



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – April 9, 2021

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"Your journey is not the same as mine, and my journey is not yours, but if you meet me on the path, may we encourage each other."

Unk



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## The Chief's Desk

Communicating can be complicated... That, my friends, is an understatement. As much as we at CAFMA try to provide open and clear communications, we sometimes fall short. Not just in the way a message is conveyed, or not conveyed at all, but also in the way we receive and/or interpret the message. When our message is not clearly articulated, or misinterpreted, we would hope that the intended receiver would seek clarification. Sometimes that happens, sometimes it doesn't.

In other instances, a message is conveyed clearly and is understood, but does not change the outcome of a decision. That is not a result of not listening, rather, sometimes decisions are made that people do not agree with. In those instances, we hope that folks would still feel as if their voices were heard – that is the goal.

Are we perfect? Absolutely not. Do we try? I'd like to believe that we do. That said, over the last few months, coming to a head over the last few weeks, we have had at least three significant breakdowns with our internal communications. No, not a phone or email outage – our tech division is too good for that. I mean messages have not been clearly articulated, clarifying questions were not clearly articulated or not asked at all, and/or there was a disagreement and others felt like their concerns had not been heard.

I don't want to get too specific as I am not trying to call anyone or any situation out. What I'd like to do is have some general discussion about how things could have been handled more appropriately by everyone involved, which absolutely includes me. While I like to believe that I am good with communication, I fall woefully short sometimes.

Let me start by saying that there is a time and place to speak definitively on a topic and a time and place to leave some room for conversation. First, know your audience, topic, and timeline. For example, if you have come to a point in a process where you have what seems like a finalized plan, but you have two additional meetings in which explanation and dialogue must occur, do not use definitive statements. To illustrate, "Based on these factors, here is the draft that we have developed." Provide an explanation, dialogue with those in attendance, but remind all that there is a meeting set with a group of stakeholders. Even if what is being proposed is more than likely a finalized plan, do not set yourself or anyone else up by removing potential opportunity for additional dialogue and/or compromise.

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### **Upcoming Events:**

April 12: Policy Committee,  
Zoom Meeting, Review DOC  
Project

April 13: Complete Evals,  
Record Podcast with Crossman

April 14: Budget Work Study,  
Article 9 Rules Committee

April 15: Admin Chiefs  
Interviews

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### **Board Meetings:**

April 14 Administration  
Budget Work Study

April 26 Administration  
CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830

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## **Fire Politics: Community Involvement Pays Off**

By: Dennis Compton

One tradition of the fire service is the decentralized placement of resources and services in local neighborhoods. Many believe fire stations represent the most visible example of government's investment in the overall safety and well being of the people in the community. Members of fire departments live and work in the neighborhoods around their fire stations seven days a week, 24 hours a day. They are embedded into the fabric of communities, and in these times of increased public scrutiny, fire departments may be in the very envious position of being able to build on traditional feelings of trust and good will while strengthening their level of influence.

This reality provides a significant opportunity for the fire service, but do fire departments take full advantage of it? Fire departments should be active community participants in a mission-related way, involved in key decisions and supported by community leaders. This does not happen by chance and requires more than just political involvement advocating for or against issues and candidates, even though this is very important as well. This column explores the integration of the fire and life-safety mission into the core structure of the community in a way that improves customer service and enhances the overall standing of the fire department in the community. Doing so can pay off at all levels of government when policy decisions are being made that impact the local fire department or the fire service in general.

[firehouse.com](http://firehouse.com)

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## **Beyond the Resume: Why Hiring for Character Matters More Than Credentials**

By: Donald Lee Shepard

Hiring for Character Matters More Than Credentials

**Hire for the culture.**

When it comes to hiring, business leaders put a lot of emphasis on an individual's resume. In fact, if someone lacks the education or experience for a given position, they won't even get their foot in the door for an interview. It's understandable. Given the sheer number of people applying for a job at any given time, there has to be some way to separate the promising candidates from the lackluster ones, and the resume has always served that purpose. However, is the resume really the best way to determine which job candidates will bring a high level of integrity, passion, and diversity of thought to the job?

**Finding the Best Person for the Job, Regardless of Their Resume**

The link between principals and profitability is incontrovertible. A business will be more successful and profitable if its leaders model values-based leadership. The next logical conclusion is, in order to create a

strong culture of character, the C-suite should hire individuals who similarly espouse values-based leadership. Such management is exhibited by: leaders who live their lives with integrity, ethics, and values; leaders who respect and value all people, celebrate diversity, are eager to listen and learn from others; and those who hire based on character, competence, and potential.

Knowing this, you must question whether the traditional criteria used to assess potential employees measures a candidate fully. Do education, experience, presentation, and homogeneity give proper weight and importance to the measure of character, drive, ambition, energy, diversity, and different perspectives? When using traditional criteria, you run the risk of only hiring people who are like you.

[thebossmagazine](#)

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## **Chief's Desk Continued**

Second, if you are going to circulate a draft of something, add the draft watermark to the document and ensure you clarify in verbal or written statements that it is a draft. Other times you may need to clarify that what you are circulating is a template borrowed from someone else for the purpose of jumpstarting a conversation. We cannot communicate directly with everyone on every topic – that is impossible. However, we can and should do a better job in providing clarity through clear and concise communication up front.

Third, be mindful that people hear things through different filters. This means that you need to consider the stakeholders that may be directly impacted, and seek their input. Yes, there are times we need to bridge a gap, but there should usually be time to communicate with key players. I personally had a situation that went south. In my mind, we were bridging a gap and taking care of an upcoming issue. I knew the intention, but I did not communicate the message in a clear and concise manner so that others could then communicate the message to their stakeholders.

Fourth, do not let your concerns fester, and be mindful not to allow emotion to get in the way of your ability to understand. If the message you are getting from your supervisor is not sitting well, ask for their supervisor to sit in on a meeting regarding the topic. We did this recently – more than once – to ensure a more open forum for dialogue. In one instance, we were able to clarify one issue, make a correction on another, and explain the reasons for a third decision. In two instances, I believe we achieved resolution. In the third, I believe there remains some level of disagreement; however, the concerns were heard and a more clearly articulated reason was provided.

Fifth, just because you disagree with a decision does not mean you were not heard. There is a distinct difference between not being heard and parties disagreeing on a topic. It may be tempting to default to “You’re not listening to me, because if you were you’d obviously see that I am right.” That is neither a good place to be mentally, nor are you going to win hearts and minds. At CAFMA, we listen to differing points of view, but understand we are not going to make everyone happy. There is no decision we will ever make for which everyone will agree, e.g. if we were to gift everyone \$1,000, there will be at least one person angry that it wasn’t \$1,500. [Legal Note: We did not and are not considering this] 😊

Yes, there are times when people are absolutely not listening. I see that each time I am at the legislature in committee. Sometimes people in a position of power have agendas or extremist views and if you happen to convey an opinion that is contrary to theirs, they will not listen. That said, I would hope we at CAFMA are better mannered than some of our elected officials 😊

In reality, it is not always possible to provide months or years of detail regarding a decision in an hour or four hours. We do our best, yet sometimes we miss the mark. In those instances, we would hope folks ask follow up questions.

Finally, there will be times when Senior Staff must make a decision without a lot of input. Typically, we seek input, but sometimes we have to move a project or idea forward. We may sit down with someone and provide an explanation, but will make it clear that the decision is already made. Understand, there are times when you will not have input, but you are entitled to ask for explanation. In my estimation, those decisions are more the anomaly than the rule. Even then, if the decision we make does not provide us the correct heading, we will absolutely adjust our course.

In the end, we must have patience with each other as we are not perfect. As CAFMA members, we need to continuously strive to improve our level of communication. As management of the organization we need to consider who may be impacted by the decisions we make. Should it go to committee, do we need a new committee, do we just need the input of a couple of key players, which divisions may be impacted? These are just some of the questions we should ask ourselves.

Remember, as the OZ Principle states: In any given situation each side owns a piece of the issue. We all must own our part – it's the only way we will all learn and improve.

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## **March Call Statistics**

**GIS/Statistician Michael Freeman**

Chief Freitag - Our call volume continues to increase as our communities grow. I spoke with PVPD Chief Roser Thursday night after the council meeting. His agency is experiencing the same types of increases in volume. Both agencies will require additional resources in the next few years. We have already started planning for both resources and infrastructure.





# March Response Report - 2021

Land Area: 369 sq. miles    Population: ≈100,000    Fire Stations: 10 Full-Staffed

## Responses in District

TOTAL FIRE INCIDENTS	19
STRUCTURE FIRE	1
STRUCTURE FIRE; CONFINED	2
MOBILE HOME/PORTABLE BLDG	4
VEHICLE FIRE	1
BRUSH/GRASS/WILDLAND FIRE	7
TRASH FIRE/OTHER	4

**Fire is 1.7% of call volume**

TOTAL RESCUE & EMS	741
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**EMS is 66.1% of call volume**

OVERPRESSURE / OVERHEAT	1
HAZARDOUS CONDITION	11
SERVICE CALL	222
GOOD INTENT	99
FALSE ALARM/OTHER	28

**Other is 32.2% of call volume**

TOTAL INCIDENTS IN DISTRICT	1,121
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INCIDENT RESPONSES BY CAFMA	1,236
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Residential Fire Loss	\$717,702
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$0

Calls in Town of Chino Valley	149
Calls in Town of Prescott Valley	621
Calls in Town of Dewey-Humboldt	37
Calls in District, Unincorporated Areas	314
Calls Out of District	8

Average total # of calls per day	36.16
Average fire calls per day	0.61
Average EMS calls per day	23.9
Average all other calls per day	11.65

Aid Given to Prescott	144
Aid Received from Prescott	67
Mutual Aid Given	0
Mutual Aid Received	0

## Unit Responses

	In District	Total
E50	167	174
E51	29	164
E53	188	191
E540	36	52
E54	134	137
E57	45	45
E58	152	155
E59	142	150
E61	91	93
E62	105	107
E63	54	56
T50	4	4
B3	49	54
B6	31	33

## Call Volume at PRCC

	MONTH	YTD
PFD	627	2,224
CAFMA	989	2,312
GCFD	8	22
OD	8	21
WKFD	3	9

## Top 5 Call Types

682	EMS
130	Assist Invalid
61	Cancelled en Route
40	Public Service
30	Assist Police/Gov't

## Move Ups

E50: 20	E57: 10
E51: 36	E61: 14
E53: 10	E62: 8
E54: 0	E63: 24
E58: 1	E540: 2
E59: 6	<b>TOTAL: 131</b>