



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **July 8, 2022**

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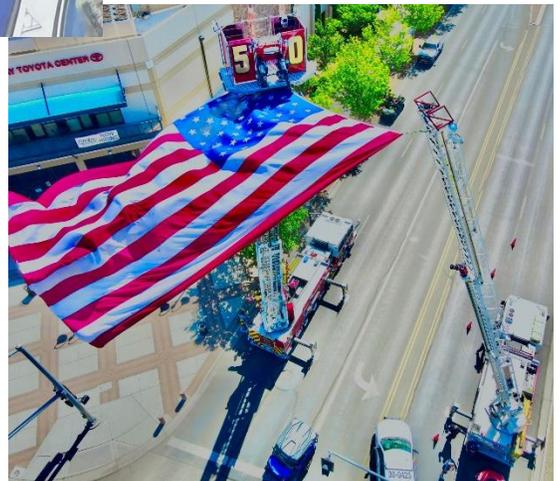
"No person was ever honored for what they received. Honor has been the reward for what they gave."

Calvin Coolidge

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



Pictures from the memorial for fallen YCSO Sergeant Richard (R Lo) Lopez. End of watch Tuesday, June 28, 2022. Rest easy sir, and thank you for your dedication to our community.



The Chief's Desk

This has certainly been a trying couple of weeks, even with the July 4th holiday in the mix. Tuesday, July 28, YCSO Sergeant Rick Lopez was killed in the line of duty. Thursday, June 30, we commemorated the 9th anniversary of the loss of the Granite Mountain Hot Shots. Friday, July 1, a friend and active member of our community, including serving as President of the Prescott Rodeo, died at the rodeo grounds. Wednesday, July 6, was the memorial for Sergeant Lopez. Finally, on Sunday, July 10 some friends and I will commemorate the one-year anniversary of the loss of our friend, Retired Fire Chief Jeff Piechura. Jeff and the pilot were killed in a plane crash while flying air ops on a wildland fire.

It has been 12 days of sorrow, which is a lot for anyone to process. Fortunately, we do have help available should anyone wish to speak with a professional counselor, one of our peer members, or, as we do a lot in the Fire Service, talk amongst yourselves.

Next week a large number of staff, including our new HR Manager, Patty Murphey, will be in Glendale for the AFCA/AFDA Summer Leadership Conference. We have a great line up of presenters, as well as some outstanding keynote speakers. If you have time, all are welcome to come down and tour the vendor show. These events would not happen without our vendors and sponsors, so if you are at the conference, take a minute to walk the floor.

The Governor signed HB2609 (ambulance reform) into law on Wednesday, July 6. While we were confident he would sign, one just never knows until the pen hits the paper. After three years of working for substantive CON reform, it is done. While we should celebrate the moment, the fact is the work is not done. The bill has a delayed effective date of January 2024 to allow the Bureau of EMS to create new rules, as well as new documents. That said, I wouldn't be surprised to see AMR try to make changes to our changes next session. We'll be ready to thwart their efforts.

Additionally, we are working with our partners on potential additional legislative changes regarding ambulance-related statutes. Not as sweeping as this year, but there is definitely further clean up needed. Hopefully, it won't be as big a battle, but we'll be ready either way. As they say, prepare for the worst and hope for the best.

We did have a Labor/Management meeting this week with the Local E-Board acting as the CAFMA labor representatives. This is the first meeting for which we had Susanne and Kathy recording the meeting and taking minutes. Those minutes will be up for approval at next month's meeting and then posted publicly for you all to see. Given the current lack of interest in serving on the CAFMA Chapter E-Board, we have recruited Nate Malm with Prescott to represent you 😊 So far, I think he's doing a great job on your behalf. Local President Roché, and E-Board member Jones were there to support Nate for his first meeting. **Cont. Page 4**

Upcoming Events:

July 11-15: Staff at AFCA/AFDA Summer Leadership Conference in Glendale

Board Meeting:

June 25: Administration
CAFMA – 1700-1830

Unit Cohesion: The Company Officer's Guide to the Ultimate Killer of Low Morale

By: Jarrod Sergi

Times can get tough in the fire service. Like any other profession or organization, we have our highs and lows. Morale will tend to ebb and flow based off a variety of factors such as workplace engagement, pay, leadership, job satisfaction, and more. As firefighters and officers, some of these factors that erode our morale may be in our control, but a lot of times it isn't. The one thing that we have total control over is the ability to create cohesion among our teams. I get asked a lot about how to fix morale problems that exist in a fire department, but even as I write this I can't say I have all the answers. What I can say is unit cohesion is the ultimate killer of low morale (Photo 1). Unit cohesion refers to the bonding of officers and firefighters in such a way to sustain their will and commitment to each other, the fire department, the station, the unit, and the mission. I have seen the results of an officer that strives for strong unit cohesion in a firehouse. Their teams are more competent, capable, energetic, and committed to the team as a whole. This sustained commitment will be present on and off the emergency scene.

The idea of unit cohesion started long before any of us were in the fire service. As far back as there has been conflict, unit cohesion played a role in victory. Back in Roman times, it was discovered that armies were much more successful when they were broken down from larger battalions into smaller units. In 400 B.C., Xenophon stated that: "The key factor is the soul of a unit." To quote Ardant du Picq: "Cohesion becomes a full time, group-level phenomenon that exists across individuals – as opposed to morale or motivation that tends to ebb and flow within individuals." While we all play an individual role in creating high morale, I want to focus on the company level. What can we do as company officers to drive up unit cohesion and as a result create high morale in our firehouses? Many of us are dealing with issues such a retention, recruitment, poor pay scales, mandatory overtime, and low staffing. I want to encourage you and underscore the fact that as company officers, you can create conditions of high morale in your stations, even if the circumstances that exist around you should say otherwise. It all goes back to creating cohesive units.

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Chief's Desk Continued

When we first started planning our next hiring process, we were looking at seven positions. Two of those were for vacancies, and five were being considered as part of a possible SAFER Grant award. Since initial planning, we've had some unexpected changes, i.e. some have decided to leave the DROP early, and several are stepping away from the profession. As a result, we are now up to 11 positions instead of seven.

Chief Feddema and I have discussed our operational needs and determined that we need to begin a hiring process for six firefighters starting late this month or beginning of August. He and Chief Parra have

been considering potential test networks, and have developed an academy plan. Ultimately, we hope to run a process, hire, and complete an academy before the end of the calendar year.

As you are well aware, our recruiting process for new firefighters has not been as robust as we would like. To that end, we will schedule a meeting with the new HR Manager, HR staff, Union officials, Jonah, our social media genius (Kathy), along with John and I towards the end of July to discuss a new recruitment plan. It will be epic!

We will also be working with HR on a plan to train personnel who will serve on an interview panel in an effort to clean up that part of the process. We need to get away from asking canned questions and circling a number. What we need is to explain to panelists is why they are asking the questions, what they are looking for in the answers, and how to document their thoughts regarding the candidate's response. Rather than simply asking, "What does ethics mean?" we need questions that lead a person to describe their view of ethics without having to ask what ethics means to them directly. We do not need candidates to regurgitate a definition, we need to find out who they really are – not what they can memorize.

Logistically, having an academy this year will create some challenges, especially given that we'll need to have a second academy if we are awarded the SAFER Grant. Nothing we cannot overcome, but certainly two academies within close proximity to each other will be a challenge.

We've had a brief dialogue with Prescott FD about a regional Firefighter 1 and 2 Academy. They are considering the idea of dropping their Firefighter 1 and 2 requirements as well. In addition, there are some agencies on the Verde side that would also like to discuss a joint academy. These conversations have been cursory so far; however, I have recommended that we schedule a larger meeting with everyone at the table. In the end, the academy could end up looking very similar to academies like the Phoenix Fire Academy.

For now, we will hold our first Firefighter 1 and 2 Academy in-house for the CAFMA new hires only. That will allow us to work through any hiccups without a bunch of other people and agencies. At least, that's the theory.

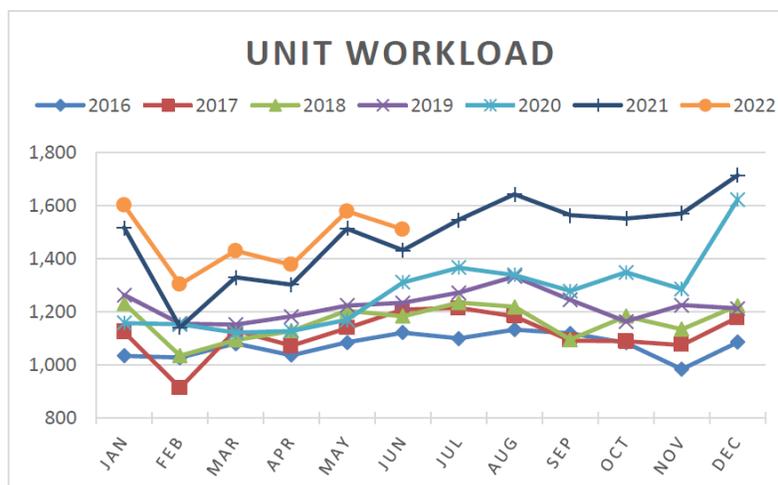
There will not be a podcast next week as we will all be in the Valley – which I'm sure is disappointing to our tens of viewers and listeners 😞 We will be back the following week to talk about something, or nothing, either way we'll have another podcast ready to go.

As I complete this draft, I have just returned from the memorial for YCSO Sergeant Lopez. I will leave you with this – Life is short, so live it to the fullest, and never forget to tell your family how much you love them. Stay safe, keep your head on a swivel, and watch out for each other.

June Call Statistics

By: GIS/Statistician Michael Freeman

Unit Workload History							
(RESPONSES BY TYPE-1 ENGINES)							
	2016	2017	2018	2019	2020	2021	2022
Jan	1,034	1,123	1,231	1,263	1,157	1,516	1,600
Feb	1,026	913	1,034	1,155	1,152	1,141	1,303
Mar	1,080	1,128	1,093	1,151	1,121	1,328	1,428
Apr	1,036	1,071	1,127	1,182	1,127	1,302	1,376
May	1,084	1,138	1,203	1,223	1,169	1,512	1,577
Jun	1,121	1,208	1,183	1,233	1,310	1,431	1,509
Jul	1,099	1,214	1,234	1,271	1,366	1,546	
Aug	1,132	1,183	1,218	1,332	1,338	1,641	
Sep	1,118	1,091	1,095	1,245	1,277	1,563	
Oct	1,083	1,088	1,183	1,163	1,348	1,551	
Nov	983	1,074	1,134	1,224	1,285	1,570	
Dec	1,085	1,177	1,222	1,211	1,622	1,713	
AVG	<i>1,073</i>	<i>1,117</i>	<i>1,163</i>	<i>1,221</i>	<i>1,273</i>	<i>1,485</i>	<i>1,466</i>
TOTAL	12,881	13,408	13,957	14,653	15,272	17,814	8,793





June Response Report - 2022

Land Area: 369 sq. miles Population: ≈106,500 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	11
STRUCTURE FIRE	2
STRUCTURE FIRE; CONFINED	2
MOBILE HOME/PORTABLE BLDG	0
VEHICLE FIRE	0
BRUSH/GRASS/WILDLAND FIRE	6
TRASH FIRE/OTHER	1

Fire is 0.86% of call volume

TOTAL RESCUE & EMS	825
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EMS is 64.10% of call volume

OVERPRESSURE / OVERHEAT	0
HAZARDOUS CONDITION	17
SERVICE CALL	280
GOOD INTENT	110
FALSE ALARM/OTHER	44

Other is 35.04% of call volume

TOTAL INCIDENTS IN DISTRICT	1,287
INCIDENT RESPONSES BY CAFMA	1,395
TYPE-1 UNIT RESPONSES BY CAFMA	1,509

Fire Loss Summary

Residential Fire Loss	\$55,250
Commercial Fire Loss	\$150,000
Vehicle Fire Loss	\$57,885

Top 5 Call Types

769	EMS
157	Assist Invalid
61	Cancelled en Route
56	Public Service
34	No Incident Found on Arrival

Average total # of calls per day	42.90
Average fire calls per day	0.37
Average EMS calls per day	27.50
Average all other calls per day	15.03

Call Volume at PRCC

	Month	Year-to-Date
PFD	896	5,077
CAFMA	1,287	7,374
GCFD	34	84
OD	8	67
WKFD	6	20

Unit Responses

Unit	District	Total	Move Up
E50	132	143	25
E51	31	181	53
E53	220	221	5
E540	43	44	15
E54	171	171	0
E57	40	40	5
E58	167	170	0
E59	156	158	2
E61	129	130	7
E62	172	176	11
E63	55	59	36
TR50	15	16	0
B3	47	51	0
B6	28	30	0
Rescues	39	39	0

TYPE-1 ENGINES

Calls by Municipality

Calls in Town of Chino Valley	236
Calls in Town of Prescott Valley	653
Calls in Town of Dewey-Humboldt	63
Calls in District, Unincorporated Areas	335
Calls Out of District	4

Aid Agreement Summary

Aid Given to Prescott	137
Aid Received from Prescott	78
Aid Given to WVFD	0
Aid Received from WVFD	1
Mutual Aid Given	0
Mutual Aid Received	0