



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **February 16, 2024**

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"Yeah I've tried shutting up. It's not for me."

Unk

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

Motivational Speaker: "You can do anything, you just have to wake up the lion inside of you."

The Lion inside me:



The Chief's Desk

This week's Review is coming to you live and in person from the Delta Hotel and Convention Center in Mesa where we're just finishing the first week of the Chief Executive Officer Program (CEOP). Newly minted BC Tim Snyder and HR Manager Patty Chute are the attendees from CAFMA for this cohort.

The first two years of the program, we divided the class into three groups and provided each with a different leadership book. The groups were expected to have discussions over the summer about their book and then report back during the second week of class in October. Our goal was for participants to network as well as learn some new concepts. While we felt there was some benefit to the book assignment, we decided it would be best to shift the group project to something more substantive.

For this cohort, participants are divided into six groups based on the U.S. Fire Administrators Summit Workgroup Report. The six topics addressed in the report are:

1. Impact of Climate Change
2. Recruitment and Retention
3. Firefighter Cancer
4. Mental and Behavioral Health
5. Codes and Standards
6. Whole of Government Approach

The Fire Administrator's workgroups developed recommendations for each topic that are included in the report. We've assigned the CEOP groups the task of evaluating the recommendations, and narrowing the focus to what they think would work in our state.

In addition, we've provided them a white paper entitled *21st Century Fire and Emergency Services*. This document was created through a collaborative effort with fire and EMS professionals from across the country. The group took a hard look at how fire and EMS has evolved over the years, and how we may need to change to ensure we are both relevant and sustainable in the coming years. We've asked the groups to consider the concepts of the *21st Century Fire and EMS Services* document as part of determining how to address challenges outlined in the Fire Administrators final summit report.

Our hope is that the new assignment provides for more in-depth dialogue and networking as the groups work to address real problems facing the fire service today and into the future.

I'll include the Fire Administrators Summit document with this week's Review in case you're interested in looking more closely at each of the topics listed above. **Cont. Page 4**

Upcoming Events:

Feb 19: New Firefighter Chiefs Interviews
Feb 20: New Firefighter Chiefs Interviews
Feb 21: Training, Education, and Development IAFC Committee Meeting, PRCC Partners Meeting, Quarterly PFD/CAFMA Command Staff Meeting, Wage and Benefit Meeting
Feb 22: Chief on Vacation

Board Meeting:

Board Meeting: Feb 26
CAFMA – 1700-1830

‘We must act now’: Fire service leaders spotlight critical issues at USFA Summit

By: Marc Bashoor

Extraordinary and urgent – these two words can describe my takeaways from yesterday’s U.S. Fire Administrator’s Summit on Fire Prevention and Control. Hosted at the historic National Fire Academy grounds in Emmitsburg, Maryland, U.S. Fire Administrator Dr. Lori Moore-Merrell kicked off the second such summit to take place since President Harry S. Truman’s historic 1947 Fire Forum. Approximately 500 attended in person with an additional 3,000 attending virtually, representing 15 nations.

Dr. Moore-Merrell reminded attendees of the “Fire Service, One Voice” intent underpinning USFA efforts, and the many fire service leaders speaking at the summit reinforced this message throughout the event. Even President Joe Biden made a live appearance via video, supporting the USFA’s efforts as well as the work of firefighters throughout the country.

Biden spoke to the many successes of fire service funding and process and recognized the need to do more. He thanked everyone present and listening online for their service and sacrifice, and lamented he was unable to join us face-to-face due to the critical security issues involving the escalating Middle East conflict.

Leaders share testimonies on 6 critical areas:

The mission of the morning session was to bring government officials together to hear testimonies from fire service leaders representing six key work groups that were an outgrowth of the 2022 Summit:

- Wildfire and Climate Change: Chief Donna Black, immediate past president of the International Association of Fire Chiefs (IAFC)
- Recruitment and Retention: Deputy Chief Kevin Quinn, National Volunteer Fire Council (NVFC)
- Firefighter Cancer: Ed Kelly, general president, International Association of Fire Fighters (IAFF)
- Mental Health and Wellbeing: Chief Ernie Mitchell, National Fallen Firefighters Foundation (NFFF)

[FireChief.com](https://www.firechief.com)

3 Leadership Styles Of Highly Effective Leaders In 2024

By: Rachel Wells

Leadership is more than issuing directives and enforcing your authority and control. Today's organizations need leaders who are emotionally intelligent, empathetic, adaptable, resilient, and put their people first.

Therefore, to face the challenges posed by the modern workforce, leaders will need to possess and understand a diverse range of leadership styles, so they can continue to motivate, inspire, and empower their teams to be high-performers and compete effectively within their industry, regardless of the circumstances.

Scholars have written on, and researched, numerous leadership styles. But there are five styles, at the least, that aspiring leaders should aim to master and have in their toolkit in 2024:

1. Transformational Leadership Style

Langston University defines transformational leadership as a leadership approach that results in positive change within individuals, with the end goal of developing followers into leaders. Their research states that through a transformational leadership style, your team members' will have a sense of identity to the overall mission of the organization.

Some key traits of this approach include "being a role model for followers; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance."

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

Chief's Desk Cont.

ASU released their findings regarding fire and LEO recruiting on Wednesday this week. I've only had time to do a cursory review of the executive summary, but certainly some interesting findings. Personally, I think the biggest challenge they identified is that when surveyed 71% of the respondents were not interested in the fire service, and 69% were not interested in a law enforcement career. Times have certainly changed and we are going to have to do a lot more work in promoting our profession. More information to come on this as I have more time to review the findings in the study.

I was at the Capitol on Wednesday for the House Govt Committee meeting. HB2767, the bill adding AZMAC to 26-403 EMAC was on their agenda. Representative Bliss was with me as the sponsor to introduce the bill, and I was there to speak to the specifics of the bill. It passed unanimously out of committee and will now move over to Rules. So far, we seem to have solid support to move the bill forward. Hopefully, we can move it out of the House and over to the Senate in the next week or two. Once in the Senate, we can start the process over again.

By the time this hits your email Friday morning, we should have the final Segal Report in hand. Once we have it, we'll send it over to Ben Roche as part of the labor/management process. We've scheduled a full wage and benefit meeting for next week on the 21st at 1600 hrs. Segal will provide an overview of the report, and then the group will start collaborating on a plan to move forward. The final numbers we need for the budget are due the morning of the 21st, so everything should be in place for us to have an in-depth dialogue at the meeting.

I've had some good feedback regarding the initial interviews for firefighters this week. Chief interviews are scheduled for Monday and Tuesday next week. Our hope is to hire 10 based on current vacancies, and a few planned retirements in the next six months.
