



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **June 10, 2022**

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*"Integrity is choosing courage over comfort;  
it's choosing what's right over what's fun,  
fast, or easy; and it's practicing your values,  
not just professing them."*

Dr. Brene Brown



**AMR/Life Line Ambulance has filed an  
appeal with Superior Court to stop Priority  
Ambulance from bringing life-saving  
services to our communities.**



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## The Chief's Desk

A lot is happening in our CAFMA world this week. Not happening within our organization, necessarily, but things that impact our organization. Let me start with the biggest one first: The State has yet to issue Priority's CON despite receiving approval for the CON on April 4, 2022. The Bureau of EMS feels like they may be able to get to it in late July or August.

To my knowledge this is unprecedented with the issuance of CONs. Why? There are lots of excuses and some finger pointing as you can imagine. However, the bottom line is that a CON was approved and should have been issued by now. The fact is that the lack of coverage continues, the Level Zeros continue, the EMT-only ambulances continue to operate with delayed responses, and we continue to be frustrated. How hard is it to understand that our citizens are not receiving adequate transport services at the hands of a private company who is seemingly, in my opinion, being protected by the state.

In other AMR news, they've exercised their option under the law to file an appeal regarding approval of Priority's CON in Superior Court. I was informed yesterday that AMR has filed a stay to prevent the issuance of the approved CON. With any luck, the Judge will rule that they have to put up a bond to cover any lost revenues for Priority when AMR loses.

You all are seeing it on the street and hearing it over the radio – this is a complete cluster @\$%! . Fortunately for the Bureaucrats working in Phoenix, they can simply bury their collective heads deep in the sand and ignore the issue because it doesn't impact *their* families. How fortunate for them. I did spend an hour on the phone with the Bureau of EMS Chief. We had a good conversation, however it does not appear as if anything will change anytime soon.

There are still a number of bills outstanding at the legislature that relate to Fire Districts and Fire Authorities in the state. The first is S1243 which is the technical correction requested by the AZ Treasurer's office clarifying that Fire Authorities are entitled to receive tax revenues for marijuana sales. Yes, we are regulated under the Title 48 which is the Special District statute, and yes, we are created and funded by underlying fire districts. However, the current language does not specifically say "Fire Authorities." S1243 offered a simple fix... made more complicated by some additions allowed by the bill sponsor.

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### Upcoming Events:

June 13: Meet with someone interested in being of the Chino Board, Record Podcast  
June 14: RWOP Lunch, PT, Pain Management  
June 15: HR Panel Briefing, HR Tours of our agency, Reception  
June 16: HR Manager Interviews

### Board Meetings:

June 27: Administration  
CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830

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# How to Spot — and Develop — High-Potential Talent in Your Organization

By: James Intagliata, Jennifer Sturman, and Stephen Kincaid

Organizations struggle to identify their next-gen leaders, and for good reasons. When you don't know what the future will bring, how do you figure out who has — or can acquire — the right strengths to meet those challenges? Which high potentials will give you the best return on your development efforts?

Faced with these uncertainties, businesses tend to focus on what they do know: They look for people who've taken on more responsibility in their careers or have nailed their performance targets. In short, they look for future leaders by focusing on past track records. And this approach can work well if you're filling a known role and candidates have had chances to demonstrate the required skills and characteristics.

But past performance doesn't tell you who can do things they haven't done before. It also doesn't help identify high potentials earlier in their career. Your leadership pipeline could be missing out on other, potentially richer sources of talent — people who haven't had equitable access to mentoring, sponsorship, development, and advancement opportunities.

To tackle this problem, we developed a model for predicting leadership potential that's grounded not in achievements but in observable, measurable behaviors. Drawing on a database of more than 23,000 candidate assessments for roles at public and private companies, we conducted in-depth analyses of 1,500 individuals, from entry-level professionals to senior leaders. We examined their behaviors and isolated three psychological markers that reliably predict individuals' ability to grow and handle increased complexity in new roles:

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## Chief's Desk Continued

Because the statute regarding distribution of marijuana tax funds was created as a ballot initiative, it takes a super majority vote to make changes. It passed in the Senate, but failed in the House on Monday of this week by a slim margin. House leadership has agreed to put the bill up for consideration again when all House members are present; I believe nine were absent when the bill went for a vote. I've corresponded with Representative Burges and hope that the information I provided will make a difference when the bill is introduced on the floor again.

I was at the Capitol on Wednesday this week for a stakeholder meeting with the Senate Republican Caucus regarding the proposed ballot referral of a 1/10 of a cent sales tax to help fund fire districts in the state. We had a very good meeting with a lot of support from those present. Senate President Fann has been a significant supporter of the fire service over the years, and she continued to show that support in this meeting. I personally cannot thank her enough.

This bill was dead, but was revived as a strike everything bill. Our hope is to dislodge the bill from the Rules Committee in the House and move it to the Senate for final approval. It's been a heavy haul throughout the legislative session, and I know the PFFA legislative team has worked diligently to keep it moving.

As the Fire Chief, I cannot come out in favor of or against the initiative; however, I can share the facts. Number one, municipal fire departments receive a majority of their funding from sales taxes. This means everyone who visits, stays, shops, or eats within their municipal boundaries helps fund emergency services. Some cities and towns have been approved to institute a small property tax to help fund their cities. Regardless, municipal emergency services receive the bulk of their funding from sales tax.

In contrast, Fire Districts are funded by property taxes, which means that anyone visiting our area who uses our services is not contributing to our operations. For example, if we have a soccer tournament in PV and someone from the Valley is injured or sick. They've stayed at the hotels in our area, eaten at the local restaurants, and shopped in our stores; however, none of what they paid in sales taxes comes to us. To that end, they've not contributed in any way to our operations. Only those that live in, or own property within our jurisdictional boundaries pay for our services. Ultimately, the injured or sick non-resident/non-property owner doesn't pay us anything. This initiative would add 1/10 of a cent to the sales tax across the state so everyone helps pay for emergency services.

Going back to the weed tax for a moment. As I said, Fire Authorities were not explicitly cited in the ballot language which is why the single attorney has interpreted that we should not receive funds. This is despite the fact that Fire Authorities are made up of Fire Districts...

To provide a financial perspective, \$.01 of property tax on the Central Yavapai side generates \$85,000. For Chino Valley, \$.01 of property tax generates approximately \$15,000. If we were supposed to get, for round numbers, \$300,000 in marijuana tax money, we could hire three additional personnel. Without the tax money from marijuana sales, we would need to raise the CYFD tax rate by \$.0353. To raise \$100,000 on the Chino Valley side we'd have to increase the tax rate for our citizens by \$.066. For clarity, it costs us approximately \$100,000 in employee-related expenses and gear for a new employee.

Let's apply that same analysis to the 1/10 of a cent sales tax. Our data is showing that we need an additional 24-hour engine in service today. However, we cannot raise property taxes enough in one year to cover the cost of hiring 12 new firefighters at a cost of roughly \$1.2 million. In order to cover the cost of the new personnel using property taxes only, we would need to increase the rate by roughly \$.14. I don't believe I'm overstating how unhappy our taxpayers would be if we raised their taxes that much in one year.

To that end, we have to wait four years to capture net assessed valuation increases and incrementally increase the tax rate. Our data *today* shows we need an engine, and that's based on the increases we've realized over the last four years; what do you think the data will tell us four years from now? Likely, that we're now behind two or three engines. Where does that money come from? Let's also not forget equipment and infrastructure, e.g. stations, training needs, etc.

The 1/10 of a cent sales tax could generate up to \$7.7 million dollars between Chino Valley and Central Yavapai. To increase our annual revenues that amount in one year we would have to raise the property tax approximately \$.90. The injection of that money into our revenue base would allow us to fund new

positions and meet demand while controlling the property tax rate. As I've said before, we need X amount of dollars to operate. The only way we have to generate substantive revenue right now is through property taxes. The question for voters is, how do you want to fund the services you expect? Do you want to diversify and share the cost with everyone who uses the service, or do you want to fund it solely based on the value of your property?

Lest we forget, we live under a regressive property tax structure as a result of Prop 117. This means our only option is to increase property tax rates. I hope we can at least get the question referred to the public so they can decide how they want to fund services.

As I said in the beginning, there's a lot happening in the CAFMA world right now. Not internally, but things that have a direct affect on us. We'll keep pushing to ensure we have what we need to provide appropriate services, but it remains a difficult battle.

Fight the good fight, and never give up the ship!! I kind of feel a little Captain Sparrow this week 😊 I can assure you however that the rum is in fact not gone...

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## **May Call Statistics**

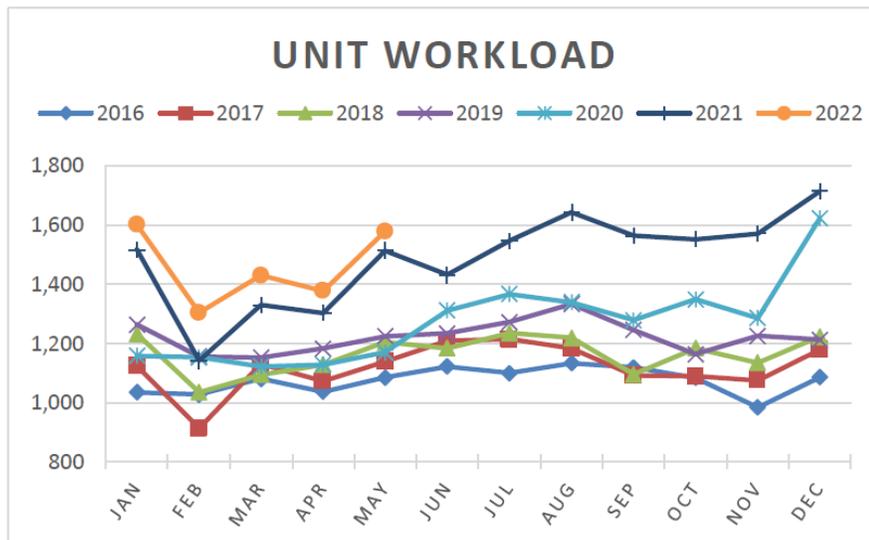
**By: GIS/Statistician Michael Freeman**

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## Unit Workload History

(RESPONSES BY TYPE-1 ENGINES)

	2016	2017	2018	2019	2020	2021	2022
Jan	1,034	1,123	1,231	1,263	1,157	1,516	<b>1,600</b>
Feb	1,026	913	1,034	1,155	1,152	1,141	1,303
Mar	1,080	1,128	1,093	1,151	1,121	1,328	1,428
Apr	1,036	1,071	1,127	1,182	1,127	1,302	1,376
May	1,084	1,138	1,203	1,223	1,169	1,512	1,577
Jun	1,121	1,208	1,183	1,233	1,310	1,431	
Jul	1,099	<b>1,214</b>	<b>1,234</b>	1,271	1,366	1,546	
Aug	<b>1,132</b>	1,183	1,218	<b>1,332</b>	1,338	1,641	
Sep	1,118	1,091	1,095	1,245	1,277	1,563	
Oct	1,083	1,088	1,183	1,163	1,348	1,551	
Nov	983	1,074	1,134	1,224	1,285	1,570	
Dec	1,085	1,177	1,222	1,211	<b>1,622</b>	<b>1,713</b>	
AVG	1,073	1,117	1,163	1,221	1,273	1,485	1,457
<b>TOTAL</b>	<b>12,881</b>	<b>13,408</b>	<b>13,957</b>	<b>14,653</b>	<b>15,272</b>	<b>17,814</b>	<b>7,284</b>





# May Response Report - 2022

Land Area: 369 sq. miles    Population: ≈106,500    Fire Stations: 10 Full-Staffed

### Responses in District

TOTAL FIRE INCIDENTS	23
STRUCTURE FIRE	1
STRUCTURE FIRE; CONFINED	5
MOBILE HOME/PORTABLE BLDG	4
VEHICLE FIRE	2
BRUSH/GRASS/WILDLAND FIRE	5
TRASH FIRE/OTHER	6

**Fire is 1.74% of call volume**

TOTAL RESCUE & EMS	863
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**EMS is 65.13% of call volume**

OVERPRESSURE / OVERHEAT	0
HAZARDOUS CONDITION	8
SERVICE CALL	284
GOOD INTENT	113
FALSE ALARM/OTHER	34

**Other is 33.13% of call volume**

TOTAL INCIDENTS IN DISTRICT	1,325
INCIDENT RESPONSES BY CAFMA	1,437
TYPE-1 UNIT RESPONSES BY CAFMA	1,577

### Fire Loss Summary

Residential Fire Loss	\$452,242
Commercial Fire Loss	\$5,000
Vehicle Fire Loss	\$44,000

### Top 5 Call Types

799	EMS
178	Assist Invalid
67	Cancelled en Route
52	Public Service
30	Vehicle Accident w/Injuries

Average total # of calls per day	42.74
Average fire calls per day	0.74
Average EMS calls per day	27.84
Average all other calls per day	14.16

### Call Volume at PRCC

	Month	Year-to-Date
PFD	754	4,181
CAFMA	1,325	6,087
GCFD	9	50
OD	12	59
WKFD	5	14

### Unit Responses

Unit	District	Total	Move Up
E50	170	181	21
E51	49	190	31
E53	206	209	3
E540	43	45	7
E54	194	197	1
E57	53	61	5
E58	177	180	2
E59	156	163	8
E61	112	115	7
E62	143	150	4
E63	68	73	33
TR50	7	8	0
B3	58	53	0
B6	34	30	0
Rescues	39	41	0

TYPE-1 ENGINES

### Calls by Municipality

Calls in Town of Chino Valley	198
Calls in Town of Prescott Valley	641
Calls in Town of Dewey-Humboldt	71
Calls in District, Unincorporated Areas	415
Calls Out of District	8

### Aid Agreement Summary

Aid Given to Prescott	138
Aid Received from Prescott	82
Aid Given to WVFD	0
Aid Received from WVFD	7
Mutual Aid Given	2
Mutual Aid Received	0