



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – July 23, 2021

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"If you fail, never give up because F.A.I.L. means First Attempt In Learning. End is not the end. In fact, E.N.D. means Effort Never Dies. If you get No as an answer, remember N.O. means Next Opportunity. Change your mindset."
– Unk



MEMORIAL SERVICES FOR

Jeff Piechura
1959-2021



Retired Fire Chief Northwest Fire District
Former Assistant Chief of Operations
Sedona Fire District
Air Attack Supervisor Forest Service

Died July 10, 2021 along with Pilot Matt Miller while flying air attack over the Cedar Basin Fire

The Chief's Desk

I had just returned from the AFCA Leadership conference when I received a message from Chief Feddema that an air attack plane had crashed, taking the lives of both occupants on board. I knew our friend and fellow GOPJ member was flying air attack as our group had just visited a few days prior. My first thought was that it *couldn't* be him because he was flying out of Tucson and the initial word was that it was a plane out of Prescott. I sent a text to our GOPJ text group letting them know an air attack aircraft had crashed, followed by, "Hey Pie, I know you're flying air attack, are you safely on the ground?" Others responded, but no word from Ret. Chief Jeff (Pie) Piechura. A few minutes later Chief Abel called to let me know that it was Pie's plane that had gone down.

Chief Abel said they were working to make family notifications, so rather than hit our text group I called Chief Randy Karrer, a long-time close friend of Pie's. I could hear the emotion in his voice when he answered the phone – the worst was confirmed. He asked that I notify some of our other close friends, while he coordinated the notification of Pie's wife and family. I made the notifications as requested, while Randy, Chief Brad Bradley, Ret. Assistant Chief Gary West, and the Forest Service notified Pie's family.

As I write this, I'm just returning from the memorial in Tucson. Our little group, GOPJ, was able to gather Monday evening at Randy's house to enjoy a few adult beverages and share memories. Pie's wife and two of his kids came by so we could visit with them privately in advance of the fire service memorial. It had been awhile since we were all able to gather in one location. It was not the reason we wanted to get together, but what a great demonstration of the love and support we have for one another.

I'd like to thank Chief Abel for being the one to notify me, and for all of his efforts as part of the Type 1 Team that put the memorial together. It's quite a feat coordinating National Forest, BLM, and structural agencies all at the same time. I would also like to thank Captain/Honor Guard Commander Jeremiah King (JK) for working closely with all of the Honor Guards in coordinating for the memorial. Russ, Jake, JK, and Mongo – thank you for traveling to Tucson as part of a state-wide honor guard effort to support me and our Fire Service family.

Thank you to all those that called and/or sent a text offering condolences. It meant a lot to hear from each of you. This truly is a special place to be.

Life is interesting isn't it? Pie is not the first friend I've lost, nor will he be the last. It sucks, but it's going to happen. His former son-in-law spoke at the memorial and talked about how Jeff had made the most out of his "dash" in life. Personally, with all the loss we've been through over the last several months, I've been thinking a lot about that concept. We all have a start and end date with a dash in between, but we really don't know how long we will be here to fill our dash in. We're not visibly stamped with an expiration date like a carton of milk. That's why it's important that we make the best out of every day we wake up in the morning and plant our feet on the floor. Even then, the day is not promised, so have some fun! **Cont. Page 4**

Upcoming Events:

July 26-31: Fire Rescue International in Charlotte, North Carolina
July 26: Board meeting

Board Meetings:

July 26 Administration
CAFMA – 1700-1830

5 Attributes (And Benefits) Of Values-Based Leadership

By: Brent Gleeson

I've studied and written quite a bit about core values as they relate to leadership effectiveness and the ability for an organization to build high-performance teams and drive the best possible business outcomes. I explore the impact of core values on organizational success in my first book, *TakingPoint*, as well as their benefit for personal growth and development in my new book, *Embrace the Suck: The Navy SEAL Way to an Extraordinary Life*.

As a former Navy SEAL, I was always fascinated by our Ethos and how it guides everything from our talent acquisition strategies to professional development, executing our mission, and fulfilling the vision of the organization. Essentially, the Ethos is a clear set of values and culture manifesto that drives how we make decisions and interact with those both inside and outside of the organization. Our behavioral norms and leadership competencies. It's the foundation of how we emotionally connect to each other and the cause. Everything.

Most (but not all) successful organizations that have healthy growth, sustainability and profitability, understand the importance of shared values and the connection to improved communication, building stronger relationships, and increased performance and results. But without values-based leadership, there can be no real authenticity to the guiding principles an organization seeks to live and operate by.

Values-based leadership instills a common set of values in all employees, improving their cohesiveness and willingness to work together. Knowing that a leader or manager has similar beliefs often encourages employees to follow their instruction, increasing the chance of success with every goal. This enhances engagement, performance, and even retention – all which foster growth and profitability. Values-based leaders have specific traits and other qualities that make them the best at what they do.

In this article, I define values-based leadership, explain what this type of leader does, list their key traits and discuss several of the benefits they bring to organizations. Here are five attributes we've identified at *TakingPoint Leadership*. That's not to say there aren't more traits we can point to, but our experience and research have these ranked at the top.

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

How to amplify your team's collaboration

By: John Hall

Effective collaboration has become something of a business Holy Grail. Everyone knows it encourages creative problem-solving, spawns innovation, and promotes employee engagement. But like the Grail, it can be elusive.

As the founder of a number of startups, I've learned that you need to give teams the tools and skills necessary to work together effectively. If you don't make a conscious effort to foster collaboration, it won't happen—or at least not to the degree that it should.

Quality collaboration means working toward shared goals and communicating frequently. How do you get there? By shifting your leadership style to emphasize teamwork. Here are some tips for amplifying your team's everyday collaboration at work.

CHANNEL YOUR COMMUNICATIONS

It's no secret that communication is the key to collaboration. A five-minute standup or quick phone call can keep everyone in the loop. However, boosting collaboration isn't just about how you communicate, but how well.

Today's companies have a never-ending list of potential communication channels. As with any of life's conveniences, it's easy to get carried away. Tools like Slack are great for encouraging communication, but you want to make sure you're optimizing these tools for collaboration.

fastcompany.com

Chief's Desk Continued

Listening to all Pie had accomplished in his life and career was astonishing. The love he had for his family, and for the Fire Service drove him to strive for more each and every day of his life. As I listened to the stories, I had to ask myself if I'm truly doing everything I can with each day I'm blessed with. I recognized a few similarities to the way we operate and what Pie expected of himself and his team. Pie was someone who never settled and was always pushing his team to accomplish more – continually striving for excellence, as they put it. His team would at times say, slow down, hold up, we need a break. However, to a person they said the best thing he did was to push them to accomplish the things that have made Northwest the outstanding fire district it is today. He challenged himself and the members of his agency to stretch and improve daily.

I may have heard that we need to slow things down, or “we're putting a moratorium on new ideas from you” a time or two at CAFMA over the years 😊 If we are going to continue to be an organization that provides excellent service, is a great place to work, and if we are going to be progressive/proactive, it's not time to slow down, rather we need to continue striving for self and organizational improvement. We need to get to work and seize opportunity when it presents itself, or create opportunities where they do not already exist. That's who we are as an organization. Honestly, it's something we should all take pride in.

I'm not talking about running headlong into things with our hair on fire. Rather, we, as individuals, and as an organization, need to keep pushing ourselves to achieve. We need to set stretch goals and work to become the best we can be – making the most out of the time we have here on earth.

I've written about the dash previously and will share with you a question I have presented in the past. If the dash on your tombstone were a play button that would allow people to see what you did in your

life, what would the video show? If it's not what you want, change it starting today. If it is what you want, carry on and never stop.

As you are all aware, we are experiencing a sharp increase in the number of times Lifeline/AMR is at Level 0 (no ambulances available), which drives our need to place the Rescues in service. Our number one priority has always been, and will remain, patient care. However, there are some parameters within which we have to work to ensure we are not in violation of state statute. To that end, Chief Niemynski and I are working with Attorney Cornelius, Northwest Fire Chief Brad Bradley, as well as our medical control, to ensure we are doing what's best for the patient while working within our rails.

Title 36 regulates ambulance service in the State of Arizona. As we are not operating an ambulance service, we are still regulated under Title 48. Additionally, we are not running ambulances, rather we are running fire department equipment that has the ability to transport a patient should it be necessary, i.e. it's a Rescue. As an interesting fun fact, an ambulance licensed in the State of Arizona is only recognized as an ambulance if it is operating within its own CON or in an adjoining CON for which that agency has a back-up agreement. So, while the Mesa units are ambulances within Mesa's jurisdiction, they are not ambulances in our area. Please ensure that you understand and are able to articulate the difference. We DO NOT have or operate ambulances.

We have a draft SOG we are working on along with some other protocols that will tighten up and clarify how we operate. These documents will provide clarity for the Bureau of EMS, the hospital, and our other partner agencies as to exactly what we are doing and why. Our hope is to have the final documents in place over the next couple of weeks. These will not require us to stray far from our current practice.

Chief's interviews for our new firefighter candidates will be held this Friday at Admin. Due to the fact that I leave for FRI Monday the 26th for a week, we thought it best to complete our entire process this week. We will have 10 candidates who will receive Chief's interviews for a total of seven positions. My understanding is that we have a pretty good slate of candidates. I'd like to thank Engineer Rafters, Engineer Ryan, Captain Merrill, and Patty for all of their work this week! Three full days of interviews is exhausting...

We'll let you know who we hire as soon as we can without violating any policies or whatever. That said, through the firefighter grapevine, you may know before we leave for the day Friday. I know how information travels in the Fire Service 😊
