

NOTICE OF MEETING

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Central Arizona Fire and Medical Authority Board of Directors and the general public that the Central Arizona Fire and Medical Authority will hold a meeting open to the public on Tuesday, February 16, 2016 at 4:00 p.m. The meeting will be held at the **Central Yavapai Regional Training Academy, 9601 E. Valley Road, Prescott Valley, Arizona**. The Board may vote to go into Executive Session on any agenda item, pursuant to A.R.S. §38-431.03(A)(3) for discussion and consultation for legal advice with the Authority's Attorney on matters as set forth in the agenda item. The following topics and any variables thereto, will be subject to Board consideration, discussion, approval, or other action. All items are set for possible action.

AGENDA

1. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS
2. PLEDGE OF ALLEGIANCE
3. CALL TO THE PUBLIC
Those wishing to address the Central Arizona Fire and Medical Authority need not request permission in advance. The Board is not permitted to discuss or take action on any item raised in the Call to the Public due to restrictions of the Open Meeting Law; however, individual Board members may be permitted to respond to criticism directed to them. Otherwise, the Board may direct the staff to review the matter or the matter may be placed on a future agenda.
4. OLD BUSINESS
 - A. Discussion and Direction to Staff Concerning the Chino Valley Meeting Location
5. NEW BUSINESS
 - A. Approve Board Meeting Minutes of January 19, 2016
 - B. Discussion of 2016 Annual Goals Update
 - C. Approve Resolution 16-01 for Participation in the Arizona Public Safety Retirement System and Joinder Agreement Between CAFMA and PSPRS
 - D. Discussion and Possible Approval of the Central Arizona Fire and Medical Authority Compass
 - E. Update / Discussion Regarding Joint Powers Authority, Property, and Personnel
6. ADJOURNMENT



If any disabled person needs any type of accommodation, please notify Central Arizona Fire and Medical Authority at (928) 772-7711 prior to the scheduled meeting time.

CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
FIRE BOARD
REGULAR SESSION

January 19, 2016

MINUTES

1. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS

Chairman Rutherford called the Central Arizona Fire and Medical Authority (CAFMA) Board of Directors' meeting to order on Tuesday, January 19, 2016 at 4:07 p.m. at the Town of Prescott Valley, 7401 E. Civic Circle, Prescott Valley, Arizona.

Members Present: Board Chairman Steve Rutherford, Board Clerk Julie Pettit, Board Members Dave Dobbs, Darlene Packard, Bob Page

Members Absent: None

Staff: Fire Chief Scott Freitag, Assistant Chief of Administration Dave Tharp, Administrative Manager Susan Dixson, Administrative Assistant III Laura Mowrer

Others in Attendance: Attorney Nick Cornelius

2. PLEDGE OF ALLEGIANCE

Chairman Rutherford led the recitation of the Pledge of Allegiance.

3. CALL TO THE PUBLIC

Chairman Rutherford opened the meeting for public comments.

Prescott Fire Department Chief Light presented a plaque for Central Yavapai Fire District and Chino Valley Fire District to bring closure to the Granite Mountain Hotshot tragedy. He stated that the plaques were a small token of his appreciation for the support given by all.

4. NEW BUSINESS

A. Approve December 15, 2015 Board Meeting Minutes

Board Member Page made a motion to approve the December 15, 2015 Board meeting minutes. Board Member Dobbs seconded the motion. MOTION CARRIED

AYES: Dobbs, Packard, Page, Pettit, Rutherford
NAYS: None

B. Update / Discussion Regarding Joint Powers Authority, Property, and Personnel

Chief Freitag explained that senior staff, Union President Jared Beard, Fire Marshal Chase, and Attorney Nick Cornelius met this morning for a strategizing session and update to determine what needs to be accomplished prior to July 1.

Chief Freitag listed some of the items that were discussed. He explained that Administration probably has the largest workload at this point with contacting approximately 600 vendors. Attorney Cornelius should have draft letters for the vendors by the end of the week and we are hoping to have them distributed by February 19. Chief Freitag has asked if additional resources were needed. Additionally, letters need to be sent to all agencies that we have agreements with such as the City of Prescott with several agreements. We will ask the agencies if they are okay with the current agreement or if they require a new agreement. If the agency does not require a new agreement, the agreement will be updated at the renewal. The intergovernmental (IGA) letters will be mailed by the end of January. We are anticipating that we may not hear from some vendors, and we may have to setup new accounts with CAFMA.

Chief Freitag stated that human resources have a plan for all employee records and plan to start the process in March.

Chief Freitag explained that Planning and Logistics (formerly Support Services) are progressing with internal processing. Mapping, GIS are in process. Fleet Maintenance is changing out vehicle logos as units come in for service. Fleet Services Manager Scaife has a plan for changing all vehicle titles by July 1 and he is currently reviewing all titles. The uniforms and logos have been updated. Station signs are starting to be changed over.

Chief Freitag stated that he has been working with Pioneer Title regarding deeds, and we are slated for July 1 closing. According to Pioneer Title, we are on track for everything to be handled prior to July. The Central Yavapai Regional Training Academy (CYRTA) property has been excluded from the transfer until the ACE lawsuit has been resolved.

Chief Freitag mentioned that a lot of inventory has been completed.

Chief Freitag explained that there are two areas of the fire code that are different between Chino and Central Yavapai; otherwise the fire code is the same. One area is relatively easy to bring together. The other item is the sprinkler code with Chino Valley's requiring sprinklers for buildings that are 7,500 square feet. Everyone else requires sprinklers for buildings that are 5,000 square foot or

larger. Attorney Cornelius recommended that there be a standardized fire code across both Chino Valley and Central Yavapai.

Chief Freitag mentioned that Fire Marshal Chase is working with the Chino Valley schools to provide public education to their schools.

Chief Freitag stated that the mission, vision, and values process is complete and the committee is requesting the Policy Committee accept the document prior to the Fire Boards' approval. The strategic planning kickoff meeting is this Friday at CYRTA. The Town of Prescott Valley had to pull back because of a staff budget retreat. Chief Freitag stated that we will ensure the Town of Prescott Valley is provided with all documentation and they will be invited to subsequent meetings. Representatives from the Town of Chino Valley and Yavapai County Supervisor Jack Smith will be attending the meeting.

Chief Freitag stated that the Policy and SOG Committees have prioritized their items with priority one items to be completed prior to April, priority two items by July 1, and priority three items are due by September 2016. There is a policy meeting on the January 26 and it appears we are on track. According to Chief Polacek who chairs the SOG Committee, they are also on track.

Chief Freitag explained that Chief Tharp has a plan in place for PSPRS. He met with the county treasurer today.

Chairman Rutherford mentioned that from his conversation with county employees, there is still a lot of unknown regarding the joint powers authority. Chief Tharp confirmed that the treasurer's office is trying to develop a plan.

Chief Freitag mentioned that Chief Bliss had an opportunity to talk with State Forestry at AFDA regarding the upcoming wildland season and implementing CAFMA. The state fire marshal is getting our new FDID number for reporting.

Chief Freitag will provide all Board members with an updated listing of all of these items and he confirmed that Union President Jared Beard and both trustees have been invited to attend the strategic planning meeting.

C. Review and Approve Budget Schedule for Fiscal Year 2017

Chief Tharp explained that all three budget schedules are being presented as there will be three budgets developed this year to allow for comparisons. There will also be two additional "actual" district budgets created for election and legal expenditures and to show revenue. There will be a work/study session the first week of April for all board members. We anticipate all budget approvals by June 21 so that they may be presented to the county for a July 1 implementation.

Board Member Page made a motion to approve budget schedule for Fiscal Year 2017. Clerk Pettit seconded the motion. MOTION CARRIED

AYES: Dobbs, Packard, Page, Pettit, Rutherford

NAYS: None

D. Discussion and Direction to Staff Regarding Meeting Locations

Chairman Rutherford explained that the Central Yavapai Fire District Board's concession was to rotate the Board meetings starting with the April meeting in Chino Valley. He mentioned that there is a retirement / promotion ceremony scheduled at CYRTA after the February Board meeting. If the March meeting is held in Prescott Valley that provides time for staff to prepare an agreement with the Town of Chino Valley to hold meetings at their facility.

Chief Freitag stated that there is a retirement / promotion ceremony scheduled after the April meeting in Chino for Battalion 6 (Chino) members.

5. ADJOURNMENT

Clerk Pettit made a motion to adjourn the meeting. Board Member Dobbs seconded the motion. MOTION CARRIED

AYES: Dobbs, Packard, Page, Pettit, Rutherford

NAYS: None

Chairman Rutherford adjourned the meeting at 4:39 p.m.

Clerk _____ Date _____

2015-2016 District Goals & Objectives



GOAL 1: Seek innovative and diversified opportunities and revenue sources to support future financial planning, organizational sustainability as well as community needs

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Develop a plan for moving CYFD and CVFD together as one organization under either a merger or Joint Power Authority (JPA)</i>						
2015-16	Create a joint budget	Chief Bliss	--	100%	1-Jun-15	Chief Bliss will create a hypothetical budget for a merger. In addition, utilizing the expense portion of the budget he will create a JPA budget utilizing the revenue sources as outlined under a JPA. These will be used to determine feasibility.
2015-16	Organizational Development and Change	Senior Staff/Labor Management	--	Ongoing	Ongoing	Consultation with Divisions and Sections on Core Services to address best effective organizational structure and staffing needs under a blended organization. Develop various strategies for organizational communication objectives to address resource, issues management, to support the organizations efforts to meet strategic goals and objectives as one organization.
2015-16	Determine whether a merger or a JPA is the best route for a blended organization and make a recommendation to the boards.	Senior Staff	-	100%	15-Jul-15	This will be based first on a comprehensive fiscal analysis i.e. creation of the joint budget. Once we determine which is the viable option, we will determine what if any legislative changes would be necessary. The question that must be answered is, "is it less expensive to operate as one blended organization than it is to run two separate agencies?"
2015-16	Once a recommendation to move forward is made by staff, seek final approval from the boards by no later than October 2015 or earlier.	Senior Staff Board of Directors	-	100%	Sept/Oct 2015	
2015-16	If approved, develop and implement plans for a July 1, 2016 implementation.	Senior Staff/Labor Management		60%	Oct 2015-July 2016	Staff will develop and implementation plan and assign responsibilities as appropriate.
2015-16	Review and Revise Strategic Plan	Senior Staff, Board, Labor		0%	1-Jul-16	This process begins January 22nd
2015-16	Redefine mission, vision and values	Senior Staff, Board, Labor		100%	1-Jul	Completed December 2015, along with a guiding document
<i>Objective 2: Develop a list of fire service relevant and regularly offered grants with occurrence schedule</i>						
2015-16	Research and maintain grant funding	Chief Tharp/Training Chief	--	Ongoing	Ongoing	Keep up on Safer grant reporting, as well as look for other opportunities.
2014-15	Identify and document a process for grant application.	Chief Tharp/Admin Manager/ Division Directors		25%	Jul-16	This SOG is being developed with general guidelines for considerations prior, during and post application, including designating grant facilitator and financial oversight.
<i>Objective 3: Maintain sufficient reserves: general fund, contingency fund, and capitol reserve fund</i>						
2015-16	Financial planning through analysis of NAV, Capital Replacement Schedule and 5 year forecasting	Senior Staff		Ongoing	Ongoing	This is an ongoing budget process that involves coordinate efforts from assessment valuations, capital expenditures and controlling costs. The budget process is the culmination of the annual process.
<i>Objective 4: Institutionalize the core services process in budgeting and decision making</i>						
2015-16	The current SOG needs to be expanded and revised for financial planning	Chief Tharp/Chief Bliss		50%	Nov-15	SOG A-106 gives a detailed description of the the budget planning timeline and who is involved. The next step is the development of the actual SOG for budget decision making.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 5: Work to minimize fiscal impact of health insurance						
2014-15	Employee Healthcare Cost Containment Efforts.	Chief Tharp/Patty/Maria		Ongoing	Ongoing	Proactive efforts in Wellness with a new educational focus on family health, fitness and nutrition. Reporting redesign is underway for 2010 that will help employees focus on sustained behavioral change. This program places an emphasis on the employee's role in taking responsibility for their own wellness. Other health management strategies include an ongoing evaluation of claims costs, increased collaboration with Cigna and Kaiser health insurance companies, and targeted education to reduce claims in high cost areas. HR staff will work with Hays benefits consultant to create a five year strategic plan for healthcare benefit provisions.
2015-16	Attend industry meetings with regard to the ACA implementation and local implications for community para-medicine programs.	Chief Tharp/HR Manager/ EMS Captain		Ongoing	Ongoing	Community Paramedicine rules are still being developed through the AZ DHS. Quarterly Prehospital meetings are held to discuss this and other items of interest. Annual training is held for ACA compliance and review. Currently we are ACA compliant, but will be issuing changes this year 2015.
Objective 6: Review joint purchasing arrangement and adjust as necessary.						
2015-16	Review purchasing agreements with vendors	Erik Trujillo		Ongoing	Ongoing	Erik has developed a process of checking with vendors periodically to compare prices. He will be documenting the process in order to provide explanation to anyone that requests.
2015-16	Promote program with other fire service agencies	Erik Trujillo, Senior Staff		Ongoing	Ongoing	We continue to add new Fire District agreements. Latest is Eloy. Municipal Departments such as Flagstaff and Prescott have
Objective 7: Review Annexation Situation						
2015-16	Discuss Prescott Valley development plans with an appropriate town representative and determine CYFD annexation plan for PV area.	Chief Freitag/Fire Marshal Chase		Ongoing	Ongoing	This was initiated with Chief Bliss and the Planning/ Zoning Department, however, developers will not be willing to annex into the Fire District at the same time as annexation into the Town of PV due to tax liability. However, we may be able to continue with a process to stipulate that the developer, as part of the Master Plan, will annex into the Fire District prior to sale of any developed lots to alleviate the need for single parcel annexations/ contracts
2015-16	Determine if a joint annexation process with the Town is feasible.			Ongoing	Ongoing	The above bullet points are related to each other and have been completed to a point, but are on-going. As the vacant land is annexed into the town for development, it is not annexed into the Fire District. The reason is that owners do not want to pay taxes on vacant land. We are working on a development agreement plan with the Town of PV that would bring the properties into the District once development begins.

2015-2016 District Goals & Objectives



GOAL 2: Continue to maintain/enhance positive public perception and relationships with the communities we serve

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Develop an educational program plan						
2014-15	Review existing educational program plan	Fire Marshal Chase and staff	--	Ongoing	Ongoing	The intent is to ensure that all programs are current and relevant. Any programs that are out of date will be updated. We have evaluated the current programs and are looking to extend the fire pal program into Chino Valley Public Schools. We have evaluated the car seat program and have plans to hold quarterly car seat events, as well as possibly offering a car seat certification class to internal and external customers. Chase-1/28/16
2014-15	Identify resource availability and needs	Fire Marshal Chase and staff		Ongoing	Ongoing	We have begun training for our newest fire inspector but still have a need for additional personnel to facilitate more public education programs. Operations personnel will still be utilized on occasion depending on work volume. Chase 1/28/16
2014-15	Identify new programs that would benefit the community and determine feasibility.	Fire Marshal Chase and staff		Ongoing	Ongoing	CYFD has been providing additional fire extinguisher training classes to local businesses. We have generated positive feedback from those businesses. These programs are ongoing/Chase 1/28/2016
Objective 2: Maintain safe buildings and homes						
2015-16	Business inspection program	Fire Marshal Chase and staff	--	Ongoing	Ongoing	Business inspection are conducted by the Fire Prevention Section as well as Fire Crews for fire safety and crew familiarity in case of a fire. The District strives to maintain an annual completion rate of XX%. We have updated the inspection form to be more appropriate for businesses in both battalions. We have also been utilizing operations personnel assistance with inspection overflow. Chase 1/28/16
2015-16	Maintain above average ratings for building inspector performance based on post project contractor surveys	Fire Marshal Chase	--	Ongoing	Ongoing	In process. Chase 1/28/16
2015-16	Ensure prevention section achieves training goals to keep their personnel are fully qualified and up to date on life safety codes, inspection processes and plan review.	Fire Marshal Chase/Assistant Fire Marshal Smith/Chief Freitag	--	Ongoing	Ongoing	The current prevention staff has individual training goals set on an annual basis by the individual and their supervisor. Because a number of our prevention professionals still need higher level of qualifications, it is imperative that we remain committed to their on going training. Ongoing.
Objective 3: Recruit more FireCorp Members						
2015-16	Continue evaluation of the FireCorp program in an effort to improve recruitment	Patty/Bill	Free	Ongoing	Ongoing	The FireCorp program is a good opportunity for the public to be involved in the District. However, we are finding it difficult to recruit and retain volunteers.
Objective 4: Coninue attendance in local planning, business, and community group activities						
2015-16	Maintain a presence at Town Council meetings as well as County Supervisor meetings as often as possible	Chief Freitag supported by senior staff, Fire Marshal and B/Cs	Free	Ongoing	Ongoing	It is important to ensure that our communities understand that we are partners in ensuring the sustainability and success of the areas we serve. Either myself, a member of senior staff or an on-duty Battalion Chief have been in attendance at all but a couple of Town meetings in both PV and Chino. I have attended and presented at a handful of Supervisor meetings.
2015-16	Continue involvement in Rotary	Chief Freitag	\$600	Ongoing	Ongoing	Because of time constraints and meeting conflicts, Chief Freitag has had to drop Rotary for now. We will stay involved in other areas, but the time demands from the JPA process as well as meetings in Phoenix that usually occur on the same day and time prevent involvement.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2015-16	Coninue involvement in PV and Chino Chambers, PVEDF, as well as GPREP	Senior Staff	\$950	Ongoing	Ongoing	We have maintained a presence in PV and have made an occasional meeting in Chino. The Chino meetings are every month at lunch which creates some issues with meeting conflicts.
2015-16	Seek other opporunities for involvement in community development and/or opportunities to be involved in commuity activities	All		Ongoing	Ongoing	The Healing Fields, Angel Program and the Turkey drop were all huge successes that gained positive public support. Chief Freitag was the MC for this years healing fields.

2015-2016 District Goals & Objectives



GOAL 3: Ensure the safety of our community through prevention as well as response capabilities and planning

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Manage and enhance response capabilities through planning and partnerships while remaining fiscally responsible						
2015-16	Work with adjoining Fire Districts and cities to enhance mutual and automatic aid system	Chief Freitag/Chief Polacek	\$0	On-going	Ongoing	Both Chiefs have been working with our surrounding agencies, specifically Prescott, regarding our aid agreements. The brownouts of Prescott fire stations is creating some challenges, however we remain engaged in the conversation and development of a plan.
2015-16	Develop and internal Emergency Operations Plan that supports the community as well as our personnel	Chief Freitag/Chief Polacek	\$0	0%		This process has been delayed due the ongoing efforts of blending the organization. The plan is to develop an EOP as one agency in the next fiscal year.
2015-16	Develop and provide a District wide training for our employees as an overview of the EOP.	Chief Polacek/Training Chief		80%		The Training Chief has met with each section of the fire district to determine the training needs for all personnel. Administration has audited operations personnel training records to help aid training in determining training needs. The Training Chief has a training schedule for the next year in place.
Objective 2: Maintain safe buildings and homes						
2015-16	Business inspection program	Fire Marshal Chase and staff	--	Ongoing	Ongoing	Business inspection are conducted by the Fire Prevention Section as well as Fire Crews for fire safety and crew familiarity in case of a fire. The District strives to maintain an annual completion rate of XX%. We have updated the inspection form to be more appropriate for businesses in both battalions. We have also been utilizing operations personnel assistance with inspection overflow. Chase 1/28/16
2015-16	Senior Home Safety Survey Program	Inspector Ayars	--	Ongoing	Ongoing	Conduct senior home survey for fire and other safety hazards, ensuring home meets current life safety standards. No further action at this time. Chase-1/28/16
2015-16	Maintain above average ratings for building inspector performance based on post project contractor surveys	Fire Marshal Chase/Sussane	--	Ongoing	Ongoing	No further action at this time. Chase 1/28/2016
2015-16	Ensure prevention section achieves training goals to keep their personnel are fully qualified and up to date on life safety codes, inspection processes and plan review.	Fire Marshal Chase/Assistant Fire Marshal Smith/Chief Freitag	--	Ongoing	Ongoing	The current prevention staff has individual training goals set on an annual basis by the individual and their supervisor. Because a number of our prevention professionals still need higher level of qualifications, it is imperative that we remain committed to their on going training. Ongoing. Staff members are currently enrolled in educational courses as well as future training courses. Chase 1/28/2016
Objective 3: Maintain a positive and proactive approach to working with PRCC						
2015-16	Ensure participation in Liaison meetings	Chief Polacek/James		Ongoing	Ongoing	Attend Liaison Meetings, and maintain communications with PRCC.
2015-16	Ensure participation in Bi-annual Chief meetings and stay in communications with our partners throughout the year	Chief Freitag/Chief Polacek		Ongoing	Ongoing	Attend Chief Meetings and maintain communications with Chiefs. This process continues in earnest to include board seats on AFDA and AZ Fire Chiefs.
2015-16	Ensure all portable and mobile radios are programmed and functioning properly, as well as the MDT's	James and staff		50%		All portable and mobile radios are programmed and functioning properly. There is a need to update CVFD portable radios. This is being worked on. CVFD MDT's are as stable as the underlying software allows. CVFD MDT systems will be overhauled as time allows.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2015-16	Ensure that issues with PRCC are reported and addressed through the appropriate channels and that we address any issues with our personnel received from PRCC.	Chief Polacek/BC's		Ongoing	Ongoing	Continue to meet with PRCC to review procedures and review incidents to resolve issues. The PRCC procedural manual was updated working with PRCC and PFD. This was done to help resolve issues and inconsistencies between fire agencies.

2015-2016 District Goals & Objectives



GOAL 4: Identify and remain proactive regarding legislative issues that may have an impact on the District and the communities we serve.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Stay involved in professional organizations and associations that work on local, State and Federal Levels						
2015-16	Attend monthly Arizona Fire District Association meetings and AFDA bi-annual conferences.	Chief Freitag/Chief Tharp/Board Members		Ongoing	Ongoing	Chiefs Freitag and Tharp have been regularly attending the conferences as well as the meetings. Freitag has been appointed to the board position of Career section rep.
2015-16	Maintain membership and participation with the Arizona Fire Chiefs Association	Senior Staff	\$1200 annual group	Ongoing	Ongoing	Attend annual conference, seek board opportunities. The organization has been taking part, and Chief Freitag has been appointed to the board position of liaison to AFDA.
2015-16	Maintain Membership in the International Association of Fire Chiefs and attend annual conference	Senior Staff	\$275 p/ member	Ongoing	Ongoing	It is important to have insight on national trends in emergency services. This is a budget item so attendance at the conference will be based on what the budget will allow. Membership has been maintained and Chief Freitag attended the FRI conference in Atlanta.
2015-16	Maintain membership in the Arizona Fire Marshal's Association	Fire Marshal Chase	\$50	Ongoing	Ongoing	Current and active
Objective 2: Maintain a relationship with our legislators both State and Federal						
2015-16	Attend local events in which our legislators are involved.	Senior Staff	--	Ongoing	Ongoing	We have maintained a relationship with our legislators and have spent time at the State Capitol. Chief Freitag continues to stay informed on evolving issues within the State.
2015-16	Seek opportunities to educate our legislators by visiting the capitol and/or inviting them to the district for visits	Chief Freitag/Chief Tharp		Ongoing	Ongoing	It is important that we have a presence at the capitol in Phoenix to educate and support our legislators as well as to get to know other legislators that may be able to assist our legislative efforts. Take time to have our legislators visit with staff at the District for educational purposes. Chief Freitag has been invited to sit on the floor for the opening of the legislature by Representative Fann the last two sessions. In addition, we have been present and testified at committee hearings.
Objective 3: Seek legislative language clean up as necessary						
2015-16	Remain active in promoting PSPRS reform and language clean-up related to Fire Chiefs	Chief Freitag/Chief Tharp	\$5,000	90%	1-Jul-16	We have remained involved, testified at committee hearings, and had meetings directly with PSPRS at their offices in Phoenix. It does appear reform will be successful to include language to correct the concerns related to Fire and Police Chiefs.
2015-16	Propose legislative language related to Fire District Mergers and Fire Authorities	Chief Freitag/Chief Tharp	\$0	90%	2016	We worked with AFDA to propose language that would allow agencies to keep their FDAT dollars when merging or consolidating. H2197 has been dropped and is up for debate during this legislative session.

2015-2016 District Goals & Objectives



GOAL 5: Ensure the long term sustainability and success of our organization through the development and success of our personnel

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Complete a staffing plan that accounts for future attrition and growth within the organization						
2015-16	Create and maintain a schedule of personnel and potential retirement dates taking into account any specialized qualifications	Patty/Karen/Division Heads	\$0	50%	1-Jul-16	A list is complete for Battalion 3 Personnel, but a list still needs to be developed for Battalion 6 personnel.
2015-16	Test for and maintain a list of personnel for operations positions	Patty/Karen/Chief Polacek		100%		Maintain a hiring list for FFs/EMT/Paramedics as well as promotional lists for Engineer, Captain, and Battalion Chief per Policy.
2015-16	Maintain organizational succession plans and work to implement the same in Chino, or adopt the same plan under a Fire Authority	Division Heads		100%	Ongoing	All succession plans should be approved close to being approved by the first of the fiscal year. We need to ensure the plans are maintained and/or updated to incorporate the needs of the organization and our personnel.
Objective 2: Identify training needs District wide						
2015-16	Based on the succession plans for each Division and Section, identify training needs	Training Chief Feddema/Captain Kelley/Division and Section heads		80%		Succession plans will be completed, or nearly complete as of the first of the fiscal year. It will be important that Division/Section heads work closely with the training section to determine Training needs. Chief Feddema met with Division Supervisors to determine training needs.
2015-16	Maintain and adequate training budget to meet our long term needs	Training Chief Feddema/Chief Polacek		Ongoing	Ongoing	Chief Feddema is working to expand training opportunities for all sections/divisions while remaining fiscally responsible.
2015-16	Develop mentoring programs for each Division and Section in line with the succession plans	Division and Section Heads		Ongoing	Ongoing	While succession plans are complete, it has been identified that we need to formalize our mentoring program. That said, most of our officers, Captain and up, are providing on going mentoring.
Objective 3: Continue to develop our human resources through support of positive recruitment, retention and labor/management relations.						
2015-16	Maintain subcommittees (Policy, SOG, Wage and Benefit, etc)	Senior staff	--	Ongoing	Ongoing	These committees remained integral to the long term sustainability and success of our organization.
2015-16	Continue the joint policy and SOG meetings in an effort to align the policies and guidelines of CYFD and CVFD.	Senior Staff		Ongoing	Ongoing	As we continue to operate under the Joint Management Agreement, it is important that we work to bring the policies and guidelines together as much as possible for both consistency and efficiency. We have defined priority 1, 2 and 3 policies. Priority 1's will be completed by April-16, 2's by July-16 and 3's by Sept-16.
2015-16	Revise the evaluation system in CYFD as well as CVFD.	Chief Bliss		60%	1-Jul-16	A proposed revision to the evaluation system has been submitted to the policy and SOG committees. The revision was developed through Labor/Management. After approval from the committees and Board approval, training will be scheduled in the Spring.
Objective 4: Create the feeling of "one" within the organization						
2015-16	Create and plan for an on-going team building retreat program that includes each Division, Section as well as both organizations	Chief Carothers	\$8,000	0%		The intent of the program is to have people from each of the Divisions and Sections from each level within the organization participate in an off-site retreat and team building opportunity. Our idea is to instill the feeling that we are one organization, not separate groups within one; no one division is more or less important than another. This will likely not happen this year.

2015-2016 District Goals & Objectives



GOAL 6: Continue to develop the Central Yavapai Fire Regional Training Academy into a local, regional and state facility

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Meet the training needs of CYFD personnel through internal as well as regional partnerships						
2015-16	Continue to work with Prescott on creating a Joint Training agreement utilizing shared staff.	Chief Freitag/Chief Polacek/Training Chief Feddema	--	25%		This would allow us to centralize training coordination and create efficiencies through the sharing of personnel and resources. Currently PFD is not moving forward with this, but may in the future.
2015-16	Create a live streaming training opportunity to allow personnel to take part in lecture series training from their stations in CYFD, CVFD and Prescott FD	Training Chief Feddema/Chief Polacek/Chief Bliss/James	\$1,000	20%		An interactive system would create less movement of apparatus and ensure training needs are met more efficiently. We are working on this project, but have not moved forward inhouse with this. However, we are moving forward with Gotomeeting in an effort to accomodate run review in house.
2015-16	Host training opportunities related to National, Statewide, and Regional classes.	Training Chief Feddema/Captain Kelley	\$10,200	Ongoing	Ongoing	Examples include the Captain's academy, ICS classes, Propane class, NFA off-campus classes, etc.
2015-16	Ensure classes are offered to maintain current qualifications.	Training Chief Feddema/Captain Kelley	\$25,000		Ongoing	Evaluate training needs based on current trends and topics. Provide AAR's for training provided by CYRTA to ensure we are meeting the needs of training.
2015-16	Document the annual review process to ensure training offerings support District training needs.	Training Chief Feddema/Captain Kelley				Conduct AAR's and document the lessons learned and provide recommendations to enhance training. This was completed for 2015 and will be conducted after each fiscal years training.
Objective 2: Improve in-house training opportunities for EMT's and Paramedics						
2015-16	Work to create one shared internal paramedic refresher program with CVFD and CYFD utilizing the program Chino already has in place	Captain Niemyński/Committee from CYFD and CVFD	\$35,000	50%		this goal is completed and is currently working. July 2016 we will work as one CEP refresher program for CAFMA.
2015-16	Create an in-house monthly EMS continuing education program.	Captain Niemyński/Committee from CYFD and CVFD	\$11,000	Ongoing	Ongoing	Work with outside agencies to provide in-hous EMS training for personnel. We are moving forward with this plan to be implemented July 2016.
Objective 3: Ensure future success and sustainability of the CYRTA facility						
2015-16	Update the business plan and infrastructure improvement needs of CYRTA	Training Chief/Senior Staff		25%		This on going process is somewhat delayed as we have just transitioned from one training chief to another. However, Chief Feddema has this on his radar.

2015-2016 District Goals & Objectives



GOAL 7: Analyze and implement information technology and communication systems that will enhance and/or create efficiencies in support of all CYFD and CVFD functions.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Continue build out of VHF system</i>						
2015-16	Complete site work at VHF sites	Comm/IT staff	Internal Labor costs	80%		All hard infrastructure has been installed.
2015-16	Implement voted VHF system	Comm/IT staff	Internal Labor costs	70%		Ongoing project.
<i>Objective 2: Continue extension of CYFD network to CVFD facilities</i>						
2015-16	Complete installation of micro-wave equipment to improve connectivity.	Comm/IT staff	Internal Labor costs	100%		Micro-wave service has been extended to all full-time Fire Authority facilities. There are 2 CYFD reserve stations that are not connected but no need is seen for extension to these buildings.
2015-16	Install station hardware and software at CVFD stations to provide improved work ability	Comm/IT staff	Internal Labor costs	95%		Most of the installation of hardware and software is completed. We will continue to work on finish details.
<i>Objective 3: Investigate RMS improvement options</i>						
2015-16	Determine the options for changing to a new RMS system	Senior Staff, James	0	25%		As we work toward a new CAD system with PRCC, some systems provide their own complex records management system. This may need to wait until we get a new CAD system, but will continue to research new RMS.
2015-16	Make a decision on direction of RMS change prior to FY2017 budget process	Senior Staff	\$0	0%		We will need to make a change in fiscal 17 as our current system cannot be upgraded and may only be supported in its current format for another 12-24 months.

2015-2016 District Goals & Objectives



GOAL 8: Plan for future facility and apparatus needs while maintaining the quality condition and functionality of our resources and remaining fiscally responsible to our citizens.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Plan for on-going vehicle needs						
2015-16	Review Capital replacement schedule in the fall and adjust based on actual use and needs. Specific attention should be paid to staff vehicles and the aerial apparatus.	Chief Bliss, Chief Tharp, Chief Polacek, Fleet Manager Scaife	\$0	100%	42309	The Capital Replacement plan has been reviewed and revised. The end product includes integration of CYFD and CVFD assets for a Fire Authority plan. Additional work will need to be done in the future to continue to assess the long term balance
Objective 2: Develop and document Facilities Maintenance plan						
2015-16	Confirm current process and document in SOG format.	Facilities Manager Muniz	\$0	60%	42339	Process is in place. Tom has begun work on documentation.
Objective 3: Continue data analysis for use in future planning for stations and equipment.						
2015-16	Analyze response data for the purpose of identifying possible future station locations. Particular focus should be placed on the effects of development on the 89A corridor.	Chief Bliss, Chief Polacek, Michael Feeman	0	50%	Ongoing	We have continued to have discussions regarding development in the Glassford Hill Rd and 89A corridors. The Town of PV may be extending Prescott East Highway to the North in the near future. This will be an ongoing assesment as things develop.
2015-16	Review response performance to identify future needs for additional apparatus vs. additional stations.	Chief Bliss, Chief Polacek, Michael Feeman	\$0	50%	Ongoing	We have continued to look at response numbers to identify needs. Based on reliability results, it appears that there will be a need for an additional response unit in the future to address the continual increase in move-ups to the Dewey area. This need may be met by the additon of a unit at an existing station.
2015-16	Review response data to identify any improvement in data recording due to MDT use.	Chief Bliss, Michael Freeman	\$0	75%	Ongoing	We have been using the MDT's for 9 months now and continue to compare data from the equivilent period prior to use. At this point there has been no noticeable improvement in performance times which would have indicated that times were being reported more accuratly with use of the MDT's. This is somewhat suprising but may be related to the almost 7% increase in call volume.

TO: Fire Board
FROM: Chief Freitag
DATE: February 10, 2016

SUBJECT: APPROVE RESOLUTION 16-01 FOR PARTICIPATION IN THE
ARIZONA PUBLIC SAFETY RETIREMENT SYSTEM AND JOINDER
AGREEMENT BETWEEN CAFMA AND PSPRS

This resolution and joinder agreement will allow the Central Arizona Fire and Medical Authority (CAFMA) Board to proceed with the Chairman (or his designee) being sworn in as the Chair of the CAFMA Local PSPRS Board in March. Staff can then be directed to begin the nomination and election process for membership representatives and then solicit for public (at large) applicants to establish the board no later than May 2016. This will allow the CAFMA PSPRS Local Board to "accept" the membership of Chino Valley and Central Yavapai Fire District in June in preparation for the July 1, 2016 effective date.

If you have any questions, please call Assistant Chief of Administration Tharp or myself at 772-7711.

RESOLUTION NO. _____

A RESOLUTION OF THE CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY, A JOINT POWERS AUTHORITY BETWEEN THE CENTRAL YAVAPAI FIRE DISTRICT AND THE CHINO VALLEY FIRE DISTRICT, AUTHORIZING THE CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY TO ENTER INTO A JOINDER AGREEMENT WITH THE ARIZONA PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM ON BEHALF OF THE FULL-TIME (DEFINED AS EMPLOYEES WHO NORMALLY WORK 40 OR MORE HOURS PER WEEK), PAID FIRE FIGHTERS OF THE CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY WHO ARE OR WERE REGULARLY ASSIGNED TO HAZARDOUS DUTY IN THE STATE OF ARIZONA

WHEREAS, on _____ 20_____, the Central Yavapai Fire District and the Chino Valley Fire District have entered into a Joint Powers Authority agreement forming the Central Arizona Fire and Medical Authority, and,

WHEREAS, the Central Yavapai Fire District and the Chino Valley Fire District have previously entered into separate joinder agreements with the Arizona Public Safety Personnel Retirement System on behalf of their full-time paid fire fighters with pension assets and obligations associated with those agreements, and,

WHEREAS, The Central Arizona Fire and Medical Authority is organized pursuant to Arizona Revised Statutes, Section 48-805.01, and has been given authority by the Central Yavapai Fire District and the Chino Valley Fire District to transfer employment of full-time paid fire fighters from both districts and obligations associated with participation in the Arizona Public Safety Personnel Retirement System to the Central Arizona Fire and Medical Authority, and,

WHEREAS, it has been deemed to be in the best interest of The Central Arizona Fire and Medical Authority to include in the Public Safety Personnel Retirement System as set forth in the Arizona Revised Statutes, Title 38, Chapter 5, Article 4 all full-time (defined as employees who normally work 40 or more hours per week), paid fire fighters who are regularly assigned to hazardous duty;

NOW THEREFORE IT IS RESOLVED by the Board of Directors of the Central Arizona Fire and Medical Authority that the **Chair of the Board of Directors** for the Central Arizona Fire and Medical Authority is authorized to enter into a Joinder Agreement with the Arizona Public Safety Personnel Retirement System Board of Trustees on behalf of the Central Arizona Fire and Medical Authority..

APPROVED AND PASSED by the Board of Directors of the Central Arizona Fire and Medical Authority

this _____ day of _____, 20 _____.

Chair, Board of Directors

ATTEST: _____

ARIZONA PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM

JOINDER AGREEMENT

THIS AGREEMENT, is entered into this _____ day of _____, 20_____, effective as of the _____ day of _____, 20_____, by and between the undersigned Employer, defined as the Central Arizona Fire and Medical Authority, and the Board of Trustees of the Arizona Public Safety Personnel Retirement System.

WITNESSETH:

WHEREAS, the Employer (defined as the Central Arizona Fire and Medical Authority) is a public body deriving its powers from the legislature of the State of Arizona, and which employs certain employees in the field of public safety, who are regularly assigned to hazardous duty, and

WHEREAS, the Employer is a new entity resulting from the adoption of a Joint Powers Authority between the Central Yavapai Fire District and the Chino Valley Fire District; both of which currently are employers in the System; and

WHEREAS, the employment of the employees, with their service credits, assets and pension obligations from the Central Yavapai Fire District and the Chino Valley fire district will be transferred to the newly created Central Arizona Fire and Medical Authority; and

WHEREAS, the Employer (the Central Arizona Fire and Medical Authority) has agreed to continue to provide retirement and other benefits to its public safety employees through the Arizona Public Safety Personnel Retirement System, and has adopted a resolution and followed such other procedures as are necessary to elect to join such System, and

WHEREAS, the Board of Trustees of the Arizona Public Safety Personnel Retirement System has considered the request of the undersigned Employer (the Central Arizona Fire and Medical Authority) to join the System and has approved the participation in the System of such Employer;

NOW, THEREFORE, for and in consideration of the promises and the mutual covenants herein contained, the Employer (the Central Arizona Fire and Medical Authority) and the Board of Trustees of the Arizona Public Safety Personnel Retirement System hereby agree as follows:

1. By execution of this Joinder Agreement the undersigned Employer unconditionally adopts, accepts and agrees to be bound by all the terms and conditions of the Arizona Public Safety Personnel Retirement System as provided by law with respect to the following designated class of employees of the Employer: **full-time (defined as employees who normally work 40 or more hours per week), paid fire fighters who are or were regularly assigned to hazardous duty in the State of Arizona.**
2. The undersigned Employer agrees that for all employees joining the system on the joinder date that the employer will include as past service their period of continuous employment with the Central Yavapai Fire District or the Chino Valley Fire District in a covered position.
3. The undersigned Employer further agrees that it will make contributions to the System for such employees which shall be sufficient to meet the normal cost of benefits for such employees, on a level cost method, and to meet the interest on its past service cost for such employees, as provided in Title 38, Chapter 5, Article 4, Arizona Revised Statutes.
4. The Board of Trustees, by execution of this Joinder Agreement, accepts the Employer for participation in the System
5. The undersigned Employer hereby agrees that all assets in any existing public employee defined benefit retirement program attributable to such employees shall be transferred to the Board of Trustees of the Arizona Public Safety Personnel Retirement System. Employer agrees to provide a statement of the accumulated employee contribution accounts in such prior program. Employer shall deliver possession of said assets within sixty (60) days after the effective date of this agreement.

IN WITNESS WHEREOF, the Employer has caused to be executed in its behalf by a duly authorized officer and the Board of Trustees has executed this Joinder Agreement this _____ day of _____, 20_____.

Board of Trustees:

EMPLOYER: Central Arizona Fire and Medical Authority

Chairman, The Board of Trustees
Public Safety Personnel Retirement System

BY _____

(Official Position or Title)

The Central Arizona Fire and Medical Compass



“May we never lose our way”



The Central Arizona Fire and Medical Compass

Introduction

The fire service consists of a unique blend of individuals that exude determination, professionalism, bravery, and heart. It is a difficult world for those outside the fire service family to understand, and at times it is even difficult for those within the fire service to understand. Each agency is a unique entity unto itself. This uniqueness can lead to confusion when trying to determine an individual organization's identity and philosophy.

In order to assist our organization and its members in finding their way, we have developed the "*The Central Arizona Fire and Medical Compass*." When determining the framework for the agency's compass we first had to understand the significance of the compass itself. Generally, when a person thinks of a compass they picture a device for determining directions. For centuries seafaring people have found the compass to be an indispensable tool in finding their way, especially under difficult conditions. Merriam-Webster also defines compass as "a channel or direct course of thought or action having a guiding, governing, or motivating purpose." The latter definition is the driving force behind the development of our Compass. We want it to **guide** us through both good times and bad; to **govern** our actions at all times, treating our fellow employees as well as the members of our community with the utmost respect; and to **motivate** us as a unit to be the best we can be, always keeping in mind the mission, vision and the values we espouse — professionalism, respect, integrity, dedication, and excellence. We at Central Arizona Fire and Medical will depend on our compass as we navigate the day-to-day challenges of being a dynamic and successful organization. The Compass will guide us no matter the ferocity of any storm we face.

The boards of the Central Yavapai and Chino Valley Fire Districts signed an agreement to blend the two organizations as the Central Arizona Fire and Medical Authority in October 2015. In November of the same year, a committee representing a cross section of our organization was formed to create one blended set of mission, vision, and values.

Central Arizona Fire and Medical is made-up of committed individuals who have chosen to become members of our *unique family*. Each one of us should be proud of this relationship and treat it with respect. When a person makes a conscious choice to become part of something, whether it is an emergency services agency, a club affiliation, or an association of any type, it then becomes their responsibility to adhere to the standards of conduct set forth by that group. As a group we developed our philosophies, and as a group we will champion our cause.

The Central Arizona Fire and Medical Compass illustrates the vision and culture of our family unit. *The Compass* exists to support our mission and our members. It reinforces our belief in the labor management process as well as our belief in supporting each other. This document will continue to evolve over time; as we embrace the changes of the future, it will be necessary to review the Compass and adjust accordingly to ensure it continues to reflect our philosophies. However, the core ideologies outlined within will remain unchanged as they are "core" to our organization.



The Central Arizona Fire and Medical Compass

Central Arizona Fire and Medical (CAFM) is committed to providing service beyond the expectations of our community. In addition, we have deemed it equally important to treat each other with a level of professionalism and respect that surpasses our own expectations. This document has been prepared by and for us in order that we may each understand the philosophies and beliefs that have been deemed essential by the organization and our members. *The Compass* shall serve as a guide for all current and future members of the agency as we move forward in the reinforcement of our core ideologies and the attainment of our stated mission, vision and values.

Our mission, **“Protecting life and property through prevention and response,”** recognizes the importance of prevention, which is why it is listed first. We understand that the response aspect of our job, which is how we are normally identified by the public, is the reactionary part of the service we provide to our community. Both are our purpose and our promise to all that seek our help.

Our vision, **“To be a progressive emergency services agency in Arizona through leadership, cooperation and innovation,”** is an on-going effort to provide the best we can for both our internal and external customers. It is not something that we can achieve without a true commitment to meeting the challenges of today and creating opportunities for tomorrow. Central Arizona Fire and Medical was founded on this vision.

Our core values are what we as a group believe in; they are the cornerstone of our organization. Times change, guidelines change, equipment changes, and personnel change, but our core ideologies will remain constant. As a group we worked together to define our core, and will remain committed to their spirit and intent despite the test of time.

We strive to serve our internal and external customers with **PRIDE:**

Professionalism – We will adhere to the highest standards of our profession and adopt best practices

Respect – We believe in the basic dignity of every individual and all members of the community and organization

Integrity – We are honest and accountable

Dedication – We are committed to quality, reliable and respectful service delivery

Excellence – We will demonstrate a high level of knowledge and skill in all aspects of our profession

The Central Arizona Fire and Medical Compass focuses on the premise that our members are central to the success of the organization. A house cannot be any stronger than the foundation it is built on. In that same regard, our agency cannot be any stronger than our membership. The fire service provides each of us with much more than a job. It provides us a relationship with a group of people we commit our lives to on a daily basis; and, with that commitment comes personal responsibility. Each member is responsible for their performance and each member will be held accountable for their actions. We will only achieve a positive work environment by combining personal responsibility with respect for our fellow employees. These are the minimum expectations for our agency.

Since we are an organization setting a course based on stated mission, vision, and values it is imperative that our members' exhibit behavior that is consistent with these values, philosophy, and vision. We want nothing less than a positive work environment, and to accomplish this goal we must have the commitment of our entire membership. As an agency, we will strive for adherence to our values. As a family, we know one of our members might fall. But, we *are* a second chance organization and as such we have a responsibility to help our members get up, get on the right track, and be successful. In that same regard, our members have a responsibility to put forth a sincere effort to help themselves and those around them.

The leaders and supervisors of Central Arizona Fire and Medical have equally important roles when it comes to communicating and upholding the agency's philosophies. They must set an example for their direct reports by maintaining a consistent positive attitude, and by providing a positive work environment to the best of their abilities. Our leaders should be proactive in their approach to leadership by working towards a solution to problems through adherence to our values. When communicating with others they should remember the words of Stephen Covey, "Seek first to understand, then to be understood." Working in this manner provides motivation for all members of the agency. Remember, be patient when you are communicating with other members and listen—a person who can truly listen to what someone is saying will learn much more than someone who tries to control a conversation.

Part of being a leader is to recognize, support, and reward the positive actions of our members. When members achieve or surpass our expectations of service to both our internal and external customers they should be recognized for those actions. Another aspect of being a leader is knowing when to provide corrective action for behavior that does not fall within our guidelines. When self-discipline fails leaders need to be ready to help the member get back on track. Leadership is critical to maintaining the high standards of the agency that enable us to achieve our vision.

We can only adhere to the principle of accountability through courage. Leaders must have the courage to engage in honest conversations with members that are not meeting organizational expectations. It is important to remember that avoiding these conversations or not taking action is a disservice to both the member in question as well as the rest of our members.

Leadership, both formal and informal, will be the mortar that holds us together, and will ensure the overall effectiveness of our agency. Leaders need to share their expectations up front with their direct reports and stress the personal accountability required of each member. These expectations need to be realistic and in line with our core ideologies. It is the responsibility of the current leaders of the Central Arizona Fire and Medical to act as mentors to others in the organization. Through our efforts we will prepare the leaders of tomorrow.

Each of us has made a conscious choice to be part of this organization. With that choice is a responsibility for maintaining a positive work environment, ensuring customer service that surpasses expectations, and a determination to work for and through changes for the betterment of the agency. Our organization works within a chain of command. That chain is in place to ensure members have the opportunity to voice concerns, criticisms, and complaints within the structure of the organization. Part of the process involves recognition of the union's role in the agency. Over the years, the union has shown a willingness to work towards improving service to the public and maintaining a safe work environment. Our hope is to continue this cohesive working relationship well into the future.

Central Arizona Fire and Medical must be receptive to new opportunities and always be diligent in looking for ways it can improve. This commitment should be shared by all members and is outlined in our Vision. It is counter-productive to be unhappy about a situation or disagree with an issue, but offer no suggestions on how to make it better. Focusing on the negatives without looking for ways to improve serves no purpose within our organization. We will stumble along the way, but as a strong group we will pick ourselves up, learn from our mistakes, and move forward. The past is finite, our future is infinite. Always remember that, ***“A challenge doesn't create character, it reveals it.”***

Change at any time and at any level is difficult, but change is a necessary part of the survival of an organization. We will strive to be proactive in our approach to change. One way in which we can be proactive is to begin any change with the end result in mind. This means thinking ahead, “If I kick this domino over today, where will the last one land five years from now?” Forethought will allow our agency to take the appropriate steps to achieve the desired outcome. This does not mean that everyone will understand or agree with the decided direction; it does imply that everyone will know why the change is being made, how we expect to implement the change, and what each member's role in the change process will be. As stated earlier, changes will occur over time as this is the natural progression of things within our profession. However, our core ideals will remain unchanged as they are our core. As long as Central Arizona Fire and Medical exists, our core ideologies will stand as our guiding light.



The Central Arizona Fire and Medical Compass

Core Ideologies

We will adhere to the highest standards of our profession and adopt best practices.

Our commitment is to provide a growth environment for our personnel to ensure we have the best and the brightest ready to guide the organization for the future in every division. We will remain committed to the on-going review of our succession plans to ensure they meet the challenges of today and prepare our personnel for the opportunities of tomorrow.

This commitment extends beyond professional and technical development. Our profession is dangerous. Every year we are losing more fire service professionals to the ravages of cancer, heart disease, as well as other ailments. We must continually educate and update policies and practices that will to the best of our ability protect our members so they can return home at the end of their shift, and reach a happy and healthy retirement.

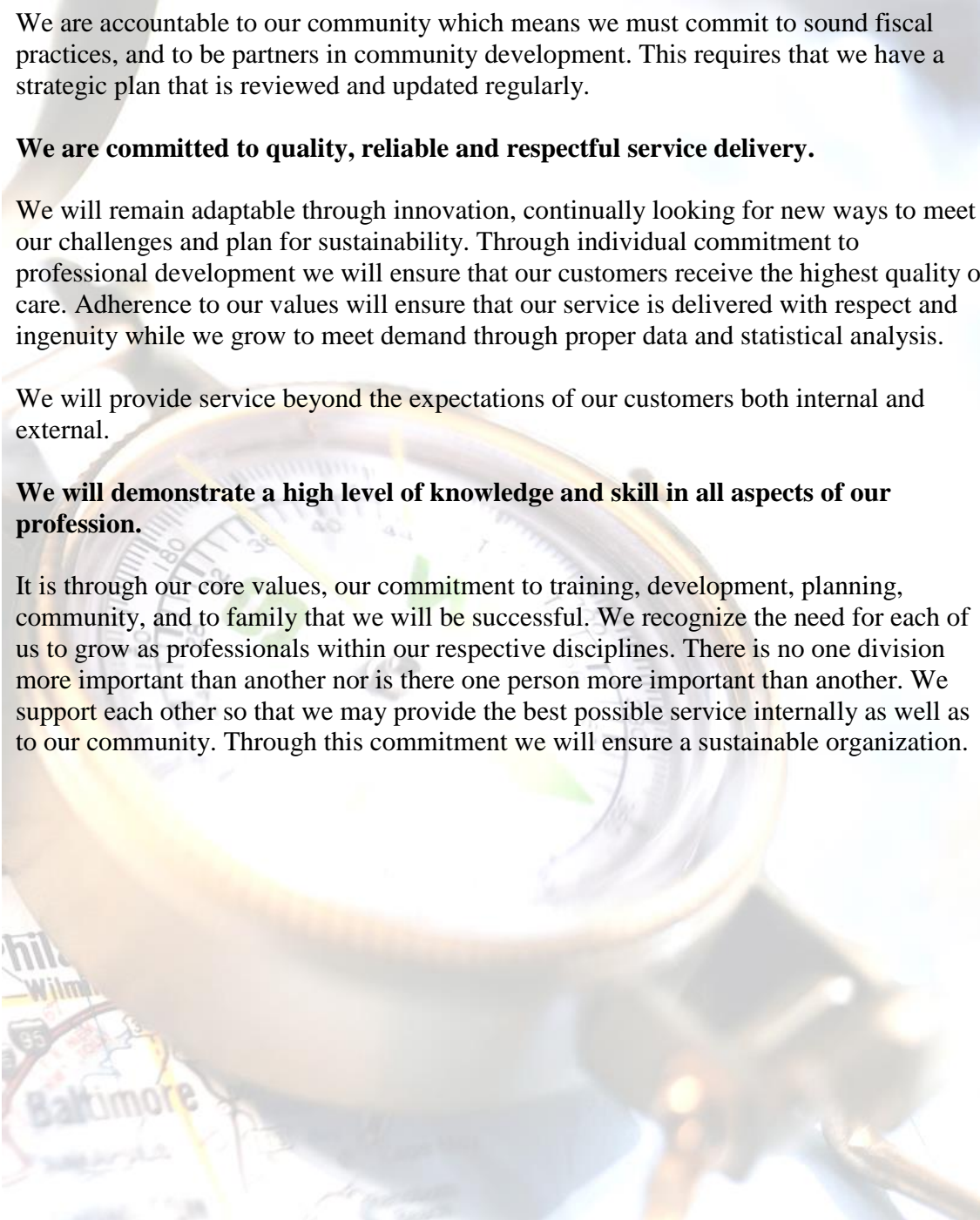
We will remain committed to the highest standard of technical training to ensure the safety of our members when faced with the physical and emotional stresses of an emergency response.

We believe in the basic dignity of every individual and all members of the community and organization.

We are committed to each other and our community. Each person we encounter will be treated with respect no matter their societal status. If one of our members is down, we will be there for them. Each of us has a family that we were born in to, or those we've created through other relationships. Together, the Central Arizona Fire and Medical Authority is a family. We will create a safe place for our members to seek assistance without judgement, and will be there for our members in their time of need. We will also be there to celebrate in times of great joy. Our commitment to each other is at the core of who we are.

We are honest and accountable.

We are committed to being and holding each other accountable. This requires each of us to display the courage necessary to be honest when someone is not meeting expectations or is not following our stated values. We do no favors by not holding each other accountable, and we do not allow a person to grow, if we do not have the courage to be honest.



We are accountable to our community which means we must commit to sound fiscal practices, and to be partners in community development. This requires that we have a strategic plan that is reviewed and updated regularly.

We are committed to quality, reliable and respectful service delivery.

We will remain adaptable through innovation, continually looking for new ways to meet our challenges and plan for sustainability. Through individual commitment to professional development we will ensure that our customers receive the highest quality of care. Adherence to our values will ensure that our service is delivered with respect and ingenuity while we grow to meet demand through proper data and statistical analysis.

We will provide service beyond the expectations of our customers both internal and external.

We will demonstrate a high level of knowledge and skill in all aspects of our profession.

It is through our core values, our commitment to training, development, planning, community, and to family that we will be successful. We recognize the need for each of us to grow as professionals within our respective disciplines. There is no one division more important than another nor is there one person more important than another. We support each other so that we may provide the best possible service internally as well as to our community. Through this commitment we will ensure a sustainable organization.



The Central Arizona Fire and Medical Compass

Organizational Expectations

As Fire Chief, I feel it is my responsibility to set and share what I expect of every member of Central Arizona Fire and Medical. My expectations are in line with our stated philosophies and reinforce our core principles.

1. Right Time, Right Place, Right Uniform
2. Know your job, do your job
3. See it, own it, solve it
= **Accountability**
4. Clear, open, honest, and frequent communication
= **Transparency**
5. Do the right thing
= **Ethical behavior**
6. Be constructive in criticism
7. Make a decision; don't be afraid to make a mistake! You know the SOG's and policies as well as what needs to be done in a given situation... If it's off track, we'll work it out later.
8. Provide service beyond the expectations of our customers, both internal and external
9. Set the example
10. Act as if you are already in the position you aspire to attain (Thank you Chief Polacek for helping me articulate this one)
= **Lead**
11. Always be a student as well as a mentor
= **Learn**
12. Adhere to our agreed upon organizational values
13. Be honest with people even when its uncomfortable i.e. evaluations, or correcting behavior
14. Make the right, not popular decision
= **Courage**
15. Think beyond today
= **Vision**

Sincerely,

Scott A Freitag
Fire Chief