



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **January 26, 2024**

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"Have the courage to be disliked."

Bruce Lee

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



The Chief's Desk

Things are getting busier as we close out the first month of the year. The legislative session is in full swing with 1000s of bills circulating around the Capitol. I was in Phoenix on Wednesday this week meeting with Representative Bliss, who has agreed to work with me on a bill to add the Arizona Mutual Aid Compact (AZMAC), otherwise known as statewide mutual aid, to Title 26 Section 403, which outlines the Emergency Management Assistance Compact (EMAC). EMAC is state-to-state mutual aid generally used for all-hazards events.

Agencies that send resources under a state-to-state EMAC request are typically reimbursed. When we have a large event within the state of Arizona and resources are deployed under statewide mutual aid, there's not currently a mechanism under which agencies can be reimbursed, unless it's a declared disaster. For example, if Flagstaff requests statewide mutual aid because a significant flood event is overwhelming their resources, CAFMA will send units. However, because the response is in state, and because a disaster declaration is not issued, agencies sending resources would not be reimbursed for services provided. This is something we've engaged in for years as a goodwill gesture. The goodwill remains, but costs for us to operate have significantly increased.

If we're successful in adding AZMAC to 26-403, a mechanism would then exist that would allow agencies to seek reimbursement through already existing state emergency funds. We're working closely with the State's Emergency Management Agency as they are responsible for managing EMAC requests. I'm serving as the lead on this for the Arizona Fire Chiefs Association, working closely with the PFFA, AFDA, and others.

On Thursday this week, I attended the unveiling of the memorial for Ret. Fire Chief Jeff (Pie) Piechura at the newly renamed Jeff Piechura NWFD Training Center. You may recall that Pie and pilot Matthew Miller were killed in a plane crash on July 10, 2021, while flying air ops near Wickieup, AZ. He was a good man and a good friend.

We closed on the property at Santa Fe Loop and Glassford Hill Road on Thursday this week. That means – we own dirt. Unfortunately, it'll stay dirt until we can find funding to build a station. Our hope is to seek a GO bond in the next three to four years to build needed infrastructure and tackle some significant remodeling projects.

Chief Rose and I will be meeting with officials in Prescott on Monday to discuss the Station 51/72 swap. We hope to move that forward in the coming weeks. **Cont. Page 4**

Upcoming Events:

Jan 29: Doctor follow-up, CON hospital bill meeting – virtual, meeting with City of Prescott 51/72

Jan 30: State of the Town Luncheon PV, CAFMA review of preliminary wage and benefit information

Jan 31: Doctor, At the capitol

Feb 1: AFDA Meeting, possibly at the capitol

Board Meeting:

Board Meeting: Feb 26
CAFMA – 1700-1830

The Best Leaders Can't Be Replaced by AI

By: Rasmus Hougaard, Jacqueline Carter, and Rob Stemberge

With access to unlimited information, superior processing power, rapid learning capabilities, and no emotional constraints, artificial intelligence will soon surpass human ability in many areas of leadership. Our research, for which we surveyed more than 600 employees across multiple industries, indicates that employees already have more confidence in AI than in their human bosses in certain areas of leadership.

But just because AI can master many complex processes at work, it does not mean that leaders are at risk of being replaced. Humans want to be led by other humans, even if that humanity comes with flaws and messiness.

This lines up with our research from over the past 10 years, in which we analyzed and mapped what it means to be an effective and successful leader today. In short, we have found that the more human you are in your leadership, the better the outcomes for your teams, your organization, and yourself. Successful leaders today need to understand and leverage the benefits of AI. At the same time, they need to embrace their uniquely human qualities more fully.

Faster, More Accurate, Less Biased, More Consistent

We interviewed employees to understand how they would feel about the integration of AI in leadership. As one employee from a global consulting firm shared, "In my career, I have often experienced leaders who didn't understand my area of expertise and were mostly focused on their own advancement. In many cases, I think I would have been better off with an AI bot that could be precise, unbiased, and uber-smart in how to develop me and guide my work."

[HBR.org](https://www.hbr.org)

3 Simple Ways Leaders Can Make 2024 The Year Of Trust

By: Mark C. Perna

The higher your position, the less people trust you.

At least, that's what DDI's recent Global Leadership Forecast seems to indicate, with only 32% of respondents saying they trust their senior leaders to do what is right (ouch). That number does climb to 46% who believe their managers will do the right thing, but we still can't ignore the fact that less than half of employees trust the integrity of their leaders at any given moment.

The trust gap has only been growing wider since the Covid-19 pandemic threw all of us for a loop. Mental health struggles, burnout and anxiety assailed many employees during that challenging time, leading to historically low workforce participation. Many employers demonstrated their lack of trust in their remote workforce with heightened levels of surveillance technology.

No one emerged from the fracas looking particularly trustworthy—and since that time, it seems that little has been done on either side to repair the breach. ‘Toxic work culture’ has since become one of the highest-searched terms online, and many employees cite it as their top reason for quitting.

I believe we can do better in 2024, but it’s going to require a good, hard, honest look at trust levels in your labor force—as well as an abiding commitment to make trust once more a defining feature of your organization.

Like most things, a renewed sense of trust must start at the top. Here’s what I have learned on my journey as a leader about building (and rebuilding) trust. It boils down to three pretty basic truisms: say what you do, do what you say and do the right thing.

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

Chief’s Desk Cont.

Chief Barnes has been working on a grant application through DFFM. The state appropriated \$5 million to assist fire districts with one-time purchases. They established a minimum grant request of \$100,000 and a maximum of \$400,000. We’re requesting funds to purchase one Type 6 and two half ton crew cab staff trucks. These are currently in the capital plan for purchase sometime in the next couple years. Our hope is to free up some of the capital funds to meet other needs we’ve identified.

We’re working through budget requests and PIRs. Given the rising cost of goods, there are some areas of the budget that will have to be increased just to cover the basics, e.g., electric, natural gas, propane, EMS supplies, etc. As I said last week, it’s wants vs needs. Given fire district funding limitations, we’re focused on needs. Please don’t misunderstand, we need to increase wages to better reflect the market, and we need to hire more personnel to meet demand. It’s a balancing act, especially given the challenges with fire district funding. While I don’t know what our NAV increase will be for this year, based on building in our area, we can anticipate being above 5%. That’s good, but not great. It’s definitely good to see more commercial properties coming out of the ground, as well as plans approved for other large projects. It’ll only be two or three years before we actually see the revenue... [insert sarcasm here].

The new move-up software is due to go live on February 1. We would ask for your patience and support as we work to refine the system. It’s going to mark a change in how we move apparatus, but based on what we’ve seen and heard so far things look promising.

Looking at the calendar for the next few weeks, things are getting back to normal. Given the bill we’re running with Rep. Bliss, and some of the other bills on the docket, I’ll be spending more time in Phoenix. Our overall hope for this session, and by our, I mean the collective Fire Service, is not to lose ground. It’s going to be a full-court press kind of year just to protect the limited funding we have. At the same time, the municipalities may be taking another hit, this time with state shared revenues, which means additional funding challenges for municipal public safety. We must work together to preserve our ability to provide services to the residents and visitors of Arizona.
