



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **March 17, 2023**

### This Edition:

Change..... Page 1  
The Assistant Chief's Desk..... Page 2  
Human Resources Update..... Page 3  
Managers Have Major Impact On Mental Health:  
How To Lead For Wellbeing.....Page3

Have a Great Weekend!

"If you don't know where you are going, you might wind up someplace else."

- Yogi Berra

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

## Strategic Planning



---

## **The Assistant Chief's Desk**

Do you have a strategy? Many of us have personal and professional goals that we actively work to achieve, but have you developed a plan of actions that fit together to reach a clear destination. While many of us have visions of the future, the challenge lies in the gap between where we are and what we want to achieve. The path to achieve these goals, whether as an individual or an organization is not always clear and often filled with obstacles that must be overcome. It can be difficult to build a plan because when it comes down to the nuts and bolts of crafting a strategy, it is easy to get bogged down and focus on the reasons we will never be able to accomplish them.

The first step in updating the strategic plan for CAFMA has been to assess the current state of the department. We cannot develop a strategy for where we want to be in the next 3-4 years if we don't have a realistic understanding of where we are. This assessment includes an evaluation of the department's resources along with an analysis of past performance and a review of the current and future needs of the community. This information will be used to identify CAFMA's strengths and weaknesses, and determine the areas where improvement is needed. Doug Griffen with the Advanced Strategy Center has been facilitating our internal stakeholder sessions on strategic planning over the past several weeks and I appreciate everyone who participated in the process. There has been a lot of feedback, at all levels of the organization and across all the divisions that has provided an assessment of CAFMA. The next step is to facilitate an external stakeholder session to get feedback from the community so that we have a well-rounded view of where we stand as an organization today.

Once this assessment is complete, the next step will be to set goals and objectives for the department. These will be realistic, achievable, and measurable and will be aligned with the department's mission of "protecting life and property through prevention and response". Objectives will then be developed to support each goal with specific activities and timelines for achieving them. These activities will be supported by the budget, and timelines will be developed for implementation. After the strategic plan is developed it will be regularly reviewed and updated to ensure that the department is on track to meet the goals and objectives. While the days sometimes feel long, the next 3-4 years will go by very quickly and we do not want to be surprised with where we are as an organization.

Developing a strategic plan for CAFMA will help ensure the department's long-term success and sustainability. As the internal stakeholders' sessions have clearly identified, we are not perfect as an organization. We have areas to improve, and the intent is to continue to strive to get better each day. Our ability to control our own attitude and effort in the most difficult circumstances in life can never be taken away from us. This also holds true as a professional organization. We collectively make up the culture of CAFMA and while there will be obstacles in our path to achieve the goals we set, no one can take away our ability to control our attitude and effort as an organization. While we are developing a strategy for CAFMA, do you have a personal strategy for where you want to be in next 3-4 years. Have you developed a plan to get there? Don't get surprised by the speed of time. Plan and invest in your future.

---

## **Human Resources Update**

**By: Patty Murphy**

### **Health & Wellness**

There is a lot going on in the Human Resource Division right now, so I thought I would take this space in *The Review* to give you an update. First, we have two new hires in Prevention (Kevin and Carrie) and a new hire in Fleet (Ben). If you see them, please say “hi” and give them a warm CAFMA welcome. Our new Fire Marshal, Darrell Tirpak, will start on March 20<sup>th</sup>.

We just concluded Engineer Testing. Congratulations to all who took part in this rigorous week of testing! Applications for Captain will open on March 23<sup>rd</sup> and close on April 27. Testing will take place the week of April 8<sup>th</sup>. Battalion Chief will open on July 17 and close on August 17 with testing taking place the week of August 28<sup>th</sup>. We will start accepting Firefighter applications on May 1-June 8 for an Academy starting in early August.

Oral interviews for the Finance Specialist I position will take place next week and we hope to have that position filled by the beginning of April. In addition, we will start recruiting for a Telecommunications Technician at the end of April.

Open enrollment for health insurance is quickly approaching as well. Look for details coming out soon regarding dates and information sessions.

I hope to see many of you as I am visiting stations and taking the Pack Test this month. Until then, feel free to call me (cell: 928-910-9856) or email me with any questions or issues you may have.

---

## **Managers Have Major Impact On Mental Health: How To Lead For Wellbeing**

**By: Tracy Brower, PhD**

New data suggests that for almost 70% of people, their manager has more impact on their mental health than their therapist or their doctor—and it’s equal to the impact of their partner. If you’re a leader, you’re right to find this data sobering.

The stakes for leadership have always been high, but knowing you’re affecting people that much, is cause for leaders to take stock and ensure they’re doing all they can to be their best and have their most positive impacts on people.

According to 69% of people, their managers had the greatest impact on their mental health, on par with the impact of their partner. And this was more than the impact of their doctor (51%) or therapist (41%).

[Continue Reading](#)

---