



THE REVIEW

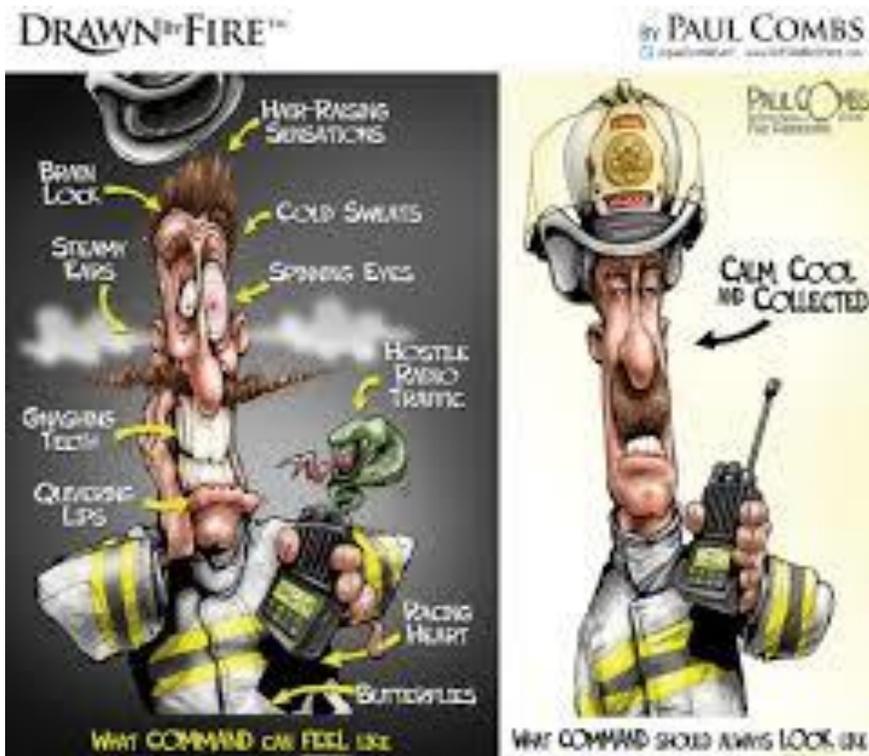
Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Jan 22, 2021

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"The two most important days of your life are the day you are born and the day you find out why."

Mark Twain



The Chief's Desk

Last week [I shared an article](#) from a site called *From the Green Notebook*. The article relayed the story of a trip President Kennedy took to NASA in 1962. As the story goes, the President was walking down a hallway and encountered a janitor carrying a broom. The President inquired as to what the gentleman did for NASA, to which the janitor replied, "I'm helping put a man on the moon."

How cool must it have been to be a part of the agency that was sending the first astronauts to the moon? And, how great is it that no matter his position at NASA, he felt that his job was integral to achieving the mission and vision?

There are organizations in which folks understand that their purpose is to move the organization forward no matter their role. Just as the janitor understood at NASA - every position within an organization is vital to that organization's ability to achieve its mission. In this case, the janitor's work allowed other people to focus on their area of expertise.

Our worth within an organization is not determined by "our proximity to the objective," as the author of the article pointed out. It can be challenging for an organization to achieve their mission when they have people who do not understand and embrace the importance of their role as it relates to mission achievement. Remember, mission is purpose, and only if we understand our purpose can we achieve great things.

Some people in positions closest to the objective can develop an overinflated sense of self-worth – the "I'm indispensable" mentality. They tend to look down on others, which lends to division within their organization, and at times, within their own unit. What I have found is people who believe themselves indispensable do not perform as well as they believe they perform. In all honesty, once they leave an organization it's not uncommon to realize that they were underperforming.

In my position, I recognize that I could be let go today and that a new Chief could be in place tomorrow. The organization would not skip a beat and would continue to progress – as long as they didn't hire someone that stifled growth and creativity. That is simply the reality of our jobs. The good thing is that if we are true to our mission, vision, values, and philosophy, and we continue to move the organization forward, our jobs are pretty secure.

It is important that as members of CAFMA we recognize several important points. First, every position within our organization is vital in helping us achieve our mission. Every spoke in a wheel is important to the wheel's ability to do wheel things. They must all be true lest the wheel become wobbly and fail. We may perform different tasks, but each is necessary for CAFMA to remain true and operate. Secondly, no one is indispensable. I'm not saying this to make you feel insecure, I'm saying it to help you keep your ego in check. Ego and arrogance can override your talent and ability to be successful.

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Upcoming Events:

Jan 25: ISO Class, Chiefs Interviews Finance, Board Meeting

Jan 26: Meet with HR, Staff, and Training. Director Meeting

Jan 27: Meet with Niemynski

Jan 28: PRCC Chiefs Meeting, Yavapai County Chiefs meeting

Board Meetings:

Jan 25 Administration

CAFMA – 1700-1830

Firefighters and Construction: Podium Wood-Frame Multiple Dwellings

By: Salvatore Ancona

For many years, buildings of ordinary construction have been at the forefront of mixed occupancies used for commercial-residential applications. Main Street USA often presents firefighters with a building with a storefront as its ground level occupancies and multiple dwellings in the succeeding floors above with combustibile interior structural elements. In recent years the explosion of podium wood-frame multiple dwellings has given the industry the ability to build combustibile buildings in a mid-rise application that are compliant with the International Building Code (IBC). The nature of these structures does not change for us, except for the fact that they have taken combustibile multiple dwellings and put them in the air.

Podium wood-frame multiple dwellings are composite structures utilizing two types of building construction classifications. The podium or pedestal of the building uses Type I (fire resistive) construction of reinforced concrete. The podium can be up to three stories in height. This can be used as commercial, parking space, or both. The podium is required to have at least a three-hour fire-resistance rating. With respect to the aforementioned construction classification, the podium will act under fire conditions under the same conditions as fire-resistive buildings do: the contents will be destroyed and the structure, without prolonged burning, will recover. Under the 2015 IBC, the structure can be up to eight stories or 85 feet high with multiple podiums. For example, if a double podium is used, then six stories of wood-frame occupancy can be built above. This surpasses the normal limited height of an ordinary constructed multiple dwelling of seven stories. The floors above the podium use combustibile (Type V) construction. The wood-frame occupancies for residential use are constructed with platform design and use tie rods and compression studs at shear panels for connection to the podium. While peaked roofs are used, you will often find flat roofs with resident usable space. These structures can have upwards of 180 units.

fireengineering.com

2020 4th Quarter Statistical Summary

GIS/Statistician Michael Freeman

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Statistical Summary: 4th Quarter 2020



Visit www.cazfire.org/about-us/statistics-maps/ for more information regarding Central Arizona Fire Medical Authority.

Unit	Call Volume	Daily Avg.	Response Reliability*	Unit Hour Utilization^
E50	465	5.05	69.98%	21.06%
E51	562	6.11	71.54%	25.45%
E53	570	6.20	69.34%	25.82%
E540	106	2.16	N/A	21.63%
E54	510	5.54	83.48%	23.10%
E57	124	1.35	91.87%	5.62%
E58	549	5.97	75.33%	24.86%
E59	461	5.01	82.77%	20.88%
E61	329	3.58	82.99%	14.90%
E62	392	4.26	79.56%	17.75%
E63	156	1.70	93.55%	7.07%

*Count of an engine being first on-scene to an incident in their first due area / Count of incidents in that engine's first due area.

^Total Incident Responses by a Unit / Total Hours in the Quarter.

CALL VOLUME	Oct	Nov	Dec	4th Qtr
IN-DISTRICT INCIDENTS	1,121	1,097	1,396	3,614
ALL INCIDENT RESPONSES BY CAFMA	1,246	1,203	1,529	3,978

Average Performance Times by Response Mode

Response Mode	Turnout	Response	Resource
Emergency	01:02	07:01	43:25
Non-Emergency	01:05	08:21	29:43
Overall Average	01:04	07:40	36:39

Response Time Performance - 1st on Scene				
Emergency (Code 3) Responses that Meet the Defined Standard / All Emergency Responses in the Defined Area				
The Goal is to be Above 90%				
	SUBURBAN			RURAL
STANDARD	09:30 mm:ss		14:00 mm:ss	
2020	%	CALLS	%	CALLS
Jan-March	94.83	735	95.24	630
April-June	93.46	642	92.93	665
July-Sept	94	816	94.52	675
Oct-Dec	90.56	847	94.44	774
TOTAL	93.78	3,040	94.57	2,744
Average Emergency Response Time	05:39 mm:ss		08:08 mm:ss	

STAFFING SUMMARY	
OPERATIONS	
OPERATIONS/EMS/TRAINING	
Battalion Chief	8
Captain	32
Engineer	32
Firefighter	50
Total	122

ADMINISTRATION	
Chief Officers	4
Finance	4
Human Resources	3
Administration	6
Total	17

PLANNING & LOGISTICS	
IT/Communications	5
Facilities	2
Fleet	5
Warehouse	2.5
Prevention	4
Total	18.5

FOURTH QUARTER 2020: Call Volume by Hour vs. Weekday								
HOUR	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTAL
0	19	8	3	9	12	10	37	98
1	9	13	11	14	9	12	6	74
2	8	9	8	9	4	9	8	55
3	13	9	16	14	8	10	6	76
4	11	10	12	8	12	16	10	79
5	10	15	7	10	11	6	10	69
6	10	12	18	10	17	18	9	94
7	11	18	18	19	26	11	9	112
8	27	30	25	28	21	34	23	188
9	30	33	27	27	29	25	24	195
10	29	29	34	36	34	25	23	210
11	21	25	34	33	25	23	34	195
12	23	33	36	26	39	35	31	223
13	22	26	33	32	32	30	16	191
14	26	39	24	28	29	26	17	189
15	16	27	30	29	27	22	24	175
16	26	32	36	28	29	31	22	204
17	33	25	26	16	33	26	30	189
18	23	26	21	30	23	25	21	169
19	19	24	21	28	33	34	26	185
20	28	15	15	20	21	19	28	146
21	24	19	21	17	13	15	17	126
22	13	15	12	10	15	18	10	93
23	9	19	9	11	18	15	9	90
Total	460	511	497	492	520	495	450	3425

Chief's Desk Continued

CAFMA is a good size organization primed for growth in the in the coming years as a result of community development. The expansive growth we are experiencing may very well outpace our ability to provide services as our revenue is typically two years behind. This means we need all hands working in unison across the entire organization to achieve our mission.

There is not one position within CAFMA that is more important than another, including mine. The fact is that my job is to be a facilitator for all of you. We've talked about my personal view of the org chart being inverted, i.e. the higher up you are on the chart, the lower you really are on the chart.

As an organization CAFMA is one team with one mission. We work with and for each other, as well as our community, to ensure we provide the best possible service to everyone. Ours is a system with each cog as integral to our success as the next. Each has a role and each role is important as we ensure that we provide quality services to our community.

Stuff that's happening:

The legislative session is off and running. Unfortunately, our access to legislators is limited as a result of COVID and increased security. It will definitely be an interesting session as we try to promote fire service-related bills without the ability to speak with lawmakers in person. There are several bills we are very interested in at this point. First, the presumptive cancer bill that the PFFA drafted. The wording has been changed a bit this year, which should provide a better chance of success. The second bill relates to Certificates of Participation (COP). Municipal governments have access to COPs to assist with retiring the pension debt – fire districts do not have access to COPs. Our bill will allow fire districts to use COPs toward our pension liabilities. It's a tool in our tool box as long as the interest rates are favorable. Finally, we have some Certificate of Necessity (CON) language we are working on for the session. Hopefully we'll have more on this one in the next couple weeks.

Our Rules Committee for Article 9 which is for ground ambulance transport through DHS has met twice. This is an arduous and very painful process to say the least. However, we have great representation from the fire side this time around, so hopefully we'll realize some substantive changes that will better serve our communities.

We have started to adjust our podcast slightly. You may have noticed Kayleen and Leo's interviews. These have been received very well so we will be doing more of the 'get to know our folks' type of interviews. This week I interviewed Josh Gentle from the Warehouse, and next week I plan to have Andrew Deering in as our guest. Chief Feddema will not get out of this that easily, so he'll be back with me the following week 😊

The first offering of the NFA Leadership series is off and running. Feedback from the first session was outstanding! Hats off to Captain Merrill for a job well done! One of the things I like about our newer programs is that we are mixing both Operations and Non-Operations personnel into the programs. I've heard this is working very well and providing opportunities for folks to become more acquainted with one another. To that end, don't shy away from a program offering, if you see something interesting, take it.