



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **July 28, 2023**

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**"I can't change the direction of the wind,
but I can adjust my sails to always reach my
destination."**

—Jimmy Dean

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The Chief's Desk

At Monday's Board meeting, the Board approved ordering two new Pierce engines that match the three we've already received. According to Pierce, we won't see the engines for approximately three years. The delay also means that we won't make our first payment for two years. Based on current capital projections, we feel comfortable that we'll have secured our Capital Reserve account enough over the next two years to cover the costs.

In conversations with Chief Rose and Fleet, they all feel that we can extend the life expectancy of our engines from 22 years to 26 years based on the newly designed Cummins motor and overall quality of the new apparatus. The four-year extension will allow us to maintain our capital accounts at a healthy level, while ensuring a proper fleet replacement plan.

I know there have been some questions on the floor regarding the replacement of our Fleet. If you have questions, I encourage you to reach out to Domenic as he can provide a comprehensive overview of the how, why, and where.

We held our recruit interviews on Thursday. Chief Feddema, Chief Parra, Patty, and I interviewed 14 candidates. Ultimately, we made 11 conditional offers, all of which were accepted. The plan is to begin the on-boarding process next week and start the academy September 25. This will be a 14 week academy.

When I was in Washington D.C. for CFSI, there was some discussion that SAFER grant announcements could be made by August or September of this year. There's no confirmation, but we hope to hear something in the next 60 days. If we're successful in obtaining the SAFER, we'll be hiring eight additional positions under the grant, as well as filling any vacancies that we may have.

Once the grant is accepted by the Board, if they accept the grant, we have 90 days to hire the new folks. If we find out in September, and the Board accepts at their September meeting, we'd have roughly until the end of December or 1st of January to hire. That would mean a potential second academy sometime in February or early March.

If we're not awarded the grant, then we'll include the eight new positions in the '24/'25 budget proposal for the Board's consideration. That's been the backup plan from the beginning. We'll submit another SAFER application in spring of 2024 for an additional eight new positions; however, if we're not successful this year, we'll consider hiring a professional grant writer to assist next year.

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Upcoming Events:

July 31 – Firefighter Hiring AAR, Radio show with AZ Hometown Radio Group
Aug 1 – Labor/Management, Meet with Chief Duran
Aug 2 – Record Podcast, FRI Program Planning, Land Use Classifications
Aug 3 – Meet with Priority, AFDA Meeting, Lunch Meeting

Board Meeting:

Board Meeting: August 28
CAFMA – 1700-1830

Forge A Path Ahead By Building The Next Line Of Leadership

By: Kiran Mann

From setting a clear vision and direction for an organization to making informed and strategic decisions, there's a lot on a leader's plate. But one significant responsibility that can get overlooked is developing other leaders. For the long-term success of any organization, you don't just need strong leaders in the present. You need to know you'll have them in the future, too. And it is the job of the current leaders to build the next line of leadership.

Unfortunately, the statistics aren't painting a good picture. According to the Association for Talent Development, only about 35% of organizations have built out a formalized succession planning process. As many as 83% of global leaders and 74% of U.S. leaders feel like they're unprepared for their roles, and Development Dimensions International's Global Leadership Forecast found that 35% of executives who were internally promoted are considered failures. Finally, CEO turnover is at a record high; in Q1 2023, 418 CEOs left their jobs (paywall), an uptick of 6% compared to Q1 2022.

While these statistics paint a gloomy picture, all is not lost. Rather than looking past the harsh reality, you should start working toward choosing and cultivating future leaders for long-term business success.

4 Strategies For Shaping The Leaders Of Tomorrow

A strong leadership pipeline is crucial to ensure a seamless transition, maintain continuity and propel the organization with greater confidence. Additionally, leadership development fosters a culture of growth and empowers employees to reach their full potential. Here are some tips for building the leaders of tomorrow.

[Forbes.com](https://www.forbes.com)

How to Lead When You Don't Feel Like a Leader

By: Lolly Daskal

Leadership is not always about feeling confident and in control. Even the most seasoned leaders can experience moments of self-doubt and insecurity. However, it is during these times that effective leadership is needed the most.

Here are some strategies for leading when you don't feel like a leader and how to tap into your own inner strength and resilience:

Leadership is not about perfection. It is about continuously learning and growing. Embrace your imperfections and use them as opportunities for growth.

Seek guidance from others. Surround yourself with people who believe in you and can offer guidance and encouragement.

Focus on your strengths: Remember that everyone has something unique to offer, and you have the skills and abilities to contribute in your own way.

Practice self-care: Being a leader can be demanding and overwhelming, so it is important to take care of yourself in order to be able to effectively lead others.

Keep perspective: Remember that leadership is about making a positive impact and serving others, not about ego or personal gain.

lollydaskal.com

The Chief's Desk Cont.

Our strategic planning team met on Tuesday to review the feedback regarding the initiatives and create some rough supporting objectives. We'll be working over the next month to refine the drafts and will meet again the end of August to review. If we feel that what we have is in line with the strategic initiatives, we'll forward the information to our consultant.

Ultimately, we hope to have the plan completed and ready for the Board by the end of September. We've absolutely blown past the initial July 1 deadline. However, it was important to get as much feedback as possible before we proceeded with the initiatives and objectives. It's better to get it right than just get it done.

For those of you who reviewed the initiatives, you may remember that initiative 6 related to alternative funding sources. We made the decision to replace that initiative with accreditation. The change was made because there are no specific and measurable objectives that can be created to support the initiative. The fire district funding model, as well as attainable housing, are wicked problems, i.e., we need to be aware of them, but we're not going to solve either one as a standalone agency.

Rather than leaving these items as an initiative, or as part of an initiative, we're going to address them separately in the body of the plan. We'll include the steps we're taking to work with the colleges, universities, Fire Service professional organizations, developers, and legislators to effect change regarding funding and attainable housing.

These are absolutely important issues that need to be acknowledged in the strategic plan, and we are, and will continue to work toward some form of resolution. What that'll be at this point, no one knows. One thing we do know is that there will not likely be singular answer; rather, multiple layers that may be needed to effect change in both areas.

Travis Kohler provides us a 30,000' view of PSTrax on the podcast this week. Even I've now logged in and used the system. He also gives us an estimate of when the three new engines may go in service.

Stay safe and stay together.
