Maricopa and Yavapai Counties

**9. OLD BUSINESS**

- A. Discussion and Possible Action Regarding Civil Litigation Between CAFMA and AMR in Maricopa and Yavapai Counties

Attorney Cornelius shared that the matter in Yavapai County remains on the inactive calendar however the Maricopa County court issued an order on November 10th dismissing DHS, its director, the Attorney General and his office. AMR has 30 days from that date to file an appeal to the Supreme Court of the State of Arizona.

## **10. NEW BUSINESS**

- A. Approve Policy Amendments: 401 Work Schedule, and 650 Fitness Evaluation Program (PT Monitoring)

Director Reinhardt asked if this approves the 48/96 schedule presented earlier. Chair Dobbs confirmed it is.

Chief Feddema explained that the policies need board approval because the board is the final authority for agency policy. He emphasized the importance of starting the approval process now, since some employees will need official documentation to adjust childcare and family plans, particularly for 2026, based on upcoming schedule changes. With board approval, he intends to notify affected employees so they can plan accordingly. He noted that more policies and SOG updates will come later but wanted the board to be fully informed today because this is a significant policy change, and these initial policies begin that process.

Director Reinhardt had questions about the safety of a 48/96 schedule.

Chief Feddema responded that he would not have brought the proposed schedule to the board if he believed it was unsafe or harmful to personnel. He acknowledged existing concerns about fatigue, which still need to be addressed, but noted that the schedule itself is not new; many variations already exist in the industry. He added that while a 24/72 shift was considered, it would be extremely difficult to staff because the department cannot support a fourth shift.

Director Reinhardt requested that the item be tabled so he could do further research.

Chair Dobbs made known that the schedule has been evaluated by firefighters since April and has strong support from them. He noted that Director Reinhardt was free to vote no if he wished to do so.

There was no further discussion.

Motion to approve Policies 401 Work Schedule and 650 Fitness Evaluation Program (PT Monitoring) with the effective date of February 8, 2026.

*Moved by:* Gayle Pickett

*Seconded by:* Lorette Stewart

**Yes** Dave Dobbs, Gayle Pickett, and Lorette Stewart

**No** Andy Reinhardt, and Andrea Sansone

**Passed 3-2**

B. Discussion and Possible Approval to Utilize Contingency Funds in the Amount of \$195,000 for Cancer Mitigation Efforts at CARTA

Chief Barnes explained CARTA's recent cancer-mitigation efforts. In September 2024, the agency determined that using the apparatus bay as a classroom and housing area for the 40-hour fire company posed cancer-exposure risks. They immediately stopped using the bay as a classroom, shifted to the existing clean classroom, relocated Engine 540 into the fitness facility, and moved the gym into a smaller space.

It became clear that a second classroom was essential, leading to a construction project to create a second safe classroom space and a good-sized fitness facility for recruit classes. Initial funding came from end-of-year savings, with the plan to complete the project using this year's facilities major-project budget. However, rising material and service costs have exceeded that budget.

Chief Barnes requested contingency funds to finish the second classroom and fitness facility, with the intent to reimburse the contingency if similar budget savings are identified later in the fiscal year.

Chair Dobbs stated it is not automatic; the funds would be used if needed.

Chief Feddema confirmed.

Motion to approve to utilize contingency funds in the amount of \$195,000 for cancer mitigation efforts at CARTA.

*Moved by:* Andrea Sansone

*Seconded by:* Gayle Pickett

**Yes** Dave Dobbs, Gayle Pickett, Andy Reinhardt,  
Andrea Sansone, and Lorette Stewart

**Passed 5-0**

## **11. ADJOURNMENT**

Director Sansone wanted to provide an explanation as to why she voted no on Item 10-A. She shared a personal experience related to working an extended shift and having had little sleep.

The meeting was adjourned at 6:01 p.m.

Approved on: 12/22/2025 03:25PM UTC

*Gayle Pickett*

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Clerk

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Participants

- 1. Susanne Dixon (sdixson@cazfire.gov)
- 2. Gayle Pickett (gpickett@cazfire.gov)

Document History

Timestamp	Description
12/18/2025 04:30PM US/Eastern	Sender downloaded document.
12/18/2025 04:31PM US/Eastern	Document sent by Denise Krizo (dkrizo@cazfire.gov).
12/18/2025 04:31PM US/Eastern	Email sent to Susanne Dixon (sdixson@cazfire.gov).
12/18/2025 04:31PM US/Eastern	Email sent to Denise Krizo (dkrizo@cazfire.gov).
12/22/2025 10:25AM US/Eastern	Document viewed by Susanne Dixon (sdixson@cazfire.gov). 24.117.179.98 Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/143.0.0.0 Safari/537.36
12/22/2025 10:25AM US/Eastern	Susanne Dixon (sdixson@cazfire.gov) has agreed to terms of service and to do business electronically with Denise Krizo (dkrizo@cazfire.gov). 24.117.179.98 Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/143.0.0.0 Safari/537.36
12/22/2025 10:25AM US/Eastern	Approved by Susanne Dixon (sdixson@cazfire.gov). 24.117.179.98 Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/143.0.0.0 Safari/537.36
12/22/2025 10:25AM US/Eastern	Email sent to Gayle Pickett (gpickett@cazfire.gov).
12/22/2025 10:27AM US/Eastern	Document viewed by Susanne Dixon (sdixson@cazfire.gov). 24.117.179.98 Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/143.0.0.0 Safari/537.36
12/23/2025 10:27AM US/Eastern	Document viewed by Gayle Pickett (gpickett@cazfire.gov). 72.24.235.231 Mozilla/5.0 (Macintosh; Intel Mac OS X 10_15_7) AppleWebKit/605.1.15 (KHTML, like Gecko) Version/18.6 Safari/605.1.15
12/23/2025 10:30AM US/Eastern	Gayle Pickett (gpickett@cazfire.gov) has agreed to terms of service and to

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	do business electronically with Denise Krizo (dkrizo@cazfire.gov). 72.24.235.231 Mozilla/5.0 (Macintosh; Intel Mac OS X 10_15_7) AppleWebKit/605.1.15 (KHTML, like Gecko) Version/18.6 Safari/605.1.15
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