



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 28, 2024**

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*"In order to love who you are, you
cannot hate the experiences that
shaped you."*

Andrea Dykstra

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Central Arizona Fire and Medical Authority (CAFMA) • Prescott Area, Arizona

The Chief's Desk

I'm back from the Harvard Kennedy School and ready to go. One key lesson: **Write for people who skim**. This was just one of many things I learned, and yes, I'll be working to shorten *The Review*. If anyone would like to hear more about my experience and the curriculum, don't hesitate to reach out.

Board Meeting Updates:

- Finalized Fiscal 24-25 Budget.
- Approved purchase of two new LIFEPAK monitors.
- Three-year pay plan: Starts in July, increases visible in the second July paycheck.

Promotions and Interviews:

- Held Captain Promotional Chiefs interviews; all nine candidates promotable.
- Captain Travis Smith becomes Training Captain on July 1, 2024.
- Jaron Kirk promoted to Captain, assigned to B-shift Station 59 starting July 2.

Awards:

- Assistant Chief John Feddema nominated for new Arizona Fire Chiefs Association Emerging Leaders Award.
- Award presentation at July AFCA-AFDA Leadership Conference in Glendale.

Recruitment and New Hires:

- Recruit Academy graduation was June 27. Congratulations to all of them for their hard work and dedication throughout the Academy!
- Firefighter applications close: July 2, 2024. Remind anyone interested.
- IT Tech offer made and accepted. Sam Sims is expected to start in early July.
- Facilities Tech offer made, start expected in early July. New hire has project management background which will be a benefit for upcoming construction projects.

Upcoming Events:

- Hose Cart Races on Sunday, July 7, 2024, in Prescott. **We hope to win!**

I hope to see you all there!

Upcoming Events:

July 1: Morning meeting, Community Relations Check-in, stuff to work on
July 2: Closing of new FF apps, Labor/Management Meeting, Senior Staff Meeting, Meet with Ron Fain
July 3: Present to County Supervisors, Interview with an author for a new book, Record podcast with Chief Ticer

Board Meeting:

Board Meeting: June 24
CAFMA – 1700-1830

Leading with stewardship: Cultivating excellence and trust as a new company officer

By: Kory Tope

It is often said the company officer has one of the most important jobs in the fire service. In fact, some even compare this role to mortar, which holds a course of bricks steadfast, and therefore the entire wall [1]. In simple terms, the company officer is critical to the success of an organization. For the new company officer, this responsibility can feel quite daunting. Thankfully, some of this stress can be relieved if these challenges are viewed through the right lens.

Ownership vs. stewardship

Over the past 10 years, a heavy focus within many leadership circles has been on the concept of ownership. In essence, taking the utmost responsibility for all aspects of your own actions, those of your team and the results of those actions. This, indeed, should be understood and applied liberally. Accepting personal responsibility for any action is critical for the success of a company officer.

However, there is a darker side to the definition of ownership, specifically when we start to see team members as possessions. I'm sure you've all heard an officer say something like, "MY members" did this or that or "MY crew" can take care of that, etc. While these terms can be a form of endearment, recognizing the close-knit relationships that form among crews, company officers must be careful to fight the pressure to "possess" their crew or members.

Don't get me wrong, I use these terms as well, but it's important to judge our own motives. When it comes to the crews we are called to lead, instead of using a lens of ownership (referring to possession, not accountability), I encourage us to lead with a lens of stewardship.

Stewardship is defined as the careful and responsible management of something entrusted to one's care – really every aspect of our job as company officers revolves around this concept. The lens of stewardship creates an environment in which we understand things are given to us through an act of trust (because of our role as a company officer) and accompanied with an expectation for the utmost care of them.

Another way to think about stewardship is to examine our relationship to the those entrusted to our care. Are we primarily focused on accomplishing our own goals and objectives through those we lead, or are we willing to unselfishly put their needs ahead of our own? [2] Similarly, do we view the less tangible aspects of our job in ways that lead to organizational progress or with selfish ambition?

[FireRescue1](#)
