

North County Fire & Medical District

Budget & Operational Plan



Fiscal Year 2016-2017

PROPOSED - As Approved During the May 19, 2016 Regular Board Meeting – **PROPOSED**
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GOVERNING BOARD MEMBERS

G. David Wilson, Board Chairman
Dusty Rhodes, Board Clerk
William "Bill" Hamel, Board Member
Jack Meyer, Board Member
Russell "Smitty" Smith, Board Member

The Role of the Governing Board

Provide financial oversight and strategic policy direction to maximize the public value of District services.

FIRE CHIEF

Robert L. Biscoe

The Role of the Chief

In collaboration with the Board of Directors and in partnership with all members of the organization, provide direction, protection and order to the District.

BUDGET DEVELOPMENT TEAM

Mary Dalton, Tim Van Scoter
Assistant Chiefs
Brad Cohen, Jesus Bravo, Pat Mifsud
Battalion Chiefs
Coaleen Poland
Accounting Supervisor
Deb Johnson
Administrative Coordinator



MISSION, VALUES, VISION

NCFMD MISSION:

Our mission is to protect life and property and to enhance the well-being of all those that we serve.

NCFMD CORE VALUES:

- ✓ Respect: We recognize the contributions and unique value of each individual employee, customer, and partner.
- ✓ Integrity: We conduct all of our activities honestly and objectively. We accept responsibility for our decisions/actions.
- ✓ Teamwork: We achieve our goals by working together through cooperation, communication, service, and commitment.
- ✓ Excellence: We strive to be the best in everything we do with dedication to quality, efficiency, innovation, and continuous learning.

NCFMD VISION:

We will provide exceptional services through organizational teamwork to promote an innovative, responsive, and professional District that adapts within a changing environment. Utilizing collaborative working relationships, we strive to be a leader in our industry. We endeavor to be fiscally responsible with the single purpose of serving the greater community good.



DISTRICT PROFILE

North County Fire & Medical District (NCFMD) operates under Arizona Revised Statutes (ARS) Title 48, Chapter 5. The District is an emergency services organization primarily funded through property taxes. It is governed by a five member duly elected Board comprised of a Board Chairman, a Board Clerk and three members at large. The Board hires a Fire Chief / Administrator to manage the day-to-day operations of the District. The Fire Chief, in turn, hires other key managers and employees to support the District’s operations and mission.

On April 17, 1981, an election pursuant to ARS §48-261 was held for the purpose of creating the Fire District. At a duly noticed meeting on May 12, 1981, the Maricopa County Board of Supervisors resolved that North County Fire & Medical District (*formerly the Fire District of Sun City West*) be organized and established based on the results of the April election.

Since the District’s formation, it has grown to protect roughly 45,000 residents within an approximately 45 square mile area. North County Fire & Medical District is a career fire department with 69 uniformed, 22 civilian employees, 30 part-time Emergency Medical Service (EMS) employees, and 60 volunteers.

The District is a professional multi-service organization providing fire protection, emergency and non-emergency medical services, hazardous materials response, technical rescue, and disaster preparedness and response. Emergency medical services include basic and advanced (ALS – paramedic) level care as well as ambulance transportation. District services and programs also include a Fire Corps Program, a Community Integrated Healthcare Program, public assistance / non-emergency response, inter-facility transport, fire cause determination and investigation, fire code enforcement and inspection, public education, public and media information, special needs assistance, and other support services. Additionally, the District contracts with the State and Federal governments to provide wildland fire suppression services.

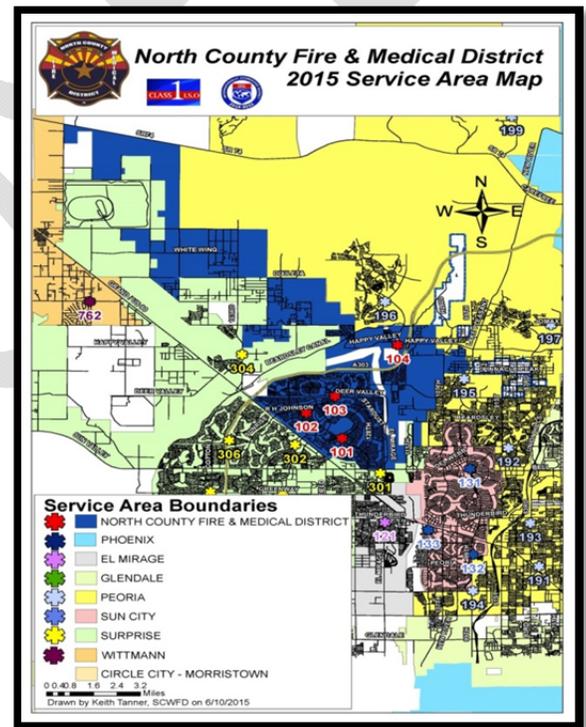


Figure 1

To deal with emergencies, the District currently staffs a team of professional personnel with the skills and equipment necessary to deal with a wide variety of emergencies. The District deploys its resources from 4 strategically located fire stations manned by a complement of certified firefighters (all of whom are cross-trained as paramedics or emergency medical technicians) and EMS personnel. The District operates 3 engine companies, 1 ladder company, 1 firefighter staffed rescue / ambulance unit, 2 civilian staffed ambulances, and 1 battalion command unit 24 hours each day, 365 days annually. The District’s engine and ladder companies are all advanced life support (paramedic) which are equipped and operated as first response units for medical emergencies.



The District also participates in an active automatic / mutual aid system with twenty-five plus Phoenix metropolitan area fire agencies. This system assures that the closest unit responds to an emergency regardless of the community in which the emergency occurs. Any efforts to enhance the automatic / mutual aid system only serve to strengthen each of the respective departments in providing high quality emergency services in an efficient manner.

International Accreditation



North County Fire & Medical District has been awarded Accredited Agency status for a second time by the Commission on Fire Accreditation International (CFAI). The award was presented at the Center for Public Safety Excellence Awards Ceremony on August 28, 2015, in Atlanta, Georgia. There are fewer than 225 accredited agencies out of approximately 49,000+ fire departments throughout the country and less than a dozen accredited agencies in Arizona. This accreditation status continues to verify that the District has met the highest standards for effectiveness and efficiency in responding to emergencies.

CFAI is an entity of the Center for Public Safety Excellence that assists fire and emergency service agencies in achieving organizational and professional excellence through its strategic self-assessment model, accreditation process, and continuous quality improvement. CFAI accreditation has international credibility because its standards reflect the leading edge in fire protection.

The awarding of Accreditation status culminates from a rigorous preparation by the District's staff and scrutiny by the accreditation team. Following a period of self-assessment, a four day on-site evaluation takes place by a team of peer assessors from across the country. The evaluation process includes verification and validation of programs and services provided by the District and in-depth reviews of Fire District policies, principles, and practices as they relate to more than 240 performance indicators.

Maintaining accredited status requires annual compliance reports and another full re-accreditation process in five years.

District Name Change

During the accreditation process, it was determined that the District's name at the time, *Fire District of Sun City West*, did not sufficiently describe the geographical area served by, or the services provided by, the District. As a result, the Governing Board tasked the staff with creating a plan to develop a name/brand that better reflected the District boundaries and its core services. On June 2, 2015, the Governing Board selected the new name of North County Fire & Medical District to meet this objective.

The new name is intended to accurately reflect the current geographical area served by the District and also to better identify the District's substantial medical service role. The words "North County" adequately define the physical location of the District (see Figure 2) by providing a description that is inclusive of the entire District and the terms "Fire & Medical" effectively describe the core services provided by the Fire District.

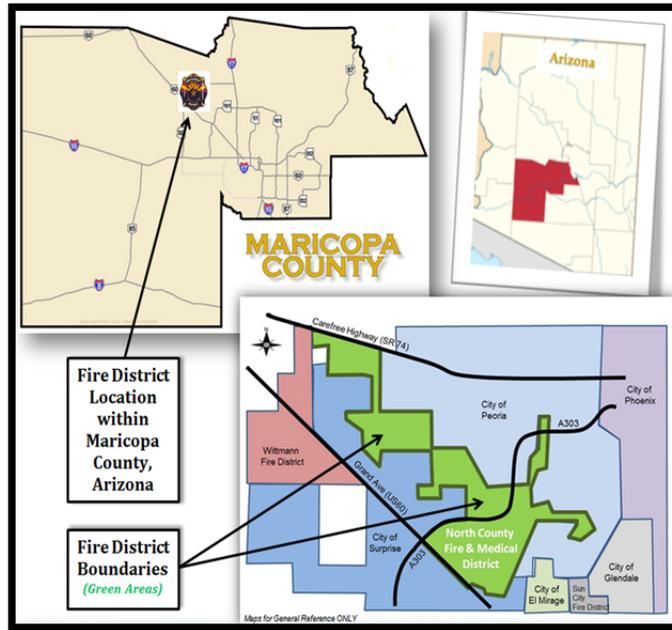


Figure 2

Insurance Services Office ~ Public Protection Classification

In 2015, the Insurance Services Office (ISO) completed a comprehensive re-evaluation of the District and, as a result, the District’s rating was reduced from a Class 2 to a Class 1 Public Protection Classification Rating (on a scale of 1-10, with 1 being the best possible rating). The Class 1 rating places the District in an elite group consisting of less than 1% (0.122% - 1/12 of one percent) or one of 60 fire departments out of more than 49,000+ fire protection agencies nationally. The District was the first, and still remains the only, fire agency in Arizona to be awarded a Class 1 rating. The ISO ratings are given to fire departments throughout the country for the effectiveness of their fire protection services and equipment in protecting the community. ISO fire ratings are used by property insurance companies to set insurance premium rates - the lower the ISO fire rating, the lower the insurance premium.

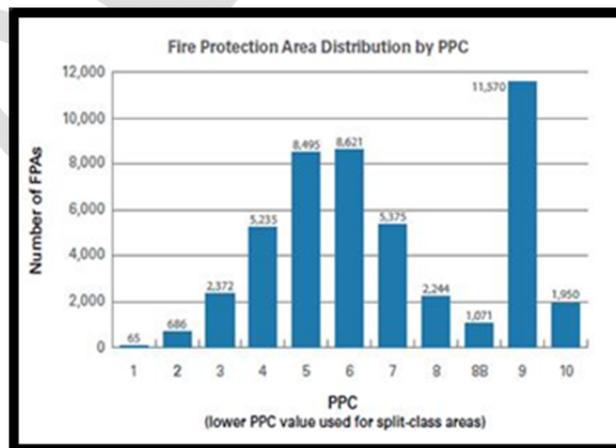


Chart 1



Citizen Aid Summary

Since the District’s formation, one of the driving forces in determining the District’s service requirements has been the increased calls for aid received from the public. Each time a citizen calls 9-1-1 in need of assistance, the District’s personnel are called to action and one or more pieces of apparatus respond. During Calendar Year 2015, NCFMD responded to 10,122 calls for assistance. From those calls for assistance, District ambulances were dispatched to transport 5,504 patients to hospitals.

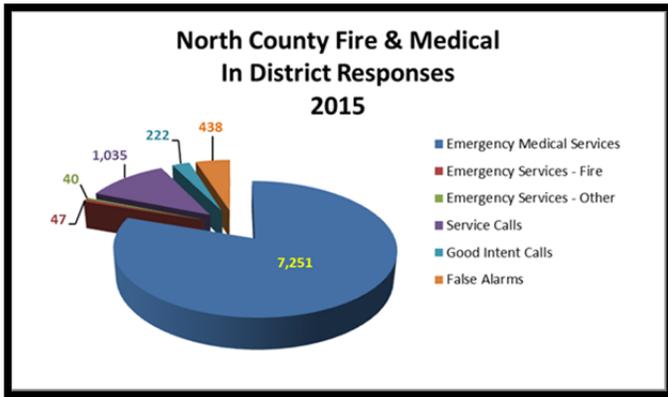


Chart 3

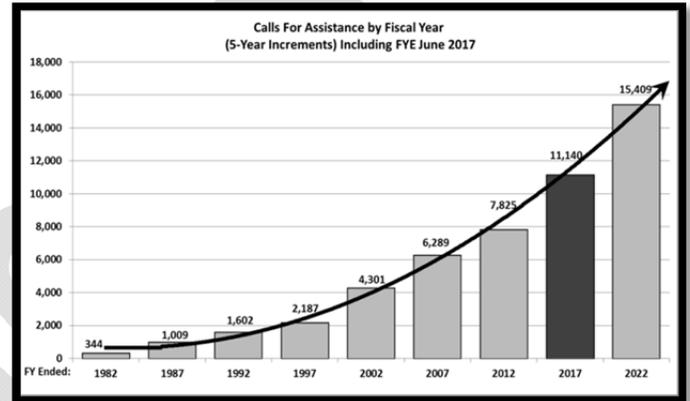


Chart 2

The average response time for emergency calls in the District was 3 minutes and 43 seconds during Calendar Year 2015. This continues to be one of the best average response times in the Phoenix Metropolitan area.

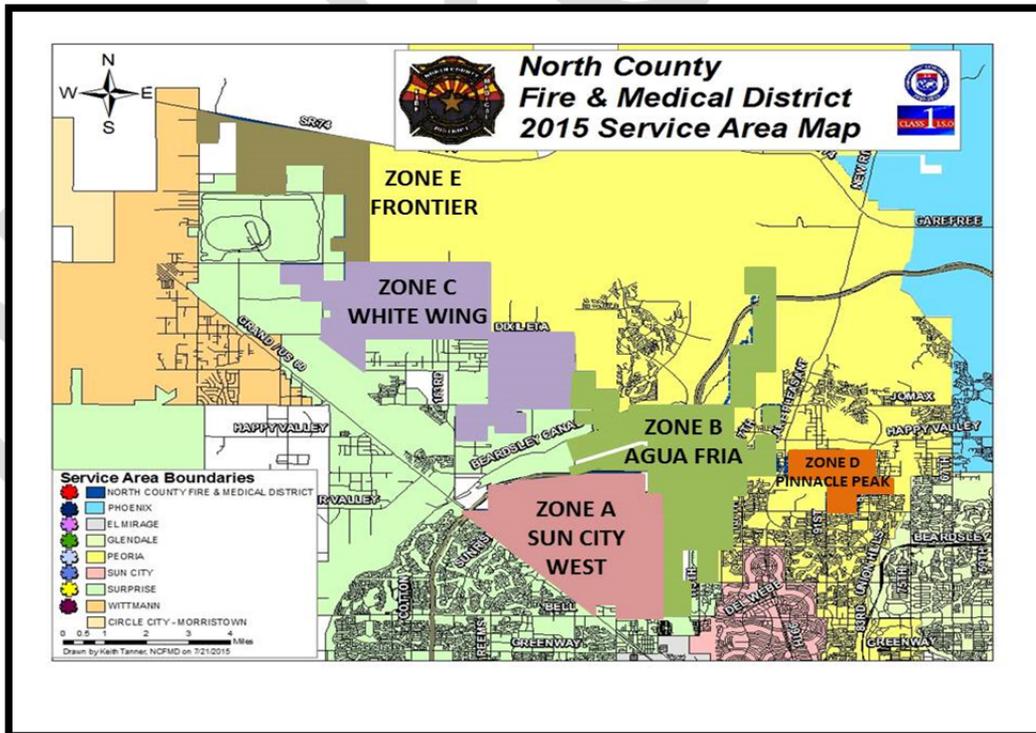


Figure 3



GOVERNING BOARD

The North County Fire & Medical District is administered by a five member elected governing board in accordance with Arizona Revised Statute §48-803. The District's Board members serve without compensation and are elected to four year terms of office. The terms of three of the District's current board members will expire in November of 2016 and the terms of the other two will expire in November of 2018.

Areas of responsibility for the Governing Board include:

- Electing a Board Chairman and Clerk
- Holding public meetings at least once each calendar month
- Hiring a Fire Chief to manage the District's operations
- Adopting an Annual Budget
- Review and approval of monthly expenditures and financial reports

The following paragraphs provide a short biography of each of the District's current governing board members.

David Wilson, Board Chairman:



Initially Elected: November 2004
Completed Terms: 2
Current Term Expires: November 2016

Board Chairman Wilson has lived in Sun City West since retiring in 1998. Previously, he was employed by the State of Colorado working as a Parole/Probation Officer for over twenty years. During the last several years of his career, he was the Administrative Officer in charge of federal funding for the Division of Youth Services, Department of Human Services. During Board Chairman Wilson's career, he has served on numerous community boards and commissions. He takes pleasure in working with his fellow citizens to ensure responsive and cost effective management of governmental programs and resources. As continuing evidence of his community commitment, Chairman Wilson was also elected to the Sun City West Recreation Centers Board of Directors in March 2012.

William Hamel, Board Member:



Initially Elected: November 2002
Completed Terms: 4
Current Term Expires: November 2018

Board Member Hamel spent 1947-50 in the U.S. Navy as an electronics technician, then three years at Hill Air Force Base in Utah installing radar equipment in B-29 bombers. He then moved to California where he worked for thirty-five years for General Dynamics.



Board Member Hamel held several positions with this company including Senior Missile Flight Test Engineer, Project Engineer, and Project Manager of Naval Weapons Stations Missile Test Equipment. The Project Manager position included preparation, negotiation, and then managing many large contracts/budgets.

During Board Member Hamel’s years at General Dynamics, he moved to a small desert community in California where he served as the Vice President of the Chamber of Commerce, was a volunteer firefighter, served three terms as honorary mayor, and was selected to serve on the San Bernardino Urban Development Advisory Board. In this position, Board Member Hamel was able to secure a federal grant for a community center and a “fast” response fire engine for the local fire department. Board Member Hamel also served on the California Volunteer Draft Board. He moved to Sun City West in June of 1990 and was initially elected to the Governing Board in 2002.

Dusty Rhodes, Board Clerk



Initially Elected: November 2004
Completed Terms: 2
Current Term Expires: November 2016

Board Clerk Rhodes’ Governing Board campaign theme was “Give Me Your Trust and I Won’t Disappoint You.” With this theme, he was first elected as a director to the NCFMD Governing Board in 2004. Since arriving in Sun City West in 1994, Board Clerk Rhodes has served the community with honesty and integrity in many capacities. He was president of the Volunteer Bureau, served on the Interfaith Community Care Board, and was a Board Member and Officer of PORA for eight years. As Membership Chairman for PORA, Board Clerk Rhodes personally increased PORA’s membership by 2,000 members. Board Clerk Rhodes feels the governing board offers him the opportunity to continue to serve the taxpayers of the community with the same integrity.

Board Clerk Rhodes’ background is working with the public in his positions in sales, management, and purchasing for thirty-eight years. He has served on condominium boards for twenty years and was head of the Illinois Condo Association for two years. In Buffalo Grove, Illinois, he was a member of the Planning Commission and when he moved from there, he received an award for outstanding service to the community.

Jack Meyer, Board Member:



Initially Elected: November 2006
Completed Terms: 2
Current Term Expires: November 2018

Board Member Meyer was born and raised in Michigan. He attended Delta College and Saginaw Valley State University in Michigan and later the University of Maryland pursuing a business curriculum. He spent four years active duty in the United States Air Force serving in the elite Strategic Air Command under the famed General Curtis LaMay. He also served with Colonel Paul Tibbets, the famed pilot of the Enola Gay who is credited with ending World War II when he flew the B-29 which dropped the bomb on Hiroshima. Board Member Meyer was also an avid basketball player and played on the opposing team of the Harlem Globetrotters basketball show. He was a member of the Saginaw Fire Department in Saginaw, Michigan until he joined the General Motors Corporation



Plant Protection Department where he worked until his retirement in 1998. Plant protection was the arm of the General Motors Corporation that supplied the in-house emergency response for fire and medical services as well as protection of the employees and the corporate owned property of General Motors.

Jack and his wife, Marcia, had been coming to Sun City West annually and were renting until his retirement. In 1999, they purchased their home in Sun City West, returned to Michigan, sold their home there, and have been year-round residents since.

Russell "Smitty" Smith, Board Member:



Initially Elected: November 2012

Completed Terms: 0

Current Term Expires: November 2016

Board Member Smith was born and raised in Midland Michigan where he graduated from high school. He attended Delta College and later Phoenix College. Previous to, and during his employment at Saginaw Fire Department (SFD), he was the co-owner and CEO of We-Haul Trucking, as well as the fleet mechanic for Brandimore Trucking in Saginaw. During his 15 year stint at SFD he advanced thru the ranks as an engineer, apparatus supervisor, and fire inspector. Prior to his leaving, he attended the Michigan State Police Fire Academy, completing ATF Bomb school and the Fire Academy and became a Certified State Fire Marshal.

Director Smith moved to Arizona with his wife, Joy, in 1980 to join the Rural Metro Corporation. He served as a captain at Station 39 in Tonopah, Arizona. He also filled in as acting battalion chief and was a certified EMCT. All fire personnel working at Station #39 were certified with the county to carry weapons while on duty and were known as the Tonopah Rangers. Director Smith has been familiar and worked with the North County Fire & Medical District since its first station was built in 1982.

After retiring from Rural Metro, Director Smith worked with his wife as co-owner and operator of Taz Demolition Company. They both retired in 2000 and later moved to Sun City West in 2003 where they care for handicapped adults. In his spare time Director Smith enjoys carpentry, hiking, swimming, biking and working out at a CrossFit facility.

Director Smith was elected to the Governing Board in 2012. He feels the District is one of the top fire departments in the country. He is committed to doing his best to assure it maintains its level of excellence. He hopes to promote solar energy projects and other cost cutting "green" endeavors during his continued service.

**LETTER OF TRANSMITTAL**

To the Governing Board and Citizens of the District:

It is my pleasure to present the North County Fire & Medical District (NCFMD) Fiscal Year 2016-2017 Annual Budget and Operational Plan to the Governing Board and the citizens of the District. The Annual Budget and Operational Plan, along with the Strategic and Capital Improvement Plans, are the result of many months of hard work by District staff, Governing Board, and community residents to provide the financial and operational framework for the upcoming fiscal year. I appreciate the guidance and direction from the Board with respect to fiscal policies and development of the budget.

As the District completes a very successful year, marked especially by our Re-Accreditation by the Center for Public Safety Excellence, the Insurance Services Office (ISO) Class 1 protection rating, and the updating of the organization's Strategic and Capital Improvement Plans, the future is bright and our path forward is clear. The Annual Budget and Operational Plan will support the implementation of Accreditation recommendations and initiatives to achieve strategic goals and will guide the District in providing the quality emergency services that have made North County Fire & Medical District a premier internationally accredited public agency.

Throughout the District's history, we have remained committed to providing the communities we serve with the highest quality emergency services possible. We continue to maintain a focus on positioning the District operationally, financially, and politically, in order to maneuver through and beyond economic uncertainty and a changing EMS landscape, while creating a predictable and sustainable future. In other words, building and maintaining a resilient and dynamic organization while remaining fully committed to our Mission. It is this guiding philosophy which led the District to the development of a Community Integrated Healthcare Program and a part-time EMS staffing program. We will continue this forward progress with our cornerstone commitment to innovation, following best industry practices, adhering to local and national standards for emergency response and deployment, ensuring adequate human resource staffing, and providing for the overall health and safety of our personnel.

The Board, Fire Chief, and command staff are tasked with being the financial stewards of the organization in partnership with labor and other stakeholders. Significant effort was invested in developing a fiscally responsible budget which provides for improvement in core services while at the same time responsibly "paying down" long-term liabilities; incorporating a plan that balances ongoing spending with ongoing revenues as well as maintaining a prudent level of reserve funds as directed by the Governing Board. The FY 2016-2017 budget is driven by fiscal sustainability and our commitment to delivering a high level of fire and medical services. We will achieve that by investing District resources in our most important asset: the men and women who deliver the District's exemplary service 24 hours a day, every day.

Significant effort was invested in developing an employee compensation plan which allows the District to position itself more closely in line with its peer fire organizations. An ongoing initiative is the completion of an extensive market analysis to evaluate the pay and benefits for all personnel to determine the District's comparability with its colleagues. In those instances where gaps were identified, compensation and benefit adjustments were developed to address the gaps to the extent feasible within current revenue boundaries. Overall, the total compensation and benefits' increase is minimal at 1.2%. One of the significant factors related to this slight increase is the District's ongoing firefighter position funding through the FEMA SAFER Grant. An



additional factor was the District’s proactive drive to decrease the employee health insurance costs which resulted in a savings of over \$225,000.

Overall, the FY 2016-2017 budget anticipates a revenue increase of \$501,205 (3.5%) with the two largest portions being attributable to the SAFER grant income and Health and Medical revenues. Of significant note is that the increase in tax revenues is only 1.7% or approximately \$175,000, in a legislated funding environment which traditionally relies almost solely on property taxes for funding.

We continue to make changes and adapt the organization as needed to meet economic and political challenges. We continually evaluate our current programs, services, and capital improvement projects to analyze their cost effectiveness and efficiency. We remain dedicated to the pursuit of alternative, least-cost funding options and service delivery models to minimize the impact to our taxpayers.

Our pledge to those we serve remains unchanged – a quick response to your need for emergency and non-emergency service. We are committed to making our communities safer each and every day. As our communities evolve and change, North County Fire & Medical District will be there to meet those changing needs by pursuing innovative, effective, economical, and timely solutions. Our pledge is that we will continue to protect and serve our communities with professional, caring, and competent staff who are committed to excellence and to sound, ethical, and transparent business practices. We look forward to your review of our Annual Budget and Operational Plan and to working together in the coming Fiscal Year.

Sincerely,

Robert L. Biscoe
Fire Chief

PROPOSED



STRATEGIC PLAN

FISCAL YEAR OBJECTIVES & CRITICAL TASKS

Financial policies are essential to the effective fiscal management of the District. However, they must be coupled with strategic, long-term planning processes in order to support an effective organization.

The District's Strategic Plan provides a vision-based framework for the District that is evaluated and updated every five years. Objectives and Critical Tasks from the Strategic Plan are included in the Annual Budget and Operational Plan and assist in determining the prioritization of budget requests and the overall allocation of resources. Progress towards planned goals is evaluated on a regular basis and accomplishments are outlined during the Annual Budget and Operational Plan development process.

When applicable, annual objectives and critical tasks also reference the District's Accreditation Self-Assessment Manual categories and criterion to assist the District in its Accreditation Annual Compliance Report and re-accreditation processes.

Following are the Fiscal Year 2017-2021 Strategic Priorities as outlined in the Strategic Plan:

Strategic Priority #1: Service Delivery and Preparedness

- Goal 1.1 – Emergency Response / Effective Deployment
 - Objective 1.1A – Analyze Current Response / Deployment Practices
 - Objective 1.1B – Response/deployment modifications or enhancements
- Goal 1.2 – Community Integrated Healthcare Program
 - Objective 1.2A – Community Integrated Healthcare Program Implementation
 - Objective 1.2B – Community Integrated Healthcare Program Expansion
- Goal 1.3 – Community Assistance Programs
 - Objective 1.3A – Identify long-term community assistance needs within the District
- Goal 1.4 – Safety & Disaster Preparedness
 - Objective 1.4A – Current Disaster Preparedness
 - Objective 1.4B – Increase public awareness regarding safety and preparedness
- Goal 1.5 – District Accreditation
 - Objective 1.5A – Adequately prepare for re-Accreditation process and requirements
- Goal 1.6 – Ambulance Accreditation
 - Objective 1.6A – Complete the Commission on Accreditation of Ambulance Services (CAAS) process
- Goal 1.7 – Insurance Services Office (ISO) Class 1
 - Objective 1.7A – Adequately prepare for ISO re-Accreditation process and requirements

Strategic Priority #2: Personnel

- Goal 2.1 – Personnel Recruitment
 - Objective 2.1A – Recruit from a diverse hire group to secure a high performing workforce
- Goal 2.2 – Personnel Retention
 - Objective 2.2A – Promoting and celebrating District successes
 - Objective 2.2B – Employee Recognition Programs



- Goal 2.3 – Personnel Training
 - Objective 2.3A – Maintain and enhance current training programs and opportunities
 - Objective 2.3B – Management training and coordination
- Goal 2.4 – Succession Planning
 - Objective 2.4A – Develop a succession plan and create opportunities for employee career paths and career change when possible
 - Objective 2.4B – Identify interested qualified candidates and implement employee development plan
 - Objective 2.4C – Evaluate the succession development program
- Goal 2.5 – Employee Fitness & Wellness
 - Objective 2.5A – Increase and/or maintain the percentage of personnel who participate in the District's fitness and wellness programs
- Goal 2.6 – Risk Management / Health & Safety
 - Objective 2.6A – Foster an environment conducive to the safety and health of all personnel
- Goal 2.7 – Fire Corps Programs
 - Objective 2.7A – Fire Corps Program Expansion

Strategic Priority #3: Finances, Planning and Infrastructure

- Goal 3.1 – Operational Funding, Cost Savings & Recovery
 - Objective 3.1A – Evaluate current financial processes
- Goal 3.2 – Planning / Forecasting
 - Objective 3.2A – Long Term Planning
- Goal 3.3 – Partnerships / Mergers / Consolidations
 - Objective 3.3A – Continue shared services dialogue
- Goal 3.4 – Preventative Maintenance & Inventory Programs
 - Objective 3.4A – Preventative Maintenance Program
 - Objective 3.4B – Inventory Program

Strategic Priority #4: Communications, Coordination and Consistency

- Goal 4.1 – Communications
 - Objective 4.1A – Review Communications Practices
 - Objective 4.1B – Revise and/or implement new communications methods and practices
- Goal 4.2 – Regional Consistency & Coordination
 - Objective 4.2A – Create or maintain coordination, cooperation and collaboration that affords the District the highest levels of service in the most efficient and attainable way.
- Goal 4.3 – Standards & Legislation
 - Objective 4.3A – Incorporate any new standards and/or legislation as required to continue to provide citizens with quality services

Strategic Priority #5: Technology, Data and Records Management

- Goal 5.1 – Data & Records Management
 - Objective 5.1A – Evaluate District's current data & records management systems
- Goal 5.2 – Paperless Systems
 - Objective 5.2A – Current system evaluation



- Goal 5.3 – Technology
 - Objective 5.3A – Evaluate current technological systems and future needs

Performance measurements have been integrated into the various sections. These performance measurements have been created to coincide with the Strategic Plan and to highlight certain annual priorities and goals for each program and the organization as a whole.

The entire Strategic Plan is included in the Appendix to this document.

PROPOSED



BUDGET PROCESS

North County Fire & Medical District’s budget process is very detailed and relies on numerous contributors to generate this vital document. Participants include the Governing Board, Fire Chief, administrative staff, division and program managers, partner agencies such as the Phoenix Fire Regional Dispatch Center, state and local governmental agencies [i.e., the Arizona Property Tax Oversight Commission (PTOC) and the Maricopa County Assessor’s Office] as well as District residents and property owners. The budget process encompasses the goals outlined in the Strategic Plan. The budget may also be influenced by capital outlays approved in the Capital Improvement Plan (CIP). The Strategic Plan is revised and approved by the Governing Board every five years. The CIP is revised and approved by the Governing Board annually. Together with the Annual Budget and Operational Plan, these three plans comprise the District’s Core Documents. These documents are important components in the ongoing management of District resources to accomplish its defined service goals.

The District’s Core Documents outline the goals and objectives of the District as a whole.



The Fiscal Year (FY) 2016-2017 budget development process included approximately eight public meetings scheduled with the Governing Board, staff, and residents to conduct a detailed review of recommended line-item and proposed capital outlay expenditures. These meetings took place between January and June. After completing the public budget hearings, the Governing Board published and adopted the final budget and tax levy, consistent with Arizona state law.

This year’s annual budget evolution began with a Budget Process Overview during the January Board Workshop. During that time, the Governing Board outlined its expectations and identified critical priorities for the coming fiscal year. The Board uses this opportunity to provide key policy directives and goals for consideration during budget development. After the January workshop, the Governing Board approved the Budget Development Schedule and the process officially began.



An overview highlighting the major deadlines of the Budget Development Schedule is outlined as follows:

- January 21, 2016 – Budget Process Overview and Board direction determined
- February 10, 2016 – Finalized Levy Limit Worksheet received
- March 7, 2016 – Budget request submission deadline
- May 3, 2016 – Proposed Budget presented to the Board and Public for review and discussion
- May 19, 2016 – Revised Proposed Budget approved for Public Posting
- May 21 through June 9, 2016 – 20-Day Posting Period
- June 16, 2016 – Public Budget Hearing & Final Adoption
- July 1, 2016 – Begin operations under newly adopted Budget

The detailed Budget Development Schedule is included in the appendices.

The Financial Services Division disseminates the annual Budget Development Schedule to all stakeholders in the budget process following direction from the Board and Fire Chief regarding previously identified expectations and critical priorities. Budget submission deadlines are set and guidelines provided for managers to use in the preparation of base and supplemental budget requests. Division and program managers develop their budgets at the line-item level with input from the Accounting Supervisor and from employees within their respective sections. Upon submission, the proposed line-item budgets are reviewed by the Fire Chief, the Assistant Chiefs, the Accounting Supervisor, and the responsible employee(s). If necessary, modifications are made, reviewed, and finalized in the line-item budgets before inclusion in the draft tentative budget. Throughout this process, the Board is updated monthly on the budget's progress and informed of any items that may have a significant variance over the previous year's budget. Additional direction may be issued by the Governing Board regarding these issues at any time.

Upon completion of the tentative budget, the Annual Budget and Operational Plan is presented in detail by District staff to the Board and the public over the course of one to two days of public workshops scheduled in early May. During these hearings, division and program managers present their proposed line-item budgets in detail. The Board and public attendees are encouraged to ask questions and discuss the tentative budget and its contribution to supporting the District's defined service level goals. Upon completion of this thorough examination of the tentative budget, any modifications are assimilated into the document for finalization.

Once final changes are integrated into the tentative budget and prior to adoption, the proposed budget is also made available to the general public. Arizona Revised Statute §48-805.02 requires that a budget summary be posted on the District's website and in three public locations, at least twenty days prior to the public hearing held at a meeting called by the Governing Board for adoption. Once the final budget is adopted, complete copies can be found on the District's website within seven days of adoption (www.ncfmd.az.gov). The District makes a printed version available at the Sun City West RH Johnson Library and at the District administrative office. Printed copies are also made available to members of the public via a written Public Records Request submitted to the District. Following the public hearing, the Governing Board adopts the Annual Budget and Operational Plan for the ensuing fiscal year. The adoption of the budget sets the maximum appropriation for the fiscal year. The adopted budget is then submitted to the Maricopa County Board of Supervisors, the Maricopa County Assessor, and the Maricopa County Treasurer in accordance with state law. The Board of Supervisors' office works with the Assessor's office to create the tax levy and generate the millage rate to be used for the new fiscal year. Revenues received over expenditures resulting in general fund savings from one



budget year to the next, by Board policy, are transferred into the Capital Improvement Plan and kept in reserve for future capital project needs.

PROPOSED



BUDGET INTRODUCTION

In compliance with Arizona Revised Statutes, Title 48, the North County Fire & Medical District Fiscal Year (FY) 2016-2017 Budget and Operational Plan represents the District’s financial projections for the next fiscal year outlining the forecasted expenditure requirements and the proposed means for financing these requirements. The annual Budget and Operational Plan represents the most significant policy document that the District Governing Board creates each year. This document sets the work plan and the service levels for the operating divisions of the District. Many of the outlined goals and objectives are based on the recent and very extensive updates of the District’s Strategic and Capital Improvement Plans. The Budget and Operational Plan is balanced and typifies the District’s ongoing commitment to contain expenditures to necessary and reasonable levels.

The District utilizes the zero-based, line-item form of budgeting. In this type of budget, expenditure types are identified and grouped in general categories. Within the categories, specific line items are detailed. Each line item begins with a zero-based budget and expenditures are detailed to determine the required funding necessary to operate during the coming fiscal year. The District’s budgeting system is linked directly to the District’s computerized accounting system.

Financial Assessment

North County Fire & Medical District remains financially strong. Over the years, through sound fiscal management, the District has positioned itself well to cope with growth and to provide greater flexibility on budgetary issues. The District is able to balance revenues and expenses and continues to maintain a high level of service.

The District has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public. In these continued times of economic challenges, legislative constraints, and limited growth in the District’s existing tax base, the District needs to ensure that it is capable of continuing to adequately fund and provide those core services desired by its citizenry.

Fund Balance Summary

The District currently uses three major fund groups: General Fund, Special Revenue Fund, and the Capital Projects Fund. The General Fund contains required annual revenues and expenditures. The Special Revenue Fund is comprised of annual revenues and expenditures associated with special programs, and also includes donations and bequests. The Capital Projects fund is a “savings” account for the Capital Improvement Plan (CIP) which allows for the funding of future capital improvements.

One unrestricted measure of a District’s financial strength is the level of its fund balance. The District’s combined unrestricted fund balance at June 30, 2017 is estimated to be \$3.9 million; this represents 26.6% of the FY 2016-2017 projected expenditures for the Fiscal Year. Table 1 outlines the estimated balances and activity of each of the District’s funds.

Table 2 summarizes the Capital Improvement Plan funding sources.



FISCAL YEAR END 2016/2017 ESTIMATED FUND BALANCE SUMMARY*					
FUND	Estimated Fund Balance FYE June 30, 2016	Estimated Revenues FY 16/17	Estimated Expenditures FY 16/17	Estimated Fund Transfers	Estimated Fund Balance FYE June 30, 2017
General Fund	\$ 2,032,434	\$ 14,926,079	\$ (14,926,079)	\$ (1,157,969)	\$ 874,465
GF Sub-Account: Emp Benefit Liability Fund	68,139	168,716	(168,716)	-	68,139
Special Revenues Fund	61,794	5,000	(2,500)	-	64,294
Capital Projects Fund	2,663,288	6,658	(859,500)	1,157,969	2,968,415
Total All Funds:	\$ 4,825,655	\$ 15,106,453	\$ (15,956,795)	\$ -	\$ 3,975,313

*Estimated as of April 2016

Table 1

FY 2016/2017 CAPITAL IMPROVEMENT PLAN FUNDING SOURCE SUMMARY				
Description	July 1, 2016 Beginning Balance*	FY 2016/2017 Estimated Additions	FY 2016/2017 Estimated Reductions	June 30, 2017 Estimated Balance
Capital Projects Fund Balance	\$ 2,663,288	\$ -	\$ (859,500)	\$ 1,803,788
Transfer In From General Fund	-	1,157,969	-	1,157,969
Capital Fund Interest Revenues	-	6,658	-	6,658
Lease/Bond Proceeds Balance	-	-	-	-
Miscellaneous Revenues	-	-	-	-
Grant/Alternative Funding Revenues	-	-	-	-
Totals	\$ 2,663,288	\$ 1,164,627	\$ (859,500)	\$ 2,968,415

*These balances are estimated as of March 31, 2016.

Table 2

Financial Goals

The development of guidelines for the District’s overall fiscal planning and management should foster and support the continued financial strength and stability of North County Fire & Medical District and its financial goals. Through the establishment of sound financial policies, the District seeks to:

- Deliver quality services on an affordable, efficient and cost-effective basis providing full value for each tax dollar.
- Maintain an adequate financial base to sustain the current level of fire and emergency medical response.
- Have the ability to withstand local and regional economic fluctuations and respond to changes in funding affecting District operations.

Financial Policies

Establishing and following sound fiscal policies enhances the District’s financial health as well as its image and credibility with its residents and the public in general. The Governing Board is charged with establishing financial policies and the staff is responsible for implementing those policies in the day-to-day management of District finances.

The District’s budget is closely aligned with the financial policies established by the Governing Board. These policies serve to strengthen the current and long-term financial health of the organization and are visited, at a minimum, on an annual basis to ensure they represent the most current and realistic framework for decision-



making. A balanced budget is the foundation of the District's financial policies. The Board and District staff members define a balanced budget as one that matches required expenditures necessary to provide the District's established service goals with available, sustainable resources. The Board and the staff spend an extensive period of time detailing expenditures and identifying and verifying the revenue sources that are available to support those expenditures. As revenues fluctuate, so must expenditures. However, the Board and staff strive to ensure that these fluctuations do not negatively impact emergency service levels.

Fund Balance: During the beginning months of each fiscal year, generally between July and October, the District receives little or no property tax revenues. This is a direct result of the State of Arizona's property tax billing and collection cycle. Property taxes are levied and billed to taxpayers annually and payments are due in two installments. The first installment is due during October and the balance is due in April of each fiscal year. This can create periods of revenues shortfalls for the District. During these phases, the Board and administrative staff are charged with determining if the District should borrow from the Capital Projects Fund or make use of "registered warrants" obtained through the Maricopa County Treasurer's Office. A combination of both options has been used in recent years. During times of low interest rates, it is generally more beneficial for the District to utilize its Capital Projects Fund balance rather than pay the interest costs associated with registering warrants through the District's line of credit. During times when the District can invest funds to earn higher interest rates, short-term borrowing (registered warrants) usually results in lower costs when compared against the higher interest revenues.

Capital Improvement Plan: The purposes of the Capital Improvement Plan (CIP) are to systematically identify, plan, schedule, finance, and track capital assets, as well as monitoring capital projects to ensure cost effectiveness and conformance with established policies and priorities. The CIP is a component of the District's Core Documents and is reviewed and updated annually at a minimum. The CIP outlines direct costs associated with recommended capital projects and asset purchases. Required ongoing operational costs are identified and presented as a part of each proposed CIP outlay allowing the Board the opportunity to determine its feasibility. Funding sources for each project or purchase are acknowledged within the plan. The entire Capital Improvement Plan is included in the Appendices to this document.

Long-Term Financial Forecast: Legislative requirements under ARS §48-805.02(D,2), which became effective in September of 2013, mandate that the District project an estimate of the revenues and expenditures for the next two fiscal years based on the previous year's variances and/or known information that will impact future years, including applicable levy or rate limitations. If these budgetary projections reflect expenditures exceeding revenues in any given fiscal year, the District must undertake a study of merger, consolidation or joint operating alternatives. The District projects revenues and expenditures for a minimum of ten years from the current budget year to ensure established service levels and proposed program changes can be maintained without jeopardizing future services.

The District has utilized consultants, data from the Maricopa County Assessors' Office, and internal studies to assist in the development of long range financial forecasting systems. District staff reviews and updates these forecasts based on identified legislative and economic factors and their potential impact on the District's financial and strategic goals for the future.

The Long-Term General Operations Fund Forecast (Table 3) is a powerful planning tool used to estimate revenue and expenditures over a forward-looking period. This forecast helps the District address the challenges of balancing revenue and expenditures for services provided by the District beyond the one year



perspective offered by its Annual Budget and Operational Plan and the Capital Improvement Plan (CIP). The forecast also assists the Board of Directors in allocating financial resources in order to achieve the long term goals outlined in the District's Strategic Plan. This long term forecast covers the five-year period from July 1, 2016 through June 30, 2021.

The five-year financial projection uses calculations based on a combination of historical expenditure levels, known operational needs, and analytical data to produce annual revenue and expenditure estimations. The forecast provides an overall framework for managing financial resources. However, it does not obligate the District to specific funding decisions such as the allocation of funds to particular programs or projects. Approval of specific initiatives can only occur through formal action of the Board of Directors – primarily through the adoption of the Annual Budget and Operational Plan and the approval of the Capital Improvement Plan. The forecast makes several assumptions regarding the annual budget and operational plan as outlined below:

- Wages and Benefits are estimated to increase an average of 5.9% each fiscal year with minimal increases in staffing and limited wage scale adjustments. A significant portion of these annual increases are attributed to expenditures outside of the District's control such as payroll taxes, health insurance costs, Public Safety Personnel Retirement System (PSPRS) and Arizona State Retirement System (ASRS) actuarially determined funding requirements.
- Operations expenditures are estimated to increase an average of 2.8% each fiscal year. Operational expenditures include equipment and supplies, property and liability insurances, computer software systems licensing, fuel, utilities, and dispatching fees.
- District training expenditures are estimated to increase an average of 4.9% each fiscal year. Training expenditures are a vital component of maintaining quality District service levels.
- Debt Service and CIP funding is projected to realize an average 4.9% increase during the next five fiscal years. The expected increase is solely attributed to capital asset depreciation costs, as the current debt payment obligations will remain stable for the duration of debt servicing period, terminating in Fiscal Year 2027-2028. The District may only adjust the debt payments with a significant cash outlay to retire the current debt, or the refinancing of this debt through alternative funding options such as initiating General Obligation (GO) Bond or Certificate of Participation (COP) sales.

Over the course of the last six years, beginning with the 2009 tax year, the District's Net Assessed Valuation (NAV) decreased an average of 7.6% per year, generating an overall 32.8% decrease in the NAV and a loss of over \$165 million in value. The District's NAV began to recover in the 2014 tax year and increased by 2.98% and then again in 2015 by another 5.83%. While the NAV did increase once again in tax year 2016, the increase was limited to 3.59% as a result of the 2012 voter approved Proposition 117 legislation.

Prior to Fiscal Year 2009/2010, in which the District realized a 9.7% reduction in NAV, the District had historically experienced 11.6% average annual increases. The highest reduction of 10.4% occurred during FY 2011/2012. The largest increase in the District's NAV was 56.3% in FY 2007/2008.

Table 3 summarizes the adopted budget totals from FY 2015-2016, as well as the long-term forecast for the next five years. Based on an amalgamation of a 4-year historical average and known future budgetary adjustments, the District's annual budget is anticipated to increase by approximately 4.7% each fiscal year for the next five years in order to maintain current service levels. Wages and benefits are factored at an average increase of 5.1% and contemplate future pay step increases and benefit modifications, but does not include an



increase in personnel. The wage and benefit projections take into account the conclusion of the SAFER Grant income. Projections for operating expenditures are calculated at 4.8%, training at 1.0% and debt service funding is maintained at the current level. While there will be no changes to the Fire District Assistance Tax (FDAT) funding due to statutory restrictions, alternative revenues are projected to increase minimally at 1% annually and Health & Medical revenues are projected to increase an estimated 4.3% per year. Factoring in these non-levy revenues and using an estimated NAV increase of 4.5% per year, the District’s MIL rate is anticipated to climb gradually, but will remain below the statutorily mandated tax rate cap of \$3.25. This information will be amended annually or as new data becomes available that more accurately indicates current and future revenue and/or expenditure trends.

Description	FY 2015/2016 AMENDED	FY 2016/2017 PROPOSED	FY 2017/2018 ESTIMATED	FY 2018/2019 ESTIMATED	FY 2019/2020 ESTIMATED	FY 2020/2021 ESTIMATED	FY 2021/2022 ESTIMATED
Revenue Forecasts							
Property Taxes, Net of Shared Revenues	\$ 10,566,435	\$ 10,698,662	\$ 11,592,657	\$ 12,490,819	\$ 13,128,513	\$ 13,808,735	\$ 14,534,724
Fire District Assistance Tax	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Health & Medical Revenues	2,499,594	2,647,375	2,760,700	2,878,877	3,002,112	3,130,623	3,264,634
General Fund Revenues - Other	958,845	1,180,042	841,373	546,786	552,254	557,776	563,355
Total General Fund Revenues	\$ 14,424,874	\$ 14,926,079	\$ 15,594,730	\$ 16,316,482	\$ 17,082,879	\$ 17,897,134	\$ 18,762,713
Expenditures							
Wages & Benefits	\$ 11,832,345	\$ 11,971,996	\$ 12,566,310	\$ 13,197,742	\$ 13,869,012	\$ 14,583,056	\$ 15,343,044
Operating Expenditures	1,574,595	1,789,971	1,874,347	1,963,254	2,056,954	2,155,723	2,259,858
District Training & Development	135,544	139,935	141,334	142,748	144,175	145,617	147,073
Debt Service	532,390	674,177	662,738	662,738	662,738	662,738	662,738
Contingency	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Expenditures	\$ 14,424,874	\$ 14,926,079	\$ 15,594,730	\$ 16,316,482	\$ 17,082,879	\$ 17,897,134	\$ 18,762,713
Net Assessed Valuation	\$ 369,755,455	\$ 383,038,322	\$ 400,275,046	\$ 418,287,424	\$ 437,110,358	\$ 456,780,324	\$ 477,335,438
Tax Rate	\$ 2.8577	\$ 2.8044	\$ 2.9075	\$ 2.9975	\$ 3.0148	\$ 3.0343	\$ 3.0563

Table 3

Fiscal Planning and Budgeting: The District’s policy concerning fiscal planning and budgeting is to govern the preparation, monitor the expenditures, and analyze the effectiveness of the Annual Budget and Operational Plan. Part of this process includes incorporating a long-term perspective and a system of identifying available and sustainable resources and then allocating those resources among competing purposes. The District presents an annual operating budget that is balanced; meaning that planned expenditures are equal to or less than current revenues and ongoing expenditures will only be paid for with ongoing revenues. The District will not postpone expenditures, use one-time (non-recurring) revenue sources to fund ongoing (recurring) uses, or use external borrowing for operational requirements. The District identifies and allocates funding resources among various service needs. It is increasingly important to incorporate a long-term perspective and to monitor the performance of programs competing to receive funding.

The District’s audited financial statements are presented using the modified accrual basis of reporting; therefore, District budgeting is also done on a modified accrual basis. Under the modified accrual basis, expenditures are recorded when goods or services are actually received rather than when the invoices are paid. The exception to this general rule is interest on general long-term debt which is recognized when due. Revenues are recorded in the accounting period in which they become measurable and available.



Expenditure Control: The District has established policies which govern the compliance of the legally adopted budget by instituting processes for setting and modifying appropriation and expenditure limits and safeguarding the organization from possible “overspending”. The operating budget is controlled at the organizational level and the Capital Improvement Plan is controlled at the project level. To further ensure expenditures are kept in check and to comply with Arizona Revised Statute §48-807(O), the District provides the following reports and statements to the Governing Board and public on a monthly basis:

- A statement of financial activities presented in the form of a Budget-to-Actual Report detailing the adopted budget for the fiscal year, revenues and expenditures for the prior month, and a fiscal year-to-date summary.
- A Register of Checks, Warrants and Deposits listing all transactions occurring in all cash accounts held by the District.
- A Statement of Net Assets and Liabilities as of the last day of the reporting period.
- A Cash Flow Projection report through the end of the fiscal year encompassing all cash funds, updated monthly with actual revenues and expenditure from the preceding month.
- Proof of reconciliation of each of the District’s cash accounts and statements provided by each financial institution in which the District maintains an account.

The statute mandates that the District Governing Board review these reports. Any financial report or cash flow projection report that would indicate that the District is likely to violate Section 48-805.02,(D),1 or that would indicate an adverse impact on the ongoing operations or liquidity of the District is to be reported to the County Treasurer and Board of Supervisors. This report must be submitted by the District Board Chairman in writing and delivered by certified mail within ten days after the discovery.

Revenues: District policy encourages diversification of the District’s revenue base and regular monitoring of all revenues. The District continues to develop opportunities to generate non-levy revenues. The District’s reliance on tax revenue continues to trend downward as presented in Chart 4 below, with the current percentage of non-levy revenues equaling 28.3%. The ultimate goal of the District is to minimize tax fluctuations for District taxpayers while maintaining established services. The District estimates its annual revenues utilizing an objective, analytical process whenever possible and makes every effort to forecast revenues by individual category for subsequent years. This process is completed annually.

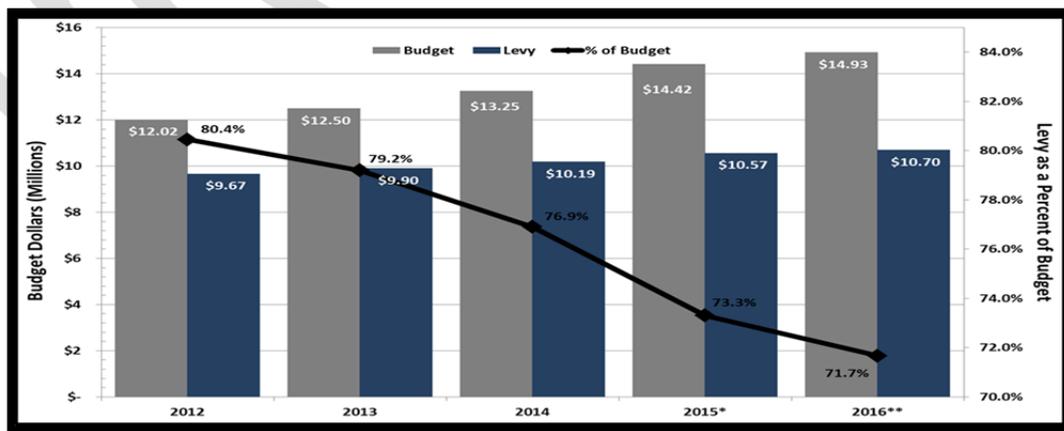


Chart 4



Grants: District policies establish under what conditions grants will be pursued and with what administrative guidelines or approvals. The District applies for those grants that are consistent with its objectives and needs. The potential for incurring ongoing costs, including the support for grant-funded positions from local revenues, are considered prior to applying for a grant. The District attempts to recover all allowable costs, direct and indirect, associated with the administration and implementation of programs funded through grants. All grant submittals are reviewed for their cash requirements, their potential impact on the operating budget, and the extent to which they meet the District's objectives.

User Fee Cost Recovery and Indirect Cost Allocations: District policy encourages full cost recovery of most publically provided services that benefit specific individuals or organizations and the utilization of user fees to augment general tax revenues. The District has established user fees and charges for certain services provided to users receiving a specific benefit. Examples of these service fees include Cardio Pulmonary Resuscitation (CPR) Training, Heart Saver Adult/First Aid Training, and Heart Saver Automated External Defibrillator (AED) Training Certification classes as well as Building Plan Review and Permits issued by the District. Fees and charges are initially established by specific action of the Governing Board in an attempt to recover the cost of providing these services. User fees are periodically reviewed to calculate their cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary. The District's current fee schedule was adopted under Board Resolution #12-0621-3 on June 21, 2012. During Fiscal Year 2016-2017, the District will again review and revise the fee schedule where appropriate.

Debt Management: The District strives to adhere to a "pay as you go" system for financing its future capital needs. However, the issuance of debt can be a valuable tool in achieving some of the District's strategic goals in regards to capital expansion or planning ahead for capital programs. Additionally, attractive interest rates for borrowing may make this option more viable.

The District typically restricts long term borrowing to capital improvements or projects that cannot be financed from current revenues and to those capital projects with anticipated longevity. The District does not use long-term debt to fund current operations and will first attempt "pay as you go" financing and/or the use of operating funds when applicable. If the District funds capital projects using debt proceeds, it attempts to establish a maturity date that does not exceed the useful life of the project or asset funded by those proceeds.

The District's Debt Management Policy sets parameters for when the District will take on debt and the associated limitations. Arizona State Statutes (Arizona Revised Statute §48-806) establish limits on the total amount of General Obligation (GO) Bond and Certificate of Participation (COP) indebtedness for fire districts. This limit is set at the lesser of six percent of secondary assessed taxable property value of the District in the year of issuance or the maximum voter approved bond offering amount. The District has not yet pursued GO bonds or COP financing although it may at some point in the future. Table 4 outlines the District's statutory debt limits for the past five fiscal years.



OUTSTANDING DEBT & LIMITATIONS						
Fiscal Year Ended June 30,	Secondary Net Assessed Valuation	General Obligation Bonds			Lease/Purchase Debt	
		Legal Limit for Bonds	Outstanding Bond Debt	Percent of Legal Limit Available	Outstanding Lease/Purchase Debt	Percent of Bond Legal Limit
2017	\$ 383,038,322	\$ 22,982,299	\$ -	100.0%	\$ 4,776,364	20.8%
2016	369,755,455	22,185,327	-	100.0%	5,138,156	23.2%
2015	349,386,465	20,963,188	-	100.0%	5,489,367	26.2%
2014*	339,271,938	20,356,316	-	100.0%	5,830,308	28.6%
2013	355,766,535	21,345,992	-	100.0%	4,969,100	23.3%

*Note: In August of 2013, the District refinanced its outstanding debt, plus acquired an additional million dollars in loan proceeds to fund capital projects. This transaction reduced the debt interest rate from 4.30% to 2.99% and cut the debt service payments by over \$100,00 annually.

Table 4

Because the District has not previously pursued bond financing, it has not been evaluated by independent bond rating agencies. The District has established financial policies that will help position the organization to achieve a favorable rating if, or when, the time comes to pursue this option, and evaluation is required.

The District does have another form of debt financing available for use in securing larger capital purchases. Lease/Purchase Agreements are an asset secured loan held by a single investor; usually a bank. This form of debt is backed by the full faith and credit of the District and leasehold interests are granted to the bank. The bank, in turn, leases the property back to the District under long-term agreements. Under these agreements, the District is obligated to make lease payments to the bank on a pre-determined schedule until the debt is satisfied. Once the obligations are satisfied, all rights, title and interest in the assets are transferred back to the District. Should the District default on the Lease/Purchase Agreement, the bank may terminate the leases, take possession of, and liquidate, the assets pledged under the agreements and the District is then relieved of any subsequent obligation to the bank.

Lease/Purchase Agreements are not subject to any statutory legal debt limitations. However, debt service payments are required to be paid from the primary tax levy. Since this form of capital funding is paid from the primary tax levy, it is restricted by the District's taxable levy limit. This may prevent the District from entering into agreements for future capital projects that are not currently part of the Capital Projects Replacement Schedule.

The District's outstanding long term debt obligations at June 30, 2016 will total \$5,138,155 with a maturity date of June 2028. The operating budget identifies \$512,738 in principal and interest payments for this debt obligation. Table 5 outlines the required debt service payments, based on the District's current debt obligation, for Fiscal Year 2016-2017 and the next five fiscal years.



Outstanding Debt Amortization Schedule by Fiscal Year For the Fiscal Years of 2016/2017 through 2020/2021				
LEASE / PURCHASE DEBT				
Fiscal Year Ended June 30,	Principal	Interest	Total FY Debt Service Requirements	Outstanding Debt at Fiscal Year End
2017	\$ 361,791	\$ 150,947	\$ 512,738	\$ 4,776,364
2018	372,690	140,048	512,738	4,403,675
2019	383,916	128,821	512,738	4,019,758
2020	395,481	117,256	512,738	3,624,277
2021	407,395	105,343	512,738	3,216,883

Table 5

Accounting, Auditing, and Financial Reporting: District policy dictates the system of internal accounting and internal and external financial reporting that will be adhered to for District financial transactions. The District complies with accounting principles generally accepted in the United States in its accounting and financial reporting, as outlined in the following publications:

- Governmental Accounting, Auditing, and Financial Reporting (GAAFR), issued by the Government Finance Officers Association (GFOA) of the United States and Canada.
- Codification of Governmental Accounting and Financial Reporting Standards, issued by the Governmental Accounting Standards Board (GASB).
- Pronouncements of the Financial Accounting Standards Board, (FASB).

Monthly financial reports are provided for the Governing Board, Fire Chief and all District division and program managers and are reviewed during the District’s monthly public meetings. The reports summarize the District’s financial activity comparing actual revenues and expenditures with budgeted amounts. Based on changes to the Arizona Revised Statutes which became effective September 1, 2013, all fire districts shall produce monthly financial reports to include the following:

- Register of Checks, Warrants and Deposits
- Statement of Financial Activities (Budget-To-Actual Report)
- Statement of Net Assets
- Cash Flow Projection for the Fiscal Year – Actuals revised monthly
- Bank Statements provided by the financial institution maintaining each account including proof of reconciliation.

The Board must certify in writing, that it has been provided with, and has reviewed each of these reports. During the review of these reports, should any report indicate an adverse impact or deficit in the ongoing operations or liquidity of the District, the Chairman of the Board is mandated to report this deficit in writing and deliver it to the County Treasurer and Board of Supervisors within ten (10) days of the discovery.

A system of internal accounting controls and procedures is maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions. A comprehensive financial audit is performed annually by an independent public accounting firm with the objective of expressing an opinion on



the District’s financial statements and their validity. Changes under HB-2572 also mandate that the District must contract with an auditing firm that is in good standing with the Arizona State Board of Accountancy to perform the annual audit. It further stipulates that the auditor must appear in person to present the Governing Board with the audit findings. The District annually reviews federal grant proceeds to determine if an additional comprehensive financial audit of federal grant programs according to the Single Audit and the Federal Office of Management and Budget (OMB) Circular A-133 is required.

Cash Management and Investing: The Maricopa County Treasurer serves as the District’s fiduciary agent and is responsible for the management of tax revenues held in an account titled the Fire District General Fund. Maricopa County collects real property taxes and Fire District Assistance Taxes (FDAT) on behalf of the District and the District recognizes tax receipts after notification by the Maricopa County Treasurer. Tax revenues are deposited by the Maricopa County Treasurer into the General Fund account which are invested in a pooled account named the Maricopa County Local Government Investment Pool (MC-LGIP).

The District maintains several cash accounts associated with each of its three main funds. Below is an outline of the associated cash accounts, where they are maintained, and their purpose:

- **General Fund Operations:**
 - Maintained by Maricopa County Treasurer:
 - General Fund Account – Property tax revenues and general expenditures
 - Employee Benefit Liability Account – Benefit Liabilities
 - Maintained at an FDIC insured financial institution:
 - Secondary General Fund Account – Fees for services
 - Ambulance/Insurance Fund Account – Ambulance transport fees
 - Payroll Fund Account - Payroll processing

- **Special Revenue Fund Operations:**
 - Maintained at an FDIC insured financial institution:
 - Special Revenue Fund Account – Donations and special programs

- **Capital Projects Fund:**
 - Maintained at an FDIC insured financial institution:
 - Capital Projects Fund Account - High Yield Savings
 - NCFMD Project/Operating Accounts - Loan Proceeds Escrow
 - Maintained by the Arizona State Treasurer:
 - NCFMD Savings Account - Arizona State Local Government Investment Pool (AZ-LGIP)

All accounts not maintained by the State of Arizona or Maricopa County are managed by the District under the authority of state statute. The District participates in Automated Clearing House (ACH) and check fraud protection, as well as collateralization of its accounts and Federal Deposit Insurance Corporation (FDIC) insurance protection through its financial institutions.

Capital Expenditures (Fixed Assets): The Governing Board has adopted a District Property Stewardship and Capitalization Policy in accordance with parameters outlined in the Governmental Accounting, Auditing and Financial Reporting Manual (GAAFR). This policy establishes a capitalization threshold of \$4,500 and a



minimum useful life of more than one year for fixed assets. Fixed assets are purchased through Capital Improvement Plan (CIP) funding. Typically, fixed assets are replacement items as well as new capital items necessary to provide personnel with the tools essential to support the District's mission, vision, and values in the most efficient and productive manner. All assets are depreciated utilizing the straight-line method and based on continued usefulness as outlined in the capitalization policy. Fixed asset purchases are reviewed annually based on need and in correlation with the District's Aging/Replacement Schedule contained in the CIP.

Legislative Challenges

Historically, Arizona property receives two valuations: full cash value (FCV) and limited property value (LPV). The Arizona Constitution requires that the FCV of all property valued by the County Assessor be reflective of the current market value. Since the FCV fluctuates with the market, there is no limit in the amount it can increase or decrease each year. Through tax year 2014, growth in the LPV was limited to the greater of 10% of the previous year or 25% of the difference between the current year's FCV and the previous year's LPV, with the stipulation that LPV could not exceed FCV.

The LPV is factored by an assessment ratio set by the legislature to determine the assessed value which is the taxable value. The assessment ratio for residential properties has been 10% since 1973. The ratio for most centrally valued commercial properties (utilities) was 50% in 1979, gradually dropped to 25% by 1999, dropped to 20% in 2012, and will drop to 18% next year for a total drop of 64%. Commercial properties valued by the county assessor had an assessment ratio of 25% through 2005; it dropped to 20% in 2012 and will drop to 18% next year for a total drop of 28%.

When the legislature reduces the taxable value of one class of property by lowering the assessment ratio it shifts the tax burden to other classes, mostly residential. Reducing the limited value of centrally valued commercial properties 64% and county assessor valued commercial properties 28% has increased homeowner's annual taxes by 20-30%. If an individual divide their tax by five, it will give them a rough estimate of how much more taxes they will pay annually as a result of these modifications. In 2012 and at the bottom of the market, Arizona passed Prop 117, which limited property value growth to 5% a year and moved District funding from the FCV to LPV. It will take over 10 years before District values return to 2008 levels.

The amount of tax is determined by the tax rate set by each tax district. The tax rate is calculated by dividing the taxing district's budget by the total limited assessed value in the district. That rate is applied to the assessed (taxable) value of each property to determine what share of each district's budget it will pay.

Reducing assessment ratios for commercial properties reduces the total limited assessed value that is divided into the district's budget causing a higher tax rate and shifting the burden to residential properties.

This burden shift to residential properties caused by both market changes and special interest legislation will be locked in for many years due to the passage of Proposition 117 in 2012.

Below is a brief summary of the significant legislation which negatively impacts the District's revenue stream:

- **Arizona Revised Statutes §48-807** – Capped the maximum tax rate of \$3.25 per \$100 of assessed property value. The fire district tax rate cap was first established in 1992 at \$3.00. In 2005, the tax rate cap was adjusted to \$3.25 to offset the change in commercial property assessments from 25% to 20%



(primarily transferring the tax burden to residential / homeowners). If the \$3.25 tax rate cap had been adjusted annually for inflation, today the fire district tax rate cap would be \$5.09.

- **Senate Bill 1421** – Passed in 2009, limited the increase in total tax levy for fire districts to no more than 8% over the prior year’s actual levy.
- **House Bill 2001 (Jobs Bill)** – Passed in 2011, reduced tax assessment of Class One (commercial) and centrally valued properties (utilities) from 20% to 16% further transferring the tax burden to homeowners (with no additional tax rate cap adjustments).
- **Proposition 117** – In the 2012 general election, voters passed Proposition 117 amending the Arizona Constitution by setting a limit on the annual percentage increase in property values used to determine property taxes to be no more than 5% above the previous year and established a single LPV as the basis for determining all property taxes on real property starting in Fiscal Year 2015-2016.

In 2012, the gap between full cash and limited values for both residential and commercial properties was less than 1%. This year, the gap for centrally valued properties is still less than 1%, but it is 8.9% for commercial properties valued by the county assessor, and roughly 19.2% for all residential properties.

There are numerous possibilities depending on what happens to market values of residential and commercial properties. But, if current full cash values were frozen, residential properties would experience the full 5% increase in taxable value for four years while commercial properties would receive the maximum increase for only two years. If the full cash value of residential properties increases at least 5% each year, the tax burden shift from recent market increases and ongoing tax breaks for commercial properties will never be overcome due to Prop 117.

Another factor is that Proposition 117 took effect during a year where the assessment ratio for all commercial properties dropped from 19.0% to 18.5%. This reduces the Prop 117 5% increase in limited value for all commercial properties this year to only 2.37% [$5.0 - (0.5 \div 19.0) = 2.37$]. Next year it will only increase 2.3% when the ratio drops to 18.0%. This means that the taxable value of commercial property can only increase about 4.7% for the first two years Prop 117 is effective while taxable value of residential property can increase by the full 10%.

Additionally, the Proposition does not contemplate a property valuation reset upon sale of the property to the new owner, widening the disparity in tax burden from property owner to property owner.

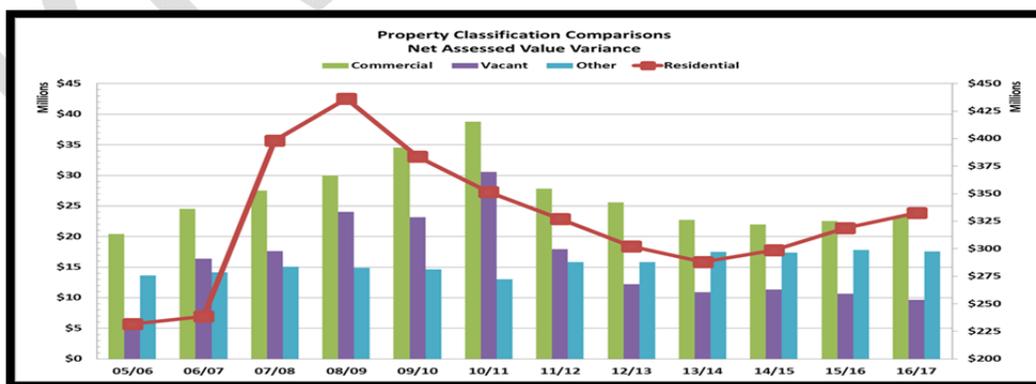


Chart 5



Local Economy / Housing Market

For several years, the Phoenix Metro area was the poster child for the housing market crash. According to Elliott D. Pollack & Company, Arizona has had a significant recovery in both absolute and relative terms. As of March 2016, Arizona ranked 7th out of the 50 states for employment growth while the Valley Metro area ranked 4th out of all metropolitan areas with a population over one million. In terms of population growth, Arizona is currently in the top 10 fastest growing states, coming in at number 8. If population growth predictions are correct, an average of 20,000 homes per year will need to be constructed in the Phoenix metro area. Elliott D. Pollack & Company forecasts a 20% increase in single family home permits in 2016 and a 10% increase in 2017.

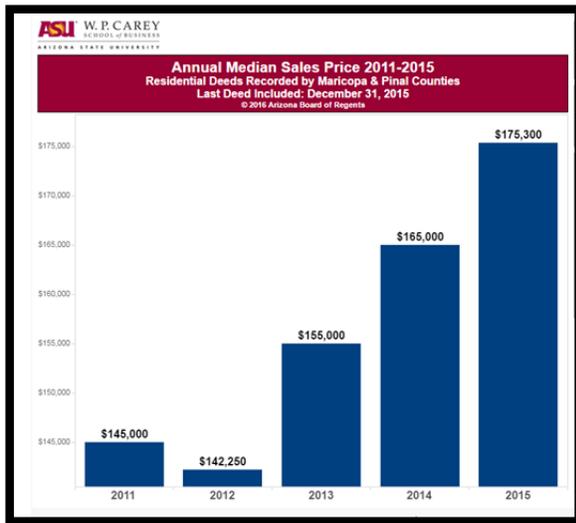


Chart 7



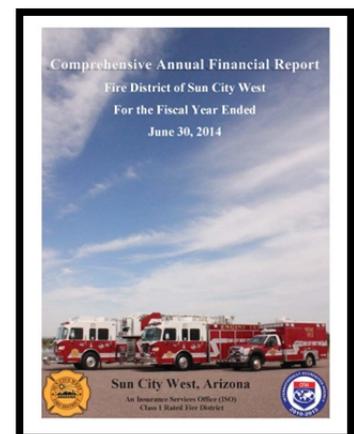
Chart 6

Over the past couple of years, the housing prices have begun to rebound. According to Zillow.com, the median valued home in Sun City West has increased by 7.9% over the past year. This remains 22.4% down from the peak in the 2nd Quarter of 2006. Zillow.com is projecting a 2.5% increase over the coming year.

Comprehensive Annual Financial Report

In addition to the Strategic Plan, the Capital Improvement Plan, and the Annual Budget and Operational Plan, the District produces a Comprehensive Annual Financial Report (CAFR). This document is prepared by the Financial Services Division in compliance with guidelines recommended by the Government Finance Officers Association of the United States and Canada (GFOA). Beginning in 2010, the District began presenting the CAFR to the Governing Board in conjunction with the District’s independent audit.

The CAFR presents the financial position of the District as well as significant demographic and statistical information to help the reader understand the financial health and operational condition of the District.





The CAFR also offers residents and other interested parties extensive historical data about the District. The current CAFR is available for review on the District's website at www.ncfmd.az.gov or upon request.

The District submitted its CAFR for the Fiscal Year Ended (FYE) June 30, 2014, to the GFOA for award eligibility determination for its Certificate of Achievement for Excellence in Financial Reporting award and received the award for the fifth consecutive year. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting. In order to be awarded a Certificate of Achievement, a government agency must publish an easily readable and efficiently organized CAFR which must satisfy both generally accepted accounting principles and applicable legal requirements. The District has submitted its fifth CAFR for the FYE June 30, 2015 and is awaiting the results. The District also plans to participate in this award program each year moving forward.

PROPOSED



FUND STRUCTURE

North County Fire & Medical District currently uses three major fund groups: the General Fund, the Special Revenue Fund, and the Capital Projects Fund. The General Fund contains required annual revenues and expenditures. The Special Revenue Fund comprises annual revenues and expenditures associated with special programs, and also includes donations and bequests. The Capital Projects Fund is a “savings” account for the Capital Improvement Plan (CIP) which allows for the funding of future capital improvements.

Each fund is considered to be a separate accounting entity which may or may not carry a fund balance. Fund balance is generally defined as the difference between a fund’s assets and liabilities. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures as appropriate.

The District reports each of these funds as major governmental funds in its financial statements. All District audited financial statements are presented using the modified accrual basis of reporting.

General Fund: The General Fund, or working fund, outlines, in detail, anticipated maintenance and operational revenues and expenditures for Fiscal Year 2016-2017. The Employee Benefit Liability Account (EBLA) is a sub-account of the General Fund and is managed under its purview. The EBLA account was established to fund District liabilities created by compensated absence balances and other associated employee benefit liabilities. The General Fund’s activities represent the true financial plan for North County Fire & Medical District during the fiscal year. The EBLA maintains a balance at fiscal year-end; however, the General Fund commonly does not in accordance with Arizona Revised Statutes §48-807(L). At the close of the fiscal year, in accordance with District policy, the Governing Board identifies revenues over expenditures to be transferred into the District’s Capital Projects Fund to support future capital needs. However, prior to this fund balance being transferred, it is reduced by unexpended wages and benefits, which are allocated and maintained in the EBLA. The General Fund uses a modified accrual basis for financial reporting and a zero-based budget basis of budgeting which works effectively with the reporting basis.

Special Revenue Fund: The Special Revenue Fund manages designated, reserved funding for ongoing, usually self-sustaining specialized programs and includes the District’s Fire Corps Program, Child Safety Car Seat Loaner Program, paramedic training grant program, and any other special purpose grants. This account may carry a fund balance, as any revenues received for a specific purpose must only be expended for that purpose and these programs may be extended from year-to-year. The Special Revenue Fund revenues and expenditures depicted in Table 7 on page 38 are estimated for Fiscal Year 2016-2017 since revenues received are generally donated and expenditures only occur as necessary to support the associated ongoing programs. The accountability of these funds follows the same documentation and approval requirements as used to

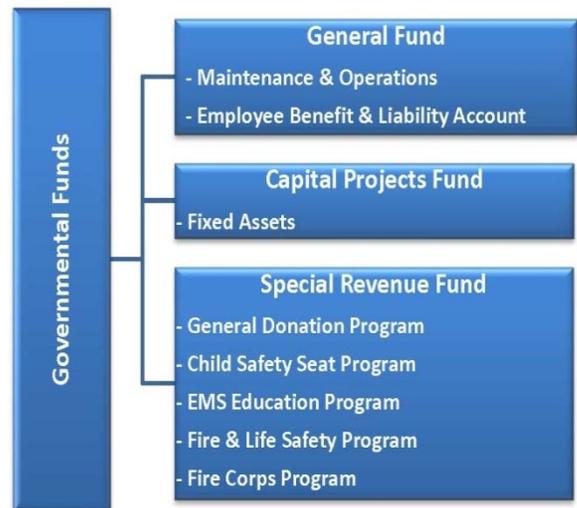


Figure 4



administer the District’s General Fund transactions. The Special Revenue Fund also uses the modified accrual basis of financial reporting. However, due to the nature of this fund, budgeting is not necessary.

Capital Projects Fund: The Capital Projects Fund (CIP) is, in effect, the District’s “savings” account and was established through Board action to support the CIP. It is designed to fund future capital purchases. Revenue sources for this fund include transfers from the General Fund as allocated through the Capital Projects Funding Account, Loan Proceeds, and interest earnings. All un-allocated fiscal year end General Fund revenues over expenditures, including non-utilized contingency funds, are transferred directly into the Capital Improvement Plan in accordance with District policies. This account may carry a fund balance from year-to-year as capital projects may encompass many years. Financial Reporting for this fund is done using the modified accrual basis and budgeting is generated using the zero-based budgeting system.

The District annually revises and publishes a Capital Improvement Plan that outlines specific projected capital expenditures. Capital expenditures, although recommended, are approved on an individual basis by the Governing Board. The District’s CIP is typically presented to the Board for adoption in April of each year. This plan is recognized as a guide for recommended capital asset purchases and replacements only. At the appropriate time, each of the suggested capital asset purchases and/or replacements is presented to the Board for review, discussion and possible action. The Board then provides guidance regarding each asset purchase and authorizes each transaction individually. The entire Capital Improvement Plan is included in the Appendices of this document.

It is important to maintain the relationship between each functional unit of the District and the major funds of the District. This relationship outlines the fund structure and is used for budgeting, accounting and financial reporting purposes. Table 6 shows the correlation between the District’s functional units or divisions and the major funds that support them.

USE OF FUNDS BY FUNCTIONAL UNIT	General Fund	Special Revenue Fund	Capital Projects Fund
Fire District Board of Directors	Oversees Fund Management		
Fire Chief	Manages All Operations & Expenditures		
Assistant Chief of Emergency Services/Health & Medical/Support Services	Oversees Assigned Division Expenditures		
Emergency Services Division (Firefighting / Health & Medical Personnel)	Division Expenditures	Paramedic Training	Division Capital Assets
Support Services Division (Apparatus & Facility Maintenance Personnel)	Division Expenditures	N/A	Division Capital Assets
Assistant Chief of Administration/Risk Management	Oversees Assigned Division Expenditures		
Financial Services Division (General Accounting, Payroll Processing & Financial Reporting Personnel)	Oversees Fund Accountability		
Administrative Services Division (District Administration, Human Resources & Customer Service Personnel)	Division Expenditures	N/A	Division Capital Assets
Community Risk Management Division (Fire Marshal, Community Outreach Personnel, Public Education, Fire Prevention & Fire Corps)	Division Expenditures	Special Programs Expenditures (Fire Corps, Child Safety Seats, Public Education)	Division Capital Assets

Table 6



Estimated Year-End Fund Balance Summary

Fund balance annual deviation overview:

- **General Fund** – Management ensures the budget is balanced with expenditures at the same level as revenues. At fiscal year end, the Governing Board commits funds identified through the budget process to the Employee Benefit Liability Account (EBLA), and the balance of revenues over expenditures, combined with budgeted Capital Projects Funding, and unexpended contingency funds to be transferred into the Capital Projects Fund.
 - **Capital Project Fund** – The fund balance is affected by the timing of the capital projects. It is not unusual for the fund balance to fluctuate from year-to-year. As more capital projects are completed, the fund balance will decrease significantly. Funding is replenished through transfers from the General Fund through the budgeted Capital Projects Funding, unexpended contingency funds and committed revenues over expenditures at fiscal yearend.
- Special Revenue Fund** – The fund balance is affected by revenues and expenditures associated with the various special projects of the fund. These projects include the general donation, child safety seat, EMS education, fire & life safety and Fire Corps programs. This fund generally maintains a balance due to donations received by patrons of the various programs and intermittent expenditures necessary to support these programs.

Table 7 outlines the estimated fund balance at the end of Fiscal Year 2015-2016, Fiscal Year 2016-2017 Estimated Revenues, Fiscal Year 2016-2017 Estimated Expenditures, Estimated Fund Transfers, and Estimated Fund Balance at the end of Fiscal Year 2016-2017.

FISCAL YEAR END 2016/2017 ESTIMATED FUND BALANCE SUMMARY*					
FUND	Estimated Fund Balance FYE June 30, 2016	Estimated Revenues FY 16/17	Estimated Expenditures FY 16/17	Estimated Fund Transfers	Estimated Fund Balance FYE June 30, 2017
General Fund	\$ 2,032,434	\$ 14,926,079	\$ (14,926,079)	\$ (1,157,969)	\$ 874,465
GF Sub-Account: Emp Benefit Liability Fund	68,139	168,716	(168,716)	-	68,139
Special Revenues Fund	61,794	5,000	(2,500)	-	64,294
Capital Projects Fund	2,663,288	6,658	(859,500)	1,157,969	2,968,415
Total All Funds:	\$ 4,825,655	\$ 15,106,453	\$ (15,956,795)	\$ -	\$ 3,975,313

*Estimated as of April 2016

Table 7



BUDGET OVERVIEW

North County Fire & Medical District remains fiscally strong. Over the years, through sound fiscal management, the District has positioned itself well to cope with growth and to provide greater flexibility on budgetary issues. The District is able to balance revenues and expenses and continues to maintain a high level of service. The Fiscal Year 2016-2017 Budget and Operational Plan presents a responsible financial plan. As always, the priority for this fiscal year’s budget has been to maintain quality service while observing prudent spending practices.

The Annual Budget and Operational Plan specifically impacts the General Fund only, and is outlined in detail throughout the following pages of this document. The Combined Budget Summary (Table 8) includes actual final figures for Fiscal Year 2014-2015, amended budget figures for Fiscal Year 2015-2016 (amended due to receipt of the SAFER grant), estimated end of year totals for Fiscal Year 2015-2016, the proposed Budget for Fiscal Year 2016-2017, and the budget variance based on the proposed budget.

GENERAL FUND						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
REVENUES						
Property Taxes	\$ 10,208,325	\$ 10,566,435	\$ 10,566,435	\$ 10,741,885	\$ 175,450	1.7%
Shared Property Tax Revenues	-	-	-	(43,223)	(43,223)	100.0%
Fire District Assistance Tax (FDAT)	407,122	400,000	400,000	400,000	-	0.0%
Health & Medical Revenues	2,513,216	2,499,594	2,324,744	2,647,375	147,781	5.9%
Program Revenues	220,022	146,599	207,044	154,871	8,272	5.6%
Miscellaneous Revenues	285,379	812,246	761,009	1,025,171	212,925	26.2%
Total Revenues	\$ 13,634,064	\$ 14,424,874	\$ 14,259,231	\$ 14,926,079	\$ 501,205	3.5%
EXPENDITURES						
Wages & Benefits	\$ 10,442,633	\$ 11,832,345	\$ 11,005,530	\$ 11,971,996	\$ 139,651	1.2%
Maintenance & Operating Expenditures	1,668,548	1,924,595	1,681,822	2,139,971	215,376	11.2%
Training & Development	85,709	135,544	102,104	139,935	4,391	3.2%
Debt Service	512,518	532,390	512,740	674,177	141,787	26.6%
Total Expenditures	\$ 12,709,408	\$ 14,424,874	\$ 13,302,196	\$ 14,926,079	\$ 501,205	3.5%
Revenues Over/(Under) Expenditures	924,656	-	957,035	-	-	
BEGINNING FUND BALANCE	2,470,223	-	3,394,879	2,100,573	-	
Less Transfers to Capital Projects Fund	-	-	(2,251,341)	(2,100,573)	-	
ENDING FUND BALANCE	\$ 3,394,879	\$ -	\$ 2,100,573	\$ -	\$ -	

(Estimated)

Table 8

Revenue Summary: The District’s financial position reflects continuing slow revenue growth, with the single largest increase coming from Health & Medical revenues. These alternate non-levy revenues are attributed to the District’s inter-facility transport and Community Integrated Healthcare programs. The overall revenue budget for Fiscal Year 2016-2017 totals \$14,926,079; a 3.5% increase over the previous fiscal year.

Expenditure Summary: General Fund expenditures for Fiscal Year 2016-2017 are projected at \$14.93 million, which is a 3.5% increase over last fiscal year principally due to the increased funding allocated to the District’s Depreciation Schedule. The budget includes a total of 91 full-time equivalent (FTE) positions, an increase in force of 6 FTE’s over last fiscal year. These positions were funded by the Federal Emergency Management Agency Staffing for Adequate Fire & Emergency Response (SAFER) Grant received by the District in January



2016. The grant will continue to fund these positions through December 2017. The addition of these positions will assist in meeting increasing workload and service level demands as well as providing added staffing for the District's recently completed Station 104.

The Fiscal Year 2016-2017 budget also includes modifications to the District's wage range summary (included in the appendices) which followed the completion of an extensive market analysis. The study evaluated the compensation and benefits for all personnel to determine how the District compares to its peer fire organizations. Where major discrepancies were identified, compensation and benefit budget initiatives were designed to address the discrepancies. Wage and benefit competitiveness is vitally important in maintaining a stable work force. District management feels that the highly qualified and dedicated personnel in this District should receive wages and benefits that are at least equitable with those of other departments/districts in the Valley.

After researching other available market options, the District is once again proposing a change in health insurance carriers. A plan offered by United Healthcare is the most economical and beneficial option. While the plan does include changes such as increased out-of-pocket expenses for employees, the District's costs are projected to be reduced by approximately \$230,000 over last fiscal year's expenditures.

Assessed Valuation Summary: The District's assessed property valuation is expected to increase modestly for Fiscal Year 2016-2017. According to the Maricopa County Assessor's Office, the 2016 certified taxable value for the District is \$383,038,322. This represents a 3.59% increase over the 2015 certified taxable value.

Fiscal Year	Net Assessed Valuation	Percent of Increase	Median Home Value	Tax Rate per \$100	Average Property Tax
2005/2006	\$ 271,327,006	4.02%	\$ 199,500	\$ 2.4080	\$ 480.40
2006/2007	293,512,421	8.18%	187,500	\$ 2.4080	\$ 451.50
2007/2008	458,677,185	56.27%	173,500	\$ 1.6670	\$ 289.22
2008/2009	505,223,198	10.15%	204,500	\$ 1.7574	\$ 359.39
2009/2010	455,991,330	-9.74%	173,700	\$ 1.9660	\$ 341.49
2010/2011	433,885,773	-4.85%	147,800	\$ 2.2555	\$ 333.36
2011/2012	388,861,955	-10.38%	142,100	\$ 2.4280	\$ 345.02
2012/2013	355,766,535	-8.51%	122,700	\$ 2.7189	\$ 333.61
2013/2014	339,271,938	-4.64%	123,800	\$ 2.9177	\$ 361.21
2014/2015	349,386,465	2.98%	133,200	\$ 2.9177	\$ 388.64
2015/2016	369,755,455	5.83%	147,515	\$ 2.8577	\$ 421.55
2016/2017	383,038,322	3.59%	154,891	\$ 2.8044	\$ 434.38

Table 9

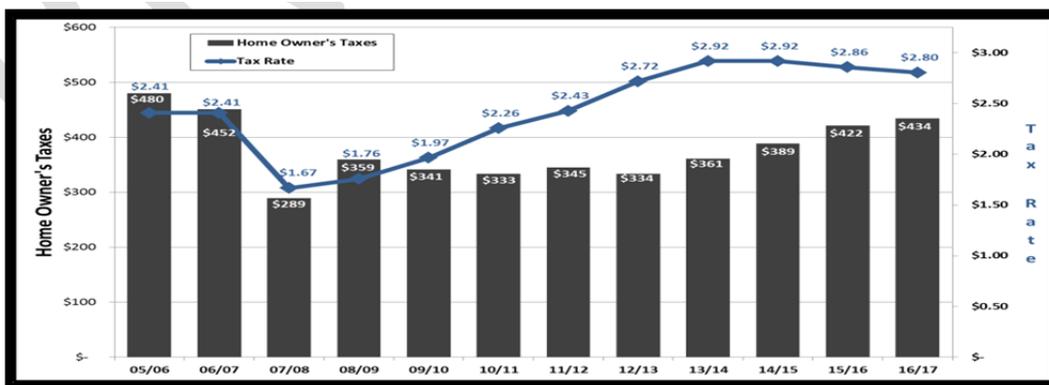


Chart 8



Tax Rate Summary: The District is anticipating a 1.9% decrease in the Fiscal Year 2016-2017 tax rate, establishing a \$2.8044 [FY 2015-2016 (current) rate \$2.8577] per \$100 of primary assessed or limited property value. A reduced tax rate is significant as currently 30% of all Arizona fire districts are operating at the \$3.25 tax rate cap and 70% of all Arizona fire districts have less than \$50,000 in available tax levy capacity under the rate cap. Arizona Revised Statute §48-807F states that the tax rate typically cannot exceed \$3.25 per \$100 of assessed value.

PROPOSED



REVENUE OVERVIEW

General Fund Revenues are anticipated using available information and historical projections. The Fiscal Year 2016-2017 Budget includes funding from several different sources. The largest portion of the District’s revenues is provided through property taxes. These taxes, as well as the Fire District Assistance Tax, are collected and remitted by Maricopa County on behalf of the District.

GENERAL FUND						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
REVENUES						
Property Taxes	\$ 10,208,325	\$ 10,566,435	\$ 10,566,435	\$ 10,741,885	\$ 175,450	1.7%
Shared Property Tax Revenues	-	-	-	(43,223)	(43,223)	100.0%
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Health & Medical Revenues	2,513,216	2,499,594	2,324,744	2,647,375	147,781	5.9%
Program Revenues	220,022	146,599	207,044	154,871	8,272	5.6%
Miscellaneous Revenues	285,379	812,246	761,009	1,025,171	212,925	26.2%

Table 10

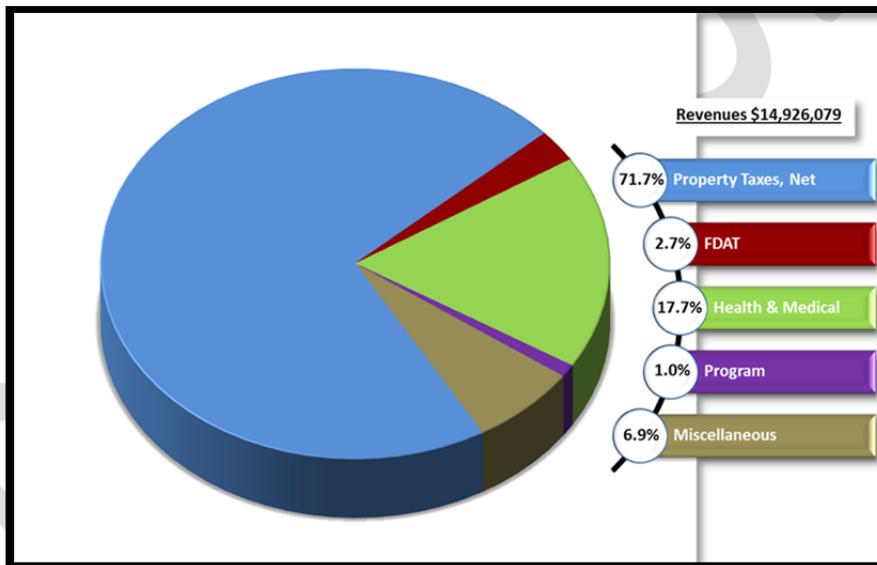


Chart 9

Property Taxes: The District’s property tax is levied based on a calendar year although the District operates on a fiscal year basis. Property taxes constitute the majority of the District’s revenues, totaling just over 71.7% in Fiscal Year 2016-2017; a decrease from the previous year’s 73.3%. Property values are established as of January 1 of each year and the tax rates on those values are set by the Maricopa County Assessor in August of each year. The Maricopa County Treasurer’s Office invoices and collects the property taxes for the District. The Fiscal Year 2016-2017 tax rate is estimated at \$2.8044 per \$100 of secondary assessed valuation. These revenues are generated by the factoring of the adopted tax rate as applied to the Net Assessed Valuation (NAV) of the District. A portion of the tax revenues, related to the 2015 Pinnacle Peak Annexation, will be shared with the City of Peoria on an annual basis.



- **Outlook:** The NAV is reported as \$383,038,322, an increase of 3.6% over the previous year. This value is established by the Maricopa County Assessor's Office in accordance with statutorily mandated guidelines. With the current economic recovery and projected future growth and development, it is anticipated that the District's assessed valuation will continue to grow. The District's new growth is expected to assist with maintaining an equitable tax liability for District residents.
- **Major Influences:** Factors affecting property tax revenues include population, development, property value, tax rate and tax assessor appraisal. Changes in legislation could also influence this revenue stream.

Fire District Assistance Tax (FDAT): FDAT is allocated to each fire district within a county based on a formula outlined in Arizona Revised Statute §48-807. The District's funding is derived from a tax that is assessed to all properties within Maricopa County. The annual maximum allowable FDAT revenue is \$400,000 annually or 20% of the District's property tax levy, whichever is the lesser amount. The District is projected to receive the maximum of \$400,000 in FDAT funding which accounts for approximately 2.7% of the District's overall revenue budget.

Health & Medical Revenues – The District's Health & Medical Revenues are derived from emergency and non-emergency ambulance transport fees and other medically related revenues including those generated by the District's Community Integrated Healthcare Program.

- **Outlook:** Health & Medical Revenues for Fiscal Year 2016-2017 are projected to increase by 5.9% and provide approximately 17.7% of the District's annual revenues. The additional revenues are based on a projected increase in the District's emergency and non-emergency ambulance transport services and the additional Health & Wellness revenues generated from the Community Integrated Healthcare Program.
- **Major Influences:** Health & Medical Revenues are influenced by population growth, aging population, competition for inter-facility ambulance transports, fluctuation in the demand for current services provided by the District, and the development of new services available through the District's Community Integrated Healthcare Program.

Program Revenues – The District's Program Revenues include Construction Fee Revenues, Operational Fee Revenues, Prevention Service/Fee Revenues, State Land/Wildland Revenues, and Special Program Revenues (ex., lockbox program, smoke alarm program, t-shirt sales).

- **Outlook:** The District's Program revenues provide approximately 1.0% of the District's revenues and are projected to increase by 5.6% for Fiscal Year 2016-2017. Revenues for this category are difficult to predict and therefore, the District estimates this line-item conservatively.
- **Major Influences:** Some of the major influences on program revenues include population fluctuations; District development, construction, and tenant improvement projects; the number of District wildland deployments, and the development and/or cessation of District programs and services.

Miscellaneous Revenues – Miscellaneous Revenues include, but are not limited to, contracts for emergency service responses, cell tower lease revenues, public records requests, and incident report copies. Also included in this category are the revenues from the District's agreement with the Glendale Fire Department Helicopter Air-Medical & Logistical Operations (HALO) Program.



- Outlook: This category is expected to increase by 26.2% for Fiscal Year 2016-2017 and contributes approximately 6.8% of the District's revenues.
- Major Influences: This category is so varied that major influences are difficult to identify. One major influence could be changes and/or the cancellation of the HALO agreement as it is the major source of revenue in this category.

PROPOSED



EXPENDITURE OVERVIEW

The District’s Expenditures are classified into four general categories: Wages and Benefits, Operating Expenditures, Training and Development, and Debt Service. The following pages present details regarding each of these expenditure categories. Each expenditure category will be discussed in detail in various segments of this document under the appropriate division/program sections in this document. Each section will outline areas of responsibility and the contributing expenditure accounts.

GENERAL FUND						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
EXPENDITURES						
Wages & Benefits	\$ 10,442,633	\$ 11,832,345	\$ 11,005,530	\$ 11,971,996	\$ 139,651	1.2%
Maintenance & Operating Expenditures	1,668,548	1,924,595	1,681,822	2,139,971	215,376	11.2%
Training & Development	85,709	135,544	102,104	139,935	4,391	3.2%
Debt Service	512,518	532,390	512,740	674,177	141,787	26.6%
Total Expenditures	\$ 12,709,408	\$ 14,424,874	\$ 13,302,196	\$ 14,926,079	\$ 501,205	3.5%

Table 11

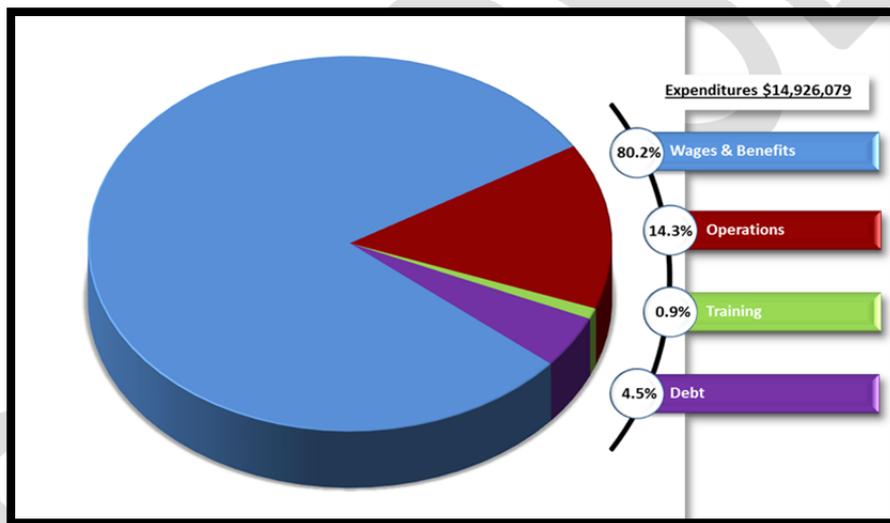


Chart 10

Personnel – Personnel Compensation and Benefits, making up 80.2% of the District’s budget, experienced a net increase of 1.2% as the result of a 4.2% increase in costs associated with wages and a 4.0% decrease in employer taxes and benefits. Wage increases are attributed to the combination of the addition of six suppression personnel, the elimination of two billing personnel, changes to the wage scale as a result of a wage and benefit study, and an increase in overtime expenditures. Decreases in taxes and benefits are related to a decrease in the Public Safety Personnel Retirement System contribution rate and the reduction of Arizona State Retirement System (ASRS) participants as well as a reduction in ASRS and Social Security contributions. However, the most significant decline (approx. \$230,000) is directly related to a reduction in health premiums due to a change in insurance carriers and plans.

Maintenance & Operating Expenditures – The 11.2% increase in Maintenance & Operating (M&O) Expenditures was due to increases in medical billing services, the November 2016 Governing Board election



process, a projected increase in consulting services, facilities and apparatus costs due to the addition of Station 104, increases in Dispatching fees and other inflationary cost factors. M&O accounts for approximately 14.3% of the overall expenditure budget.

Training and Development – District Training and Development costs are planned to increase by 3.2% for Fiscal Year 2016-2017. Increases are primarily due to additional personnel and the District’s expanded health and medical programs.

Debt Service – Debt Service is projected to increase 26.6% for Fiscal Year 2016-2017 due to an increase in asset depreciation funding. Debt service accounts for 4.5% of the District’s expenditure budget.

PROPOSED



DIVISIONS / PROGRAMS BUDGETS

The following pages present the detailed budget plan, response goals, strategic objectives, critical tasks, performance measures and authorized staffing levels for Fiscal Year 2016-2017. The sections are divided by operational division/programs as shown on the District Organizational Chart (Chart 11).

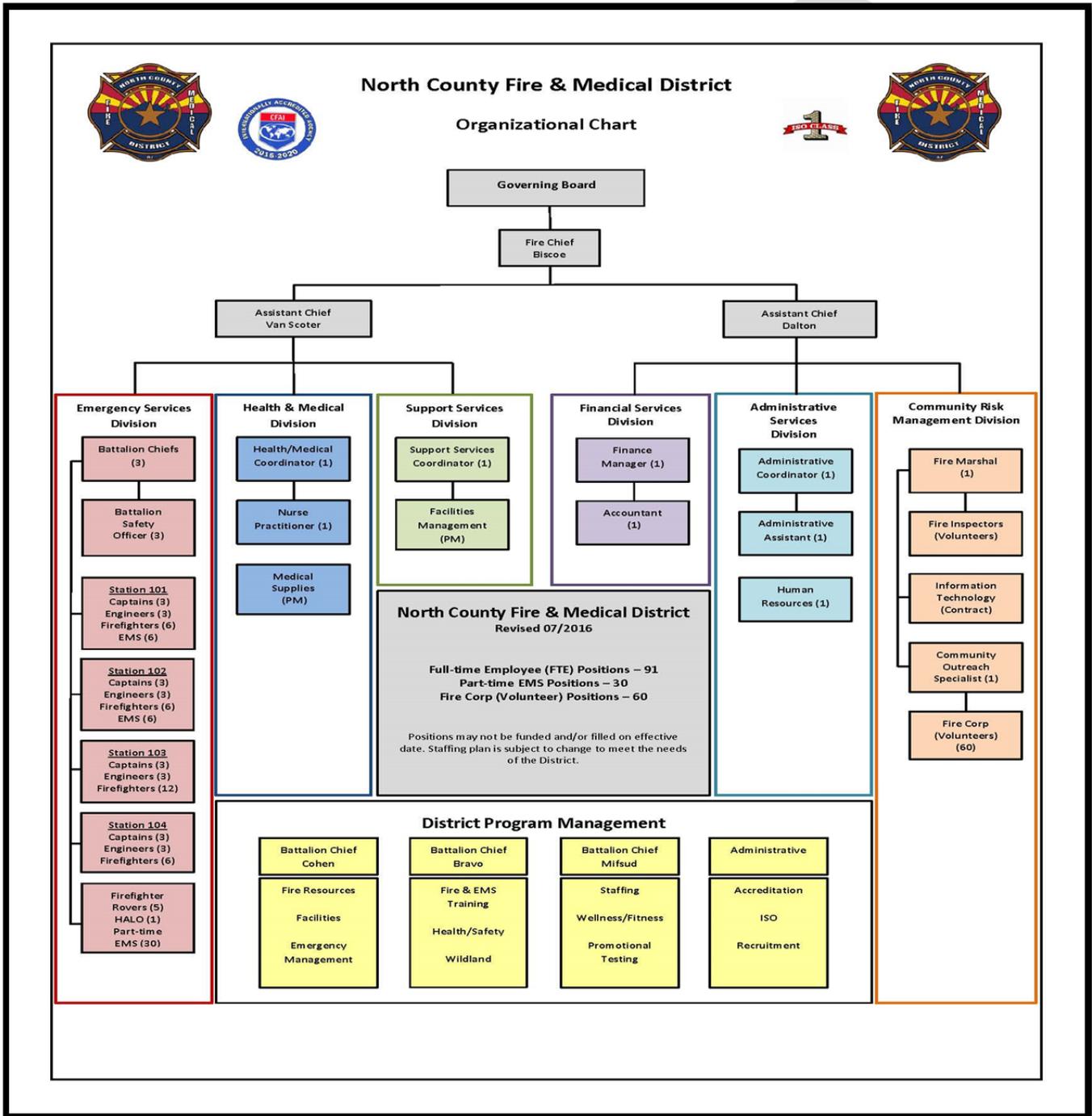


Chart 11



EMERGENCY SERVICES DIVISION

The Emergency Services Division includes the following program areas: Emergency Response, Emergency Medical Service (EMS), Wildland, Employee Health and Safety, Firefighting and Personal Protective Equipment, Self-Contained Breathing Apparatus (SCBA), Mission Readiness Training and Development, and Disaster Preparedness. The Emergency Services/Health & Medical/Support Services Divisions Assistant Chief oversees this division. Personnel assigned to Fire Operations are sworn personnel and employees assigned to EMS Operations are performed by both sworn and non-sworn personnel. The District also added a cadre of part-time non-sworn EMS personnel in Fiscal Year 2014-2015 to assist with District operations and plans to add additional part-time EMS personnel during Fiscal Year 2016-2017.

The Division staffing plan addresses many of the recommendations as stated by the National Fire Protection Association (NFPA) Standard 1710. It also addresses daily scheduling issues that arise from attrition, approved personnel leave usage, work related injuries and standard operating procedures.

EMERGENCY SERVICES DIVISION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Assistant Chief	1.0	1.0	1.0	1.0
Battalion Chiefs	3.0	3.0	3.0	3.0
Captains	12.0	15.0	15.0	15.0
Engineers	12.0	12.0	12.0	12.0
Firefighters	21.0	24.0	30.0	30.0
Firefighter Rovers	9.0	3.0	5.0	5.0
Firefighter HALO Medic	1.0	1.0	1.0	1.0
EMS Personnel	12.0	12.0	12.0	12.0
Part-Time EMS Personnel	11.0	30.0	30.0	30.0
TOTAL PERSONNEL ASSIGNED	82.0	101.0	109.0	109.0

Emergency Response

Emergency response represents the most visible aspect of the District’s mission. A major consideration in the delivery of effective emergency services is the timeframe, or emergency response time, in which these services are delivered. Emergency response time is defined as the elapsed time from the moment an emergency call is received in the Communications Center until the first unit arrives on scene. As a part of the Accreditation process through the Commission on Fire Accreditation International (CFAI), the District was required to develop a Standards of Cover (SOC) document. The SOC is based on empirical study and demonstrates continuous improvement strategies that include deployment considerations, minimum response times, and standards of cover assessments. These improvement strategies were used to establish formal performance measures or response goals for the District. The emergency response performance measure has been segmented into three components which are identified as Call Processing Time, Turnout Time, and Response Time Standards or travel time to the incident. The District Board adopted formal Resolution #10-0121-1 on January 21, 2010 to formally establish these goals. The District compares emergency responses against these goals to determine the effectiveness of its emergency responses. Details regarding each performance measure are listed below.



Performance Objectives / Response Goals

District Call Processing Time: The District will work with the Regional Communications Center to strive for an emergency call processing time of sixty (60) seconds or less, 90% (percent) of the time.

Turnout Time: A critical component of response time is turnout time (the amount of time that passes between the incident being broadcast to firefighters and the time that District fire apparatus is enroute to the emergency).

EMERGENCY OPERATIONS RESPONSE TIME STANDARDS		
Type of Incident	Turn-Out Time Standard	Performance
EMS (07:00 - 22:00 Hours)	0:01:00	90%
EMS (22:01 - 06:59 Hours)	0:01:30	90%
Fire Incidents (07:00 - 22:00 Hours)	0:01:30	90%
Fire Incidents (22:01 - 06:59 Hours)	0:01:45	90%

Response Time Standards: The District will always strive to deliver emergency services in a safe and efficient manner. The response time goals for each type of response, excluding call processing time and turnout time, are detailed as follows:

FIRE SUPPRESSION RESPONSE TIME STANDARDS		
Resource	Response Time Standard	Response Time Standard
	Demand Zone A	Demand Zone B
First Due Company	0:06:00 (TRT)	0:08:00 (TRT)
Initial Full Alarm Assignment	0:08:00 (TRT)	0:12:00 (TRT)

EMERGENCY MEDICAL RESPONSE TIME STANDARDS		
Resource	Response Time Standard	Response Time Standard
	Demand Zone A	Demand Zone B
First Due Unit	0:06:00 (TRT)	0:09:00 (TRT)
Balance of Units	0:06:30 (TRT)	0:09:30 (TRT)

SPECIAL OPERATIONS RESPONSE TIME STANDARDS		
Resource	Response Time Standard	Response Time Standard
	Demand Zone A	Demand Zone B
Hazardous Materials - First Due Company	0:06:00 (TRT)	0:08:00 (TRT)
Hazardous Materials - Balance of Units	0:12:00 (TRT)	0:14:00 (TRT)
Technical Rescue - First Due Company	0:06:00 (TRT)	0:08:00 (TRT)
Technical Rescue - Balance of Units	0:12:00 (TRT)	0:14:00 (TRT)

2015 TOTAL RESPONSE TIMES - ALL INCIDENTS		
Element	80th Percentile	90th Percentile
Call Processing Time	0:01:11	0:01:29
Turn-Out Time	0:01:03	0:01:17
Travel Time	0:04:30	0:05:20
Total	0:06:44	0:08:06



Maintaining staffing recommendations and response times within these guidelines will also assist the District in meeting its Ambulance Certificate of Necessity (CON) mandates for the provision of ambulance services, in maintaining Accreditation, and in maintaining its newly awarded Insurance Services Office (ISO) rating of Class 1.

The District presents Chart 12 to demonstrate the performance as compared to the established response goals for the period of July 1, 2014 through June 30, 2015. The table below displays data for all emergency calls that occurred during Fiscal Year 2014-2015. It presents the emergency response time and the three performance measure components as established under the District’s response goals. The information is presented in the form of Hours:Minutes:Seconds (00:00:00) to represent the length of time in which each component was performed. The percentages listed across the top of the table indicate the total percentage of emergency calls that were processed within the time indicated in each cell.

2015 TOTAL RESPONSE TIMES - ALL INCIDENTS		
Element	80th Percentile	90th Percentile
Call Processing Time	0:01:11	0:01:29
Turn-Out Time	0:01:03	0:01:17
Travel Time	0:04:30	0:05:20
Total	0:06:44	0:08:06

Chart 12

Along with the Response Goals discussed above, the District has also established certain on-scene Performance Objectives. These performance objectives define the District’s goals once responding units have arrived on the emergency scene. The following bullet points detail the District’s Performance Objectives as adopted by formal Resolution #10-0121-1 on January 21, 2010:

Fire Suppression Performance Objective:

To stop the escalation of a fire where found. Typically this includes search and rescue for victims, confining the fire to the room of origin, and limiting the heat and smoke damage to immediate area of the room of origin. The first arriving engine company initiates search/rescue and fire attack operations. The second arriving engine company provides a back-up line and/or a Rapid Intervention Crew (RIC). The first arriving ladder company provides ventilation and loss control measures as necessary. The response shall be capable of providing a 500 gallon per minute initial fire attack.

An effective fire force is comprised of a minimum of fifteen (15) personnel deployed via engine companies, ladder/ladder tender(s), rescue unit(s) and battalion chief(s). Upon notification of a “working fire”, additional personnel will be automatically dispatched via Engine Companies, ladder trucks, and various other vehicles. The District received a FEMA SAFER grant to hire six (6) additional firefighters. The six additional firefighters will help improve efficiency on the fire ground, allowing the District to deploy/assemble an NFPA 1710 initial full alarm assignment, effective response force, and rapid intervention crew to initiate a safe and effective emergency operational plan with sufficient resources arriving on the scene in a timely manner.



Special Operations Performance Objectives:

- **Hazardous Materials:** To isolate, evacuate, and identify the hazardous material(s) that created the emergency and mitigate the hazard.
- **Technical Rescue:** To initially determine the number, location, and condition of victims involved in the incident and to extricate the victim(s) using the lowest risk option possible.
- An **Effective Response Force (ERF)** will be composed of eight (8) to fourteen (14) personnel deployed in engine and ladder companies, rescue units, hazmat or technical rescue apparatus and battalion chief(s).

Emergency Medical Operations Performance Objectives:

Stop the escalation of a medical emergency, within the capabilities of the effective response force. Specifically, assess patients and prioritize care to minimize death and disability. Intervene successfully in life-threatening emergencies, stabilize patients to prevent additional suffering, and provide basic or advanced life support and transportation to a treatment facility as necessary.

An effective response force of three (3) to six (6) personnel with a minimum of two paramedics deployed via ambulance/medic unit, Engine Company, and/or Ladder Company or other units as necessary to initiate basic or advanced life support activities as appropriate.

The District's on-scene performance objectives were formalized with the accreditation process; formal statistical data for this on scene performance objective is being gathered. These performance objectives have been integrated into the District's computerized emergency response tracking database and will be monitored on an ongoing basis.

Firefighting and Personal Protective Equipment Program

This section contains all expenditures related to firefighting and personal protective equipment acquisition, maintenance, and supplies. The District strives to obtain and maintain the appropriate tools for employees to safely and effectively provide the services necessary to protect District property owners. The Personal Protective Equipment (PPE) Program ensures all District personnel possess a complete set of PPE clothing and equipment which is maintained in a safe and functional condition. The program is also responsible to regularly maintain, replace and/or repair any component of the assigned PPE equipment and to perform other related tasks as required.

A Cancer Reduction Program was initiated during FY 2014-2015 based on a review of the 2013 National Institute for Occupational Safety and Health (NIOSH) Cancer Study. Components of the program include: 1. Dual turnout program to reduce health and cancer risks; 2. Hood exchange program to reduce carcinogen exposures; 3. Turnout cleaning standard operating procedures; 4. "Cancer Prevention Initiative" standards of practice based on the Firefighter Cancer Support Network *White Paper*; 5. Implement station clean zones and Station Shoe Policy to minimize transport of toxins into station living quarters. This program will be maintained with on-going education and resource support in order to enhance the wellness of the District's personnel and manage or minimize the potential overarching costs that accompany a cancer diagnosis.



FIREFIGHTING EQUIPMENT & PPE PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Battalion Chief	1.0	1.0	1.0	1.0
Captain	1.0	1.0	1.0	1.0
Engineer	1.0	1.0	1.0	0.0
TOTAL PERSONNEL ASSIGNED	3.0	3.0	3.0	2.0

The following table outlines the expenditure accounts associated with the Firefighting and Personal Protective Equipment Section of the budget:

FIREFIGHTING & PPE PROGRAM EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
543000 · Firefighting Equipment Repairs/Maint	\$ 4,648	\$ 4,500	\$ 4,363	\$ 4,200	\$ (300)	-6.7%
571000 · Firefighting Equipment	5,823	6,000	5,987	10,250	4,250	70.8%
573000 · Protective Equipment	50,042	53,340	53,232	58,100	4,760	8.9%
Total Firefighting & PPE Program	\$ 60,513	\$ 63,840	\$ 63,582	\$ 72,550	\$ 8,710	13.6%

Budget Variance Highlights:

- The addition of the SAFER firefighters necessitated increases in firefighting equipment and personal protective equipment
- Additionally, a replacement chainsaw for Ladder 102 and several fire nozzle replacements are being budgeted

The Firefighter Equipment and PPE Performance Measures are included below which includes data from the two previous years to serve as benchmarks. Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether services are reaching the targeted results.

FIREFIGHTING EQUIPMENT & PPE PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Front Line Fire Hose In-Service			
4" Supply Line (Fleet)	4,750'	6,300'	6,300'
2 ½" Attack Line (Feet)	3,350'	5,400'	5,400'
1 ½" Attack Line (Feet)	350'	350'	350'
1 ¾" Attack Line (Feet)	3,860'	5,900'	5,900'
Hard & Soft Suction (Fleet)	220'	340'	340'
Suppression Equipment In-Service			
Smoke Ejectors	4	4	4
Positive Pressure Ventilation Fans	3	3	3
Thermal Imaging Cameras (TIC's)	6	7	7
Extrication Systems In-Service			
Hydraulic Rescue Systems	2	2	2
Pneumatic Air Bag Lift Systems	2	2	2
Stabilization Systems	2	2	2
Rescue Saws In-Service			
Chain Saws - Carbide Chains	5	5	5
Circular Saws - Carbide Chains	5	5	5
Turn-Outs In-Service			
Turn-Out Ensembles Maintained	76	134	152
Turn-Out Ensembles Repaired	12	14	TBD



Wildland Deployment Program

The District has supported a very successful Wildland Deployment Program for many years. This project provides many benefits to both the District and the firefighters who participate in it.

The Wildland Deployment revenues and expenditures are difficult to predict. The District’s Wildland Team may be activated several times or not at all during any given year depending on the number, length, and size of the wildland fires that occur nationwide. Due to the unpredictable nature of wildfires, including when and where they might strike, the District may show significant fluctuations in the associated annual revenue and expenditure budgets for this program. Revenues are set to meet the anticipated fiscal year expenditures based on continuing program costs.

The District’s Wildland Team has been deployed to many parts of the nation in recent years including: Arizona, California, Georgia, Idaho, Montana, Washington and New Mexico. These deployments have provided District firefighters with invaluable experience and knowledge in wildfire and urban interface tactics and strategies.

WILDLAND SECTION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Wildland Red Card Strike Team Leaders	1.0	1.0	1.0	1.0
Wildland Red Card Strike Engine Boss	4.0	4.0	4.0	5.0
Wildland Red Card Firefighters	11.0	11.0	11.0	16.0
TOTAL PERSONNEL ASSIGNED	16.0	16.0	16.0	22.0

The following table outlines the expenditure accounts associated with the Wildland Section of the budget:

WILDLAND PROGRAM EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
572000 · Wildland Equipment & Deployment	\$ 3,911	\$ 4,264	\$ 6,105	\$ 6,500	\$ 2,236	52.4%
623500 · Wildland Training Expenditures	5,419	3,000	2,967	6,000	3,000	100.0%
Total Wildland Program	\$ 9,331	\$ 7,264	\$ 9,072	\$ 12,500	\$ 5,236	72.1%

Budget Variance Highlights:

- The District has recruited five additional Wildland Team Members from within current staffing which contributed to increases in equipment and training needs. However, these expenditures directly result in the increased availability of personnel for deployments which translates to increases in wildland deployment revenues.

The Wildland Deployment Program’s Performance Measures are included below which includes data from the two previous years to serve as benchmarks. Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether the services are reaching the targeted results.



WILDLAND SECTION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Wildland Deployments	1	5	TBD
Wildland Re-Certified Engine Boss	2	4	5
Wildland Engine Boss Trainees	3	1	0
Wildland Strike Team Leader Trainees	1	1	1
Wildland Red Card Re-Certified Firefighters	11	11	16

Self-Contained Breathing Apparatus (SCBA) Program

The Self-Contained Breathing Apparatus (SCBA) Program ensures all necessary SCBA equipment is maintained in a safe and functional condition, and provides for the regular service, replacement and / or repair of any SCBA equipment components. The program is also responsible for performing fit testing on SCBA and Hepa masks for appropriate personnel as required.

SELF-CONTAINED BREATHING APPARATUS (SCBA) SECTION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Battalion Chief	1.0	1.0	1.0	1.0
SCBA Technicians	3.0	4.0	4.0	4.0
Program Coordinator	1.0	1.0	1.0	1.0
TOTAL PERSONNEL ASSIGNED	5.0	6.0	6.0	6.0

The following table outlines the expenditure accounts associated with the SCBA Equipment Program Section of the budget:

SCBA EQUIPMENT PROGRAM EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
543500 · SCBA Equipment R/M	\$ 2,498	\$ 4,278	\$ 5,455	\$ 7,700	\$ 3,422	80.0%
574000 · SCBA Equipment	14,211	16,425	15,545	32,740	16,315	99.3%
Total SCBA Equipment Program	\$ 16,710	\$ 20,703	\$ 21,000	\$ 40,440	\$ 19,737	95.3%

Budget Variance Highlights:

- The Self Contained Breathing Apparatus (SCBA) bottles are refilled through the use of a specialized air compressor, this compressor is scheduled for regular testing and preventative maintenance.
- Outsourced annual maintenance and calibration costs associated with the Posi-Check Gas Detector have been increased.
- Changes in the SCBA Equipment expenditures line item are tied to the need to replace eight (8) Clear Command Lapel Mics and ten (10) Heads-Up-Displays (HUD).



The Self-Contained Breathing Apparatus (SCBA) Section Performance Measures are included below which includes data from the two previous years to serve as benchmarks. Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether services are reaching the targeted results.

SELF-CONTAINED BREATHING APPARATUS (SCBA) SECTION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
SCBA Units	41	41	48
Annual Fit Tests Performed	130	130	1
Front Line SCBA Units Maintained	31	31	38
Training SCBA Units Maintained	10	10	10
Clear Command Systems Maintained	28	28	43
SCBA Sir Compressors Maintained	1	1	1
SCBA Training Sessions Conducted	2	2	2
Rapid Intervention Crew (RIC) SCBA Units Maintained	1	1	3

Training & Development Program

The Training and Development Program provides coordination for both the training and development of current suppression personnel as well as providing an active role in the recruitment of new District personnel. The primary focus of this program is to provide ongoing training for emergency personnel (with the exception of EMS/Health & Medical Services training). Continuing Education is required by local, state, and federal regulations and standards (including NFPA Standards Volume 10, OSHA Regulations 29 CFR 1910, the Arizona State Fire Marshal’s Office, and the Valley Automatic-Aid Consortium). This section also coordinates instruction on any new organizational procedures and guidelines.

The District must be prepared in the event of a major disaster at the strategic as well as task level. In support of the District’s Emergency Management Program, personnel work closely with the State of Arizona and Maricopa County Emergency Management to provide training in the areas of weapons of mass destruction, domestic terrorism, and self-awareness/preparedness in events of natural disaster. Personnel in this program also coordinate with employees in the Community Risk Management Division to provide awareness and preparedness presentations for the community. This allows the District to educate residents in preparing for potential disasters. This may be as simple as preparing for electrical brown-outs during the height of the summer heat or complete loss of power during the Arizona monsoon season.

MISSION READINESS: TRAINING & DEVELOPMENT PROGRAM PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Assistant Chief	1.0	1.0	1.0	1.0
Battalion Chief	1.0	1.0	1.0	1.0
Fire Captain / Program Coordinator	-	1.0	1.0	1.0
TOTAL PERSONNEL ASSIGNED	2.0	3.0	3.0	3.0



The following table outlines the expenditure accounts associated with the Mission Readiness: Training & Development Section of the budget:

MISSION READINESS PROGRAM EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
565500 · Disaster Preparedness Supplies	\$ -	\$ 1,210	\$ -	\$ 1,210	\$ -	0.0%
623000 · Educational Expenditures	33,319	41,820	31,852	39,300	(2,520)	-6.0%
624000 · Training Materials	5,471	8,070	7,429	11,700	3,630	45.0%
625000 · Travel Expenditures	1,393	4,810	3,786	3,550	(1,260)	-26.2%
Total Mission Readiness Program	\$ 40,182	\$ 55,910	\$ 43,067	\$ 55,760	\$ (150)	-0.3%

Budget Variance Highlights:

- No significant changes are planned to the District’s training program for next year.

The Mission Readiness: Training & Development Program Performance Measures are included below which includes data from the two previous years to serve as benchmarks. Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether services are reaching the targeted results.

MISSION READINESS: TRAINING & DEVELOPMENT PROGRAM PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Training & Development			
Company Training Hours	12,458	13,000	12,000
Officer / Professional Development Training Hours	2,707	9,000	10,000
Driver / Operator Training Hours	2,182	2,000	3,000
Special Operations Training Hours	1,183	1,000	1,000
EMS Training Hours	3,387	3,000	5,000
Pre-Fire Planning Inspection Hours	85	250	400
Disaster Preparedness			
Disaster Preparedness Presentations Provided	19	20	20
Disaster Preparedness Presentations Participants	321	400	400

Health and Safety Program

The Health and Safety Section is responsible for overseeing the general safety and health of District employees. The goal of this section is to educate and train employees regarding safety awareness and to assist them in maintaining a minimum level of physical conditioning to prevent personal injury during their job performance. The District provides facilities and trainers to encourage self-awareness of individual physical abilities as well as strengths and weaknesses. By increasing awareness of potential safety hazards both on emergency scenes and in the District’s facilities, the District strives to reduce the occurrence of workplace accidents and injuries.



HEALTH & SAFETY SECTION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Battalion Chief	1.0	1.0	1.0	1.0
Battalion Safety Officers	3.0	3.0	3.0	3.0
Program Manager	1.0	1.0	1.0	1.0
Fire Captain / Peer Fitness Instructors	4.0	4.0	4.0	4.0
TOTAL PERSONNEL ASSIGNED	9.0	9.0	9.0	9.0

The District and its personnel are required to observe the Occupational Safety and Health Act (OSHA) requirements as well as other regulations and standards set by national organizations such as the National Fire Protection Agency (NFPA). This budget category allocates funding to assure that the District is in compliance with these regulations and standards. The following table outlines the expenditure accounts associated with the Health and Safety Section of the budget:

HEALTH & SAFETY PROGRAM EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
534000 - Physicals/Vaccinations/Testing	\$ 47,099	\$ 22,351	\$ 22,943	\$ 23,647	\$ 1,296	5.8%
547000 - Fitness Equipment Repairs/Maint	892	1,650	1,600	1,650	-	0.0%
565000 - Safety Materials & Supplies	437	850	2,232	500	(350)	-41.2%
575000 - Health & Safety Equipment	270	1,000	928	1,000	-	0.0%
622000 - Fitness & Safety Training	1,687	4,500	4,384	5,000	500	11.1%
507000 - Program Manager Compensation	679	1,300	-	-	(1,300)	-100.0%
Total Health & Safety Program	\$ 51,063	\$ 31,651	\$ 32,087	\$ 31,797	\$ 146	0.5%

Budget Variance Highlights:

- Addition of lab and x-ray testing costs associated with the performance of in-house annual physicals and annual maintenance and calibration of medical equipment used in the process.

The Health & Safety Section’s Performance Measures are included below which includes data from the two previous years to serve as benchmarks. Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether services are reaching the targeted results.

HEALTH & SAFETY SECTION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Wellness Program Participation by Employees (%)	100%	100%	100%
Annual Fit-For-Duty Physicals for Shift Personnel Facilitated (#)	72	70	70
Exercise Participation by Shift Personnel (%)	100%	100%	100%
Yearly Fitness Assessments for Shift Personnel (%)	100%	100%	100%



Fiscal Year 2015-2016 Emergency Services Division Accomplishments

- Part-time EMS Program developed with Glendale Community College
- 2 New ambulances received and placed in service
- Tanker 104 placed in service
- Re-labeled apparatus with new District name and logo
- Promoted 2 Captains
- Promoted 2 Engineers
- Promoted 4 part-time EMS personnel to full time
- Engineer Promotional list completed and hiring list established
- Completed training and implementation of Upgraded TeleStaff software to Kronos/TeleStaff Workforce
- Created 24/48 staffing schedule for M-101
- Health & Medical Coordinator serves as President of Arizona Ambulance Association
- District continues as an ASHI (American Safety and Health Institute) training center for Advanced Cardiovascular Life Support and Pediatric Advanced Life Support
- Health & Medical Coordinator serves as Arizona Fire District Association representative on Arizona Emergency Medical Systems (AEMS) Board of Governors
- Health & Medical Coordinator continues to serve as representative on Arizona EMS Council, a state-wide EMS statutory recommendation committee
- Conducted field trials for new heart monitors
- Transitioned ambulance billing to new external vendor

FISCAL YEAR 2016-2017 EMERGENCY SERVICES DIVISION FOCUS

This section outlines the direction for the Emergency Services Division for the coming fiscal year. Included are the Division's assigned Strategic Plan Objectives and Critical Tasks with their correlated Accreditation Self-Assessment Manual Criterion Alignment. The Division's Performance Measures for the coming year which includes data from the two previous years to serve as benchmarks were included with each Emergency Services Section and Program above.

Objective: Analyze current response/deployment practices

Critical Tasks

Timeline: December 2016

- Evaluate the effectiveness and efficiency of the District's current emergency response/deployment model utilizing the District Standards of Cover Assessment
- Research best response/deployment practices and standards

Objective: Response/deployment modifications or enhancements

Critical Tasks

Timeline: December 2016

- Identify and evaluate potential strategies to target improved alarm processing, turnout times, travel times, and/or other opportunities for response/deployment improvements
- Develop a response/deployment plan to address necessary changes or enhancements
- Utilize the Standards of Cover process to monitor and analyze the effectiveness of any changes that are implemented



Strategic Priority Alignment: *Strategic Priority 1 – Service Delivery & Preparedness*
Accreditation Self-Assessment Alignment: *Criterion 2B – Fire Risk Assessment & Response Strategies*
Criterion 5G – Emergency Medical Services (EMS)

Objective: Current Disaster Preparedness Plan

Critical Tasks

Timeline: June 2017

- Evaluate existing plans including the Maricopa County Disaster Plan and Physical/Cyber Terrorist Attack protocols
- Identify any necessary modifications needed
- Maintain the plan to keep it relevant, exercised, and accurate; and so that it coincides with the County Plan

Strategic Priority Alignment: *Strategic Priority 1 – Service Delivery & Preparedness*
Accreditation Self-Assessment Alignment: *Criterion 5H – Domestic Preparedness Planning & Response*

Objective: Maintain and enhance current training programs and opportunities

Critical Tasks

Timeline: December 2016

- Research and identify required training (i.e. ISO, CFAI, NFPA, OSHA, etc.)
- Identify and inventory current personnel training gaps
- Evaluate effectiveness and efficiencies of current District training program, facilities and props

Timeline: June 2017

- Review and compare best practice examples from other agencies
- Identify opportunities to enhance the District’s current training programs
- Develop and implement a formal multi-year Training Plan that streamlines the training processes District-wide and tracks/ensures that all personnel are receiving sufficient and required training.
- Develop an evaluation process to measure the effectiveness of the District’s training program(s) and to allow avenues for feedback from personnel

Strategic Priority Alignment: *Strategic Priority 2 – Personnel*
Accreditation Self-Assessment Alignment: *Criterion 8A – Training & Education Requirements*
Criterion 8B – Training & Education Program Performance

Objective: Management Training & Coordination

Critical Tasks

Timeline: April 2017

- Develop a training program for District supervisors that specifically focuses on supervision, management skills, and accountability.

Timeline: December 2016

- Identify and evaluate operational and/or managerial differences between the three battalions



Timeline: June 2017

- Evaluate current supervisor training programs for improvement
- Provide additional opportunities for future leaders to take lead roles, e.g., committees, boards, special tasks, etc.
- Continue to enhance District promotional testing and assessment center processes
- Create a new manager development/mentorship program

Strategic Priority Alignment:

Strategic Priority 2 – Personnel

Accreditation Self-Assessment Alignment: Criterion 8A – Training & Education Requirements

Objective: Foster an environment conducive to the safety and health of all personnel

Timeline: December 2016

Critical Tasks:

- Evaluate the District’s current health and safety programs for effectiveness and inadequacies
- Research best practices
- Create and implement an employee Health and Safety Plan to address any existing program inadequacies and to improve or expand the program if necessary

Objective: Increase and/or maintain the percentage of personnel who participate in the District’s fitness and wellness program

Critical Tasks

Timeline: June 2017

- Evaluate the District’s current Employee Wellness/Fitness Program(s) for effectiveness, gaps, and participation, including the Peer Fitness Program.
- Research best practices
- Create and implement an employee Fitness/Wellness Plan to address any existing program inadequacies and to enhance the program(s) where needed
- Provide employee training and coaching
- Evaluate the value and benefit of the program(s) and employee participation levels

Strategic Priority Alignment:

Strategic Priority 2 – Personnel

Accreditation Self-Assessment Alignment: Criterion 7G – Wellness/Fitness Programs



HEALTH & MEDICAL DIVISION

The Health & Medical Division is responsible for managing the District’s Inter-Facility Transport Program, Community Integrated Healthcare Program, and medical supplies & equipment. The Division also coordinates and manages other internal and external health and wellness related programs.

The Inter-Facility Transport Program provides for the non-emergency ambulance transport of patients from medical facilities. This program has proven very successful and will continue to grow which necessitates continued planning for additional apparatus and additional personnel as needed. The Community Integrated Healthcare Program places an emphasis on primary and preventative care, linked with community health services. One component to the program is to reduce repeat patient visits to hospital emergency facilities for chronic medical conditions thus reducing costs while promoting high-value, effective community care. A second component of the program will be the establishment of in-house and mobile clinics. The in-house clinic will potentially be utilized for District residents and personnel, for both employee physicals as well as other diagnostic services. The traveling clinics would serve various entities in the community such as assisted and independent living facilities.

The Health and Medical Coordinator represents the District in matters related to EMS Standards and Regulations, with various EMS organizations and boards and is also responsible for oversight pertaining to the District’s medical supplies, equipment and training. Previously, the Health and Medical Coordinator was responsible for emergency medical training, education, and certification of all EMS personnel. However, many of these responsibilities have now been transitioned to a District Battalion Chief and Captain.

HEALTH & MEDICAL DIVISION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Health & Medical Coordinator	1.0	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	1.0
Nurse Practitioner	-	1.0	1.0	1.0
TOTAL PERSONNEL ASSIGNED	2.0	3.0	3.0	3.0

The following accounts outline the expenditures associated with the delivery of EMS and Health and Medical Services by the District:



HEALTH & MEDICAL OPERATIONS EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
544000 · EMS/Medical Equipment Repairs/Maint	\$ 2,955	\$ 13,736	\$ 13,594	\$ 20,280	\$ 6,544	47.6%
581000 · Medical Licenses & Registrations	1,550	2,325	2,515	2,350	25	1.1%
582000 · Health & Medical Equipment	16,587	5,785	5,664	6,450	665	11.5%
583000 · Health & Medical Supplies	75,697	122,200	110,342	112,200	(10,000)	-8.2%
584000 · Pharmaceutical Supplies	12,200	12,000	13,419	12,000	-	0.0%
507000 · Program Manager Compensation	679	1,300	1,300	1,300	-	0.0%
Total Health & Medical Operations	\$ 109,667	\$ 157,346	\$ 146,834	\$ 154,580	\$ (2,766)	-1.8%

Budget Variance Highlights:

- The District was awarded a grant which provided for the purchase of three Lucas Chest Compression Devices which provide and maintain continuous chest compressions when warranted and require annual maintenance and calibration. Additionally, the purchase of five new heart monitor/defibrillators also requiring annual maintenance and calibration has necessitated increases to this budget account.
- Negotiated reductions in medical supplies costs facilitated the reduction of these expenditures.

EMS / Health and Medical Training

The Emergency Services / Health & Medical Divisions coordinate emergency and medical training for District personnel to include Emergency Medical Care Technician (EMCT), Certified Emergency Paramedic (CEP) and Nurse Practitioner Recertification Programs, Chest Compression Only (CCO), Cardiac Pulmonary Resuscitation (CPR), and Automated External Defibrillation (AED). Federal and State entities direct standards of training, frequency of recertification, and set minimum training requirement levels that must be adhered to in order for the District to remain eligible to provide pre-hospital emergency care, post-hospital follow-up services and clinical patient care to its citizenry. The District takes great pride in the exceptional level of care it ensures its residents.

It is a District priority to continue to facilitate an EMS Training Program which provides a large portion of the biennial re-certification training requirements in-house thus reducing off-site travel costs. Paramedic and EMCT recertification processes meet the standards as established by the State of Arizona effective in 2014.

The following table outlines the expenditure accounts associated with training for the Health & Medical Division:

HEALTH & MEDICAL TRAINING EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
651000 · EMS Educational Expenditures	\$ 8,562	\$ 10,970	\$ 5,186	\$ 11,200	\$ 230	2.1%
651500 · Health/Medical Educational Expenditures	-	4,005	3,785	4,000	(5)	-0.1%
652000 · EMS/Medical Training Materials	2,437	5,065	4,331	5,600	535	10.6%
653000 · EMS/Medical Travel Expenditures	1,365	4,981	4,276	6,700	1,719	34.5%
Total Health & Medical Training	\$ 12,363	\$ 25,021	\$ 17,578	\$ 27,500	\$ 2,479	9.9%

**Budget Variance Highlights:**

- Additional firefighting personnel and part-time EMS staff contributed to increases in these expenditures.
- Additional certifications were necessary for the District to provide the Occupational Safety and Health Administration (OSHA) required annual physicals for field personnel.

Fiscal Year 2015-2016 Health & Medical Division Accomplishments

- Health & Medical Coordinator serves as Treasurer for the REMS (Regional Emergency Medical Systems) Consortium in the valley. This is comprised of EMS Chiefs and Coordinators throughout Maricopa County. Community Paramedicine remains one of the focus topics of the consortium.
- Certifications to allow Nurse Practitioner to conduct annual employee physicals completed
- Acquired software/hardware for Nurse Practitioner to use for electronic health record purposes for all community patient contacts
- Participated on stakeholder committee to design a reimbursable “Treat and Refer” Program for AHCCCS patients
- Obtained licensure through Arizona Department of Health Services (DHS) – Department of Licensing as an “Unclassified HealthCare Institution” allowing the Nurse Practitioner to conduct clinic and home visits for area residents. This process included writing 88 policies for the Universal Health Communications International (UHCI) for the Licensure Book that is required to be available at all times for DHS inspections. The onsite inspection was completed without any noted deficiencies.
- Obtained the services of a Board-certified physician to oversee/review all firefighter physicals in accordance with National Fire Protection Association (NFPA) 1582 Standards.
- Trained Peer Fitness team to assist with acquisition of stress EKG’s for firefighter physicals.

FISCAL YEAR 2016-2017 HEALTH & MEDICAL DIVISION FOCUS

This section outlines the direction for the Division for the coming fiscal year. Included are the Division’s assigned Strategic Plan Objectives and Critical Tasks with their correlated Accreditation Self-Assessment Manual Criterion Alignment. Also included are the Division’s Performance Measures for the coming year which includes data from the two previous years to serve as benchmarks.

Objective: Community Integrated Healthcare Program Implementation**Critical Tasks****Timeline: July 2016**

- Finalize partnerships and procedures necessary to implement initial stages of the District’s Community Integrated Healthcare (CIH) Program(s)
- Implement CIH evidenced-based data collection process.
- Implement strategies to strengthen program awareness and highlight the benefits of the District’s CIH Program(s)

Objective: Community Integrated Healthcare Program Expansion**Critical Tasks****Timeline: December 2016**



- Actively participate with the state, county, hospital systems, mental health agencies, other medical providers and community leaders to identify opportunities for CIH program expansion.
- Develop a plan to implement expanded Community Integrated Healthcare Program(s)
- Develop an evaluation process to measure program needs and effectiveness

Strategic Priority Alignment: Strategic Priority 1 – Service Delivery & Preparedness
Accreditation Self-Assessment Alignment: 5G – Emergency Medical Services (EMS)

Objective: Identify long-term community assistance needs within the District (Criterion 5C)

Critical Tasks

Timeline: June 2017

- Identify and evaluate existing programs
- Identify needs and existing service gaps
- Develop a plan to address needs and/or fill gaps
- Develop an evaluation process to measure the effectiveness of current or revised programs

Strategic Priority Alignment: Strategic Priority 1 – Service Delivery & Preparedness
Accreditation Self-Assessment Alignment: 5C – Public Education Program

Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether the Division’s programs and/or services are reaching the targeted results.

HEALTH & MEDICAL DIVISION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
In-House EMS Training			
Paramedic Refresher Training Course Participants	23	22	25
Employee CPR Training Participants	46	50	50
Documentation Quality Assessment (%)	100%	100%	100%
Community Integrated Health Care Program (CIHCP)			
Annual Employee OSHA Physicals Performed	-	70	70
Community Health Care Encounters	-	-	-



SUPPORT SERVICES DIVISION

The Support Services Division’s responsibility is two-fold. The Division ensures the District is provided with the safest and most reliable apparatus for residents and property owners of the District as well as District personnel, and provides for the essential needs of each of the District’s four station sites, the Administrative/Maintenance facility, and the District Fitness Center.

The Support Services Division provides the District with a base work environment that is structurally and mechanically sound. Support Services is challenged to project facility and apparatus strengths and weaknesses utilizing a combination of preventative maintenance and accurate assessment of equipment life.

The District maintains facilities to house both the personnel and the apparatus that support the District’s mission. The following table outlines details regarding the Facilities Maintenance Expenditures for the coming fiscal year:

SUPPORT SERVICES DIVISON PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Assistant Chief	1.0	1.0	1.0	1.0
Support Services Coordinator	1.0	1.0	1.0	1.0
Facilities Management Program Manager	1.0	1.0	1.0	1.0
TOTAL PERSONNEL ASSIGNED	3.0	3.0	3.0	3.0

The following table outlines the expenditure accounts associated with the Facilities Maintenance section of the budget:

FACILITIES MAINTENANCE EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
539100 · Electricity	\$ 76,292	\$ 88,668	\$ 87,975	\$ 102,900	\$ 14,232	16.1%
539200 · Natural Gas	3,599	4,440	5,217	4,980	540	12.2%
539300 · Water & Sewer	21,626	21,240	21,068	21,600	360	1.7%
539400 · Telephone	9,760	12,300	11,356	12,300	-	0.0%
539500 · Refuse Services	2,455	3,660	3,377	3,700	40	1.1%
541100 · Internal Facility Repairs/Maint	5,260	6,800	15,555	9,100	2,300	33.8%
541200 · Outsourced Facilities Maintenance	13,522	11,125	11,513	13,000	1,875	16.9%
541300 · Custodial Services	3,300	4,800	3,990	5,000	200	4.2%
541400 · Landscaping Services	5,834	5,400	5,150	6,800	1,400	25.9%
541500 · Pest Control	3,252	4,800	3,800	5,200	400	8.3%
541600 · Fire & Security Alarm Systems	5,214	9,980	6,702	11,350	1,370	13.7%
562000 · Janitorial Supplies	8,146	9,500	9,388	9,000	(500)	-5.3%
563000 · Facilities Supplies	5,639	6,750	6,327	7,600	850	12.6%
507000 · Program Manager Compensation	-	1,300	-	1,300	-	0.0%
Total Facilities Maintenance	\$ 163,899	\$ 190,763	\$ 191,418	\$ 213,830	\$ 23,067	12.1%



Budget Variance Highlights:

- The initiation of 24/7 operations at Station 104 was the major contributing factor to increases in this area of the budget.

In order to successfully and professionally provide services to residents, the District has a number of apparatus which require periodic repair and preventative maintenance.

The following table outlines the expenditure accounts associated with the Fleet Maintenance section of the budget:

FLEET MAINTENANCE EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
542000 · Internal Apparatus Repairs/Maint	\$ 50,901	\$ 50,100	\$ 63,410	\$ 66,650	\$ 16,550	33.0%
542500 · Outsourced Apparatus Maintenance	25,561	27,000	46,770	32,500	5,500	20.4%
546000 · Support Service Equip Repairs/Maint	188	500	769	500	-	0.0%
564000 · Support Svc/Shop Supplies	5,581	6,000	9,811	9,000	3,000	50.0%
568000 · Fuel (Gasoline/Diesel)	73,312	95,000	72,702	77,800	(17,200)	-18.1%
Total Fleet Maintenance:	\$ 155,542	\$ 178,600	\$ 193,462	\$ 186,450	\$ 7,850	4.4%

Budget Variance Highlights:

- The age of some of the District’s older apparatus and associated increased maintenance costs significantly impacted these expenditure accounts. Additionally, the addition of a total of four new front-line apparatus, to include two new Ambulances, one new Engine, and a Water Tanker necessitated the increase of basic preventative maintenance costs.
- Conversely, the price per gallon in fuel costs has greatly declined which has resulted in a decrease in fuel costs despite an increase in apparatus and estimated response mileage.

Support Services personnel are required to maintain mechanically complex District apparatus in appropriate running order which mandates specialized technical and mechanical knowledge as well as specific certifications. Maintaining these certifications is required by the District.

The following table outlines the expenditure accounts associated with the Support Services Training section of the budget:

SUPPORT SERVICES DIVISION TRAINING EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
641000 · Educational Expenditures	\$ 254	\$ 950	\$ 740	\$ 950	\$ -	0.0%
643000 · Travel Expenditures	723	900	600	900	-	0.0%
Total Support Services Training	\$ 977	\$ 1,850	\$ 1,340	\$ 1,850	\$ -	0.0%

**Budget Variance Highlights:**

- No modifications have been requested for these budgetary items.

Fiscal Year 2015-2016 Support Services Division Accomplishments

- Completed Commission on Accreditation of Ambulance Services (CAAS) Accreditation Project requirements for Support Services Division
- Assisted in new apparatus specification writing
- Assisted with in-service assembly of new apparatus
- Implemented revised quarterly inspection program
- Coordinated annually required ground ladder testing and repair and any necessary replacements
- Coordinated annually required Aerial inspection and pump tests
- Researched and recommended potential Fleet Management software product
- Researched and recommended Fleet Maintenance equipment needs
- Completed necessary annual radio repair and maintenance
- Nominated by field personnel for Emergency Vehicle Technician of the Year for Firehouse Magazine
- Coordinated engine overhaul on Engine 103
- Coordinated engine overhaul on Engine 101
- Coordinated transmission overhaul on reserve pumper

FISCAL YEAR 2016-2017 SUPPORT SERVICES DIVISION FOCUS

This section outlines the direction for the Division for the coming fiscal year. Included are the Division's assigned Strategic Plan Objectives and Critical Tasks with their correlated Accreditation Self-Assessment Manual Criterion Alignment. Also included are the Division's Performance Measures for the coming year which includes data from the two previous years to serve as benchmarks.

Objective: Preventative Maintenance Program**Critical Tasks****Timeline: December 2016**

- Evaluate current preventative maintenance programs for effectiveness and efficiency.
- Identify current preventative maintenance needs
- Research best practices

Timeline: June 2017

- Evaluate potential of internship opportunities with local college or technical institutes
- Develop a formal plan to address current needs and implement modifications as necessary
- Develop an evaluation process to measure maintenance program effectiveness

Strategic Priority Alignment:**Strategic Priority 3 – Finance, Planning, & Infrastructure****Accreditation Self-Assessment Alignment: 6D – Apparatus Maintenance**



Objective: Inventory Program

Critical Tasks

Timeline: June 2017

- Evaluate current inventory program for effectiveness and efficiency
- Identify current and future inventory needs
- Research best practices

Timeline: December 2017

- Develop a formal plan to address current needs and implement program modifications as necessary.
- Develop an evaluation process to measure program effectiveness

Strategic Priority Alignment: Strategic Priority 3 – Finance, Planning, & Infrastructure
Accreditation Self-Assessment Alignment: 6E – Tools and Small Equipment

Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether the Division’s programs and/or services are reaching the targeted results.

SUPPORT SERVICES DIVISION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Facilities Maintained			
Administration/Fleet Services [18818 North Spanish Garden Drive]	10,535'	10,535'	10,535'
Station 101 [19001 North Camino Del Sol]	9,174'	9,174'	9,174'
District Health & Fitness Center [19001 N Camino Del Sol]	1,935'	1,935'	1,935'
Station 102 [20622 North Stardust Boulevard]	10,488'	10,488'	10,488'
Station 103 [13431 West Deer Valley Drive]	9,128'	9,254'	9,254'
Station 104 - Quarters [24930 North 119th Avenue]	-	1,447'	1,447'
Station 104 - Apparatus Bay [24930 North 119th Avenue]	-	4,252'	4,252'
Total Facilities (Square Feet of Space)	41,220'	47,045'	47,045'
Apparatus Maintained			
Emergency Response Apparatus (Front-Line)	10	12	13
Emergency Response Apparatus (Reserve)	6	6	7
Non-Emergency Response Apparatus	14	14	14
Total Apparatus	30	32	34
Emergency Response Apparatus Estimated Annual Mileage	80,000	90,000	100,000

Emergency Communications Program

The Support Services Division and an assigned Emergency Services Division Captain manage issues associated with emergency communications. This includes the purchase, as well as the preventative maintenance and repair work, of most District emergency communication and pre-emption systems. The Support Services Division is also responsible for the annual dispatch agreement with the Phoenix Fire Department, cellular services used by emergency apparatus for contacting Del Webb hospital for medical control and receipt of medical direction, and communications equipment necessary to manage emergency incidents.



EMERGENCY COMMUNICATIONS PROGRAM PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Assistant Chief	1.0	1.0	1.0	1.0
Support Services Coordinator	1.0	1.0	1.0	1.0
Communications Captain	1.0	1.0	1.0	1.0
TOTAL PERSONNEL ASSIGNED	3.0	3.0	3.0	3.0

The District must maintain an effective and efficient communications system to enable quick response to emergencies and to maintain the safety of District personnel. This system is supported through internal personnel and external entities such as the City of Phoenix Dispatch system.

The following table details the expenditure accounts associated with the District’s Emergency Communications portion of the budget:

EMERGENCY COMMUNICATIONS EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
591000 · Dispatching Services	\$ 397,875	\$ 433,727	\$ 389,153	\$ 473,153	\$ 39,426	9.1%
592000 · Communications Connections	25,167	31,280	25,604	32,410	1,130	3.6%
594000 · Radio Repair	375	2,231	1,300	2,250	19	0.9%
595000 · Communications Parts/Equipment	1,656	4,000	3,866	4,000	-	0.0%
596000 · Network Systems	3,546	3,953	4,873	9,837	5,884	148.8%
Total Emergency Communications	\$ 428,619	\$ 475,191	\$ 424,796	\$ 521,650	\$ 46,459	9.8%

Budget Variance Highlights:

- Increases in call volume, the addition of a new station and the addition of four new apparatus to the Dispatch System were the main factors in the increase of the dispatching services, despite reductions in the cost-per-call dispatching fees.
- Alternatively, changes in the station-to-station communications connections generated increased costs
- Cable services for each facility were impacted by changes in the provider’s signal delivery system, mandating monthly services fee increases for additional equipment.

The Emergency Communications Program Performance Measures are included below which includes data from the two previous years to serve as benchmarks. Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether services are reaching the targeted results.



EMERGENCY COMMUNICATIONS PROGRAM PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Emergency Communications Radios			
Portable Radios	76	76	76
Mobile Radios	38	43	58
Total Radios	114	119	134
Emergency Dispatch Systems			
Mobile Computer Terminal (MCT's)	16	16	19
Automatic Vehicle Locator (AVL's)	16	16	19
Station Alerting Dispatch Systems	3	4	3
Pre-Emption Communication Systems			
Intersection Receiver Systems	19	20	20
Apparatus Transmission Devices	23	24	28
Emergency Cellular/Data Communications Systems			
Cellular Communications Devices	12	12	14
Wireless ePCR & Tablet Cellular/Data Transmission Devices	44	44	44
Heart Monitor/Defibulator Cellular/Data Transmission Devices	-	5	5

PROPOSED



FINANCIAL SERVICES DIVISION

The Financial Services Division administers and maintains all financial systems utilized by the District. These systems include developing and maintaining the Capital Improvement Plan (CIP); focusing on operational funding; cost savings and recovery; revenue generation strategies; health, medical and customer billing; accounting; payroll; budget preparation; and purchasing services. This division also has the responsibility of ensuring compliance with all applicable state and federal financial reporting statutes; including meeting all fire district budget development and financial reporting requirements outlined in Arizona Revised Statutes, Title 48. In conjunction with the District’s ambulance operations, the Financial Services Division must submit an annual Ambulance and Revenue Cost Report. The division compiles and submits reports to state and local governments regarding the annual budget and the preparation and undergoing of annual audits as required by state statute. The reports are prepared in accordance with Generally Accepted Accounting Principles (GAAP), and the Governmental Accounting Standards Board (GASB) including the incorporation of GASB 34 requirements into audit and financial presentations.

It is the goal of the Financial Services Division to ensure that the District is fiscally responsible in all areas of operations. This includes administering and maintaining all financial systems utilized by the District as well as budgeting and expending budgeted funds.

FINANCIAL SERVICES DIVISION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Assistant Chief	1.0	1.0	1.0	1.0
Finance Manager	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Billing Supervisor	0.0	1.0	0.0	0.0
Billing Clerk	0.0	1.0	0.0	0.0
TOTAL PERSONNEL ASSIGNED	3.0	5.0	3.0	3.0

Accounting responsibilities include all finance, accounting, payroll, customer billing, budget preparation, purchasing oversight, and miscellaneous program services. Completion of the annual audit and Comprehensive Annual Financial Report (CAFR) and annual budget report submissions are also tasks performed with the assistance of these funding categories. The District must periodically seek the services of outside professionals to provide needed services.

The following table details the expenditure accounts associated with the Finance Services Division Section of the budget:



FINANCIAL SERVICES DIVISION EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
530500 · Auditing Services	\$ 14,967	\$ 17,350	\$ 19,000	\$ 17,350	\$ -	0.0%
531000 · Bank Service Charges	8,810	9,500	9,668	10,750	1,250	13.2%
531500 · Payroll Processing	573	1,200	589	700	(500)	-41.7%
532000 · Medical Services Billing	235,008	38,536	181,554	110,050	71,514	185.6%
550500 · Memberships & Dues	8,411	9,118	8,910	9,293	175	1.9%
551000 · Professional Subscriptions	1,956	2,866	2,217	2,775	(91)	-3.2%
559500 · Contingency	-	350,000	28,049	350,000	-	0.0%
Total Financial Services Division	\$ 269,725	\$ 428,570	\$ 249,987	\$ 500,918	\$ 72,348	16.9%

Budget Variance Highlights:

- Bank service charges increased due to the re-establishment of the Banking Lockbox System for receipt of ambulance transport payments.
- District analysis determined that ambulance billing services could be provided more efficiently and cost effectively through a newly hired vendor. Therefore, this expenditure account was increased to accommodate the new expenditures.

Fiscal Year 2015-2016 Financial Services Division Accomplishments

- Completed the conversion from QuickBooks financial software to Tyler Technologies full fund accounting software
- Implemented new annual budgeting processes utilizing the new accounting software system
- Administered the District’s formal name change throughout the financial services systems to include:
 - Federal, State and Local Governmental Agencies
 - Medicare, Arizona Health Care Costs Containment System (AHCCCS), Arizona Department of Health Services (AZDHS), and various Health Insurance Providers
 - Over 1,600 District vendors, 500 customers and numerous other entities engages in contracts for services such as banking facilities, credit card providers, and brokerages
- Transitioned External Ambulance Billing from the legacy provider to a new vendor
- Successfully completed the following audits:
 - Worker’s Compensation Audit
 - Arizona State Retirement System (ASRS) Audit
 - Fiscal Year Ended June 30, 2015 Comprehensive Annual Financial Report and External Audit

FISCAL YEAR 2016-2017 FINANCIAL SERVICES DIVISION FOCUS

This section outlines the direction for the Division for the coming fiscal year. Included are the Division’s assigned Strategic Plan Objectives and Critical Tasks with their correlated Accreditation Self-Assessment Manual Criterion Alignment. Also included are the Division’s Performance Measures for the coming year which includes data from the two previous years to serve as benchmarks.



Objective: Evaluate current financial processes

Critical Tasks

Timeline: December 2016

- Evaluate effectiveness of current alternative revenue/cost savings practices
- Identify & evaluate additional revenue & cost savings opportunities
- Create/implement an annual budget & operational plan that:
 - ✓ Ensures ongoing financial stability & predictability
 - ✓ Maintains strategies that encourage innovative ideas, partnerships and programs to achieve revenue diversification, cost control, service efficiency efforts, and service enhancements
 - ✓ Leverages use of existing resources and seeks efficiencies for the greatest community good
 - ✓ Measures actual financial performance against financial forecasts and ensures adequate plans are in place for various fluctuations

Strategic Priority Alignment: Strategic Priority 3 – Finance, Planning, & Infrastructure

Accreditation Self-Assessment Alignment: 4B – Financial Practices

Objective: Long Term Planning (Criterion 4A)

Critical Tasks

Timeline: December 2016

- Develop & maintain financial forecasts that include long-term equipment, apparatus, facility maintenance and construction; and the modifications needed to serve the District’s changing population and service roles
- Develop & maintain long-term financial modeling including potential response deployment modifications that could be implemented if financially necessary

Strategic Priority Alignment: Strategic Priority 3 – Finance, Planning, & Infrastructure

Accreditation Self-Assessment Alignment: 4A – Financial Planning

Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether the Division’s programs and/or services are reaching the targeted results.



FINANCIAL SERVICES DIVISION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Mandated Annual Reports Processed & Filed			
Maricopa County Board of Supervisors	2	2	2
Maricopa County Treasurer	2	2	2
Arizona Department of Health Services	1	1	1
Lending Agencies	1	1	1
Arizona State Fire Marshal's Office	1	1	1
United States Department of Commerce	1	1	1
Arizona Department of Revenue	14	14	14
Arizona Property Tax Oversight Commission	2	2	2
Monthly Governing Board Financial Reports	12	12	12
General Accounting Requirements			
Bank Accounts Managed	15	13	13
Credit Card Accounts Managed	32	34	34
Purchase Orders Processed	1548	1600	1600
Vendor Bills Processed	1278	1300	1300
Credit Card Charges Processed	843	950	950
Warrants/Checks Processed	1439	1750	1750
Deposits Processed	1668	1700	1700
Account Transfers Processed	43	50	50
General Receivables Invoices Processed	467	450	450
1096/1099 Miscellaneous Reports Processed	1-1096 23-1099's	1-1096 25-1099's	1-1096 30-1099's
Capital Projects Managed/Value	13/\$2.0M	21/\$2.6M	16/\$859.5K
Payroll Requirements			
Employee Payroll Files Managed	91	102	115
Payroll Checks/EFT's Processed	2503	2800	3200
Payroll Liability Checks/EFT's Processed	392	400	400
Quarterly Payroll Reports Filed	16	16	16
Federal W3/W2's Wage & Earnings Statements			
	1-W3 91-W2's	1-W3 102-W2's	1-W3 115-W2's
Arizona A1-R Wage & Earnings Statements	1-A1-R	1-A1-R	1-A1-R

Debt Service & Capital Projects Funding

The District utilizes this section of the budget to allocate funding for the support of the Capital Improvement Plan (CIP), also identified as depreciation funding. Although the District prepares a separate CIP from the Annual Budget and Operational Plan, the two plans are closely linked. The CIP is a systematic method of anticipating, planning, and budgeting for major capital projects. The structure of the plan is based on the District's Property Stewardship and Capitalization Policies and is reviewed annually. The Plan includes depreciation schedules, normal replacement schedules, and annual funding requirements for additional capital projects. The entire CIP is located in the appendices portion of this document.

Through the use of aging and depreciation schedules, and future capital funding projections; the District has developed the Capital Projects Funding program to assist in dispersing, over multiple years, the detrimental impact that large capital purchases have on the annual budget process. This negative impact has been lessened through capital planning including the depreciation of large assets over their life span and designating funding on an annual basis to support this program.



DEBT SERVICE EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
725000 · Lease/Purchase Principal	\$ 340,941	\$ 351,212	\$ 351,212	\$ 361,793	\$ 10,581	3.0%
725500 · Lease/Purchase Interest Expenditure	171,577	161,528	161,528	150,947	(10,581)	-6.6%
729000 · Capital Projects Funding (Deprc)	-	19,650	-	161,437	141,787	721.6%
Total Debt Service	\$ 512,518	\$ 532,390	\$ 512,740	\$ 674,177	\$ 141,787	26.6%

Budget Variance Highlights:

- Debt service payments remained level; however, there is a noticeable shift from interest to principle in the payment structure. This shift will continue until the debt has been fully satisfied in June of 2028.
- Capital Projects Funding increased to properly fund the District’s Depreciation Funding Schedule, which supports the District’s capital replacement schedule as outlined in the Capital Improvement Plan.

PROPOSED



ADMINISTRATIVE SERVICES DIVISION

The primary responsibilities of the Administrative Services Division are to provide administrative support in the form of Human Resources, records management, office management, and customer service. The Division’s employees are charged with maintaining personnel records and public documents, coordinating and managing insurance programs (including facility and apparatus), customer relations with residents seeking services directly from the administrative offices of the District, and assisting with ensuring proper data management. The Division is also charged with researching and applying for grants to support the efforts of the District. Special Projects are assigned to the Administrative Services Division including the administration and development of the District’s Core Documents and other assignments as necessary (accreditation, intranet Policy and Operations Manuals, etc.).

ADMINISTRATIVE SERVICE DIVISION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Assistant Chief	1.0	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0	1.0
Human Resource Specialist	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0
TOTAL PERSONNEL ASSIGNED	4.0	4.0	4.0	4.0

Administrative Division expenditures include the following: liability insurance administration, general administration and records management; clerical support for the various divisions; and continuous review, revision, and enforcement of the District Policy and Operations Manuals. The records management responsibilities include serving as legal custodian of the District’s official records; coordinating public records request fulfillment; and records retention and destruction processes.

The Human Resources component encompasses many programs and services designed to support the District and its employees in the achievement of the District’s mission. Human Resources oversees areas pertaining to employee hiring and orientation, performance management, benefits administration, Policy and Operation Manuals’ maintenance, Milestone Recognition Program, and employee benefits and services. Additional responsibilities include working with the Financial Services Division to administer local, state and federal employment laws; wages and salaries; employee and retiree healthcare benefits; the Deferred Compensation Program; and other areas essential to the management of the District’s Human Resources including coordination and implementation of employee events, retirement programs, and additional recognition awards.

The District Recruitment Program goals are executed by a group of highly trained and motivated employees charged with continuing the District’s practice of hiring quality personnel. Recruitment of outstanding personnel and a commitment to their continued development is essential to organizational success. This is accomplished through formalized procedures for the recruitment, testing, and initial training of new District personnel. The end result will be individuals who consistently provide District taxpayers with excellent service.



The Administrative Services Division is also charged with the management of special projects such as researching, applying for, and administering grants to support the efforts of the District. The administration, development and annual revision of the District’s core documents (Strategic, Capital Improvement Plan, and Annual Budget and Operational Plans), are supported through the expenditures outlined below. Other assignments such as maintaining the District’s Accreditation status, maintaining and updating the intranet policy and operational manuals and overseeing the training and education of District Board members and administrative staff are accomplished by this Division.

The following table outlines the expenditure accounts associated with the Administrative Service Division Sections of the budget:

ADMINISTRATIVE SERVICES DIVISION EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
521000 · Facilities & Equipment Insurance	\$ 31,572	\$ 38,416	\$ 37,166	\$ 34,813	\$ (3,603)	-9.4%
522000 · Motor Vehicle Insurance	19,664	23,286	20,881	22,885	(401)	-1.7%
523000 · Umbrella, Errors & Omissions Insurance	8,433	9,044	9,042	8,708	(336)	-3.7%
532500 · Legal & Consulting Expenditures	133,086	50,000	39,970	65,850	15,850	31.7%
551500 · District Outreach	9,362	9,535	9,102	9,150	(385)	-4.0%
552000 · Office Supplies	9,344	12,000	11,888	11,350	(650)	-5.4%
552500 · Office Equipment	8,330	5,000	4,997	5,000	-	0.0%
553000 · Postage & Delivery	5,664	6,340	4,481	4,340	(2,000)	-31.5%
553500 · Publishing & Printing	2,313	3,821	3,380	4,100	279	7.3%
554000 · Copier Expenditures	3,164	2,938	2,864	3,900	962	32.7%
555500 · Hiring, Testing & Recruitment	17,658	27,939	27,612	20,750	(7,189)	-25.7%
559000 · Accreditation	4,299	3,350	4,339	3,350	-	0.0%
561000 · Duty Uniforms	6,516	13,450	13,418	13,850	400	3.0%
Total Administrative Services	\$ 259,406	\$ 205,119	\$ 189,140	\$ 208,046	\$ 2,927	1.4%

Budget Variance Highlights:

- Negotiation and re-evaluation of district assets contributed to reduced liability insurance premiums.
- Increases in several District services and Inter-Governmental Agreements (IGA’s) with various entities have imposed additional legal and consulting expenditure requirements.
- With the nullification of the previous year’s in-house transport billing services program, the District was able to reduce the postage and delivery expenditures.
- The District is currently at full staffing levels; with no vacancies in full-time positions, therefore, costs associated with the hiring process have been significantly reduced. Although, vacancies in part-time and possibly other staffing positions still exist and some funding is still required.

The Administrative Services Division Training expenditures provide training funding for the administrative personnel within the District, including the Fire Chief. These personnel require annual training to maintain and enhance necessary skill sets as well as to stay current in their fields of expertise. Changes in federal and state regulations, as well as a cadre of other management, legal, financial, technology and data management related issues occur annually. This may include knowledge of Human Resource issues, tax revenue statutes and payroll tax withholding mandates, as well as legal reporting issues and tasks. Periodic training is required to ensure that legal constraints are adhered to regarding these issues. Additionally, staff must keep abreast of



topics such as the Fair Labor Standards Act (FLSA), the Family Medical Leave Act (FMLA), the Health Insurance Portability and Accountability Act of 1996 (HIPPA), and Arizona Revised Statutes, Title 48, regarding Special Taxing Districts.

The following table outlines the expenditure accounts associated with the Administrative Services Division Training Section of the budget:

ADMINISTRATIVE SERVICES DIVISION TRAINING EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
661000 · Educational Expenditures	\$ 3,696	\$ 10,960	\$ 7,000	\$ 7,600	\$ (3,360)	-30.7%
663000 · Travel Expenditures	12,035	13,282	11,000	13,450	168	1.3%
Total Administrative Services Training	\$ 15,731	\$ 24,242	\$ 18,000	\$ 21,050	\$ (3,192)	-13.2%

Budget Variance Highlights:

- Due to the reduction of in-house FTE positions, training expenditures have been reduced.

Fiscal Year 2015-2016 Administrative Services Division Accomplishments

- Taught New Fire Chiefs class at Arizona State Fire School
- Negotiated Intergovernmental Agreement (IGA) w/City of Peoria re: Jurisdictional Boundaries
- Assistant Chief re-elected as Arizona Fire District Association (AFDA) President and serves on Arizona Fire Service Institute (AFSI) Executive Board
- Assisted in Development of new Strat Plan for AFSI and Central Arizona Life Safety Council (CALSC)
- Worked w/Arizona Metro Trust to proactively address District’s Health Insurance Claim History
- Developed Wittman Administrative Services IGA
- Developed NCFMD 5-Year Strategic Plan
- Completion of Station 104 Construction
- Completion of Station 103 Remodel
- Completion of Administration Building Remodel
- Completed Remodel of Fitness Center to accommodate new District Health Center
- Recruitment/Academy for 8 New Firefighters (6 SAFER Firefighters)
- HR Generalist Recruitment / Hiring
- Nurse Practitioner Recruitment / Hiring
- Full & Part-time EMS Recruitment/Hiring
- Investigate new Workman’s Compensation Liability Pool
- Completed Wage & Benefits Study
- Updating Policy & Operations Manuals to reflect name change and updated legislation
- Updating Tyler Technology Human Resources Information System (HRIS)
- Updating Performance Pro System
- Updating Target Solutions Training Program
- Coordinated and Conducted Retiree Insurance Options Meetings

**FISCAL YEAR 2016-2017 ADMINISTRATIVE SERVICES DIVISION FOCUS**

This section outlines the direction for the Division for the coming fiscal year. Included are the Division's assigned Strategic Plan Objectives and Critical Tasks with their correlated Accreditation Self-Assessment Manual Criterion Alignment. Also included are the Division's Performance Measures for the coming year which includes data from the two previous years to serve as benchmarks.

Objective: Recruit from a diverse hire group to secure a high performing workforce**Critical Tasks****Timeline: June 2017**

- Evaluate effectiveness of the District's current recruitment processes
- Research best practice recruitment methods used by other organizations
- Implement changes
- Develop an evaluation process to measure the effectiveness of the changes implemented

Objective: Promoting and celebrating District successes**Critical Tasks****Timeline: June 2017**

- Evaluate current District practices
- Identify potential opportunities for improvement
- Develop a plan that effectively recognizes District accomplishments

Objective: Employee Recognition Program (Criterion 7B)**Critical Tasks****Timeline: June 2017**

- Evaluate the effectiveness of the District's existing Employee Recognition Programs
- Research best practices in recognizing hard work and employee accomplishments.
- Identify potential enhancements to current program(s)

Objective: Develop a succession plan and create opportunities for employee career paths and career change when possible**Critical Tasks****Timeline: December 2017**

- Assess the District's attrition trends (leadership and key personnel projected timeline for retirement)
- Identify any existing employees as a resource for upcoming vacancies

Objective: Identify interested qualified candidates and implement employee development plan**Critical Tasks****Timeline: June 2017**

- Develop a procedure for identifying interested qualified candidates
- Develop and implement a selection process of those identified / interested qualified candidates
- Create a workforce plan for employee development inclusive of coaching, job-shadowing, and mentoring

Strategic Priority Alignment:**Strategic Priority 2 - Personnel****Accreditation Self-Assessment Alignment: 7B – Recruitment, Selection, Retention & Promotion**



Objective: Continued shared services dialogue

Critical Tasks

Timeline: Ongoing

- Explore and evaluate possible program partnerships (shared services) / functional consolidation / mergers, and / or Joint Power Authority (JPA) agreements

Strategic Priority Alignment: Strategic Priority 3 – Finances, Planning & Infrastructure

Accreditation Self-Assessment Alignment: 4C – Resource Allocation

Objective: Review Communication Practices (Criterion 9C)

Critical Tasks

Timeline: December 2016

- Identify and evaluate the timeliness, relevance and effectiveness of the District’s current communication processes (internal and external)
- Identify what information should be communicated, by whom, and how often
- Identify current communication gaps
- Research best practice methods that other organizations use to effectively communicate with citizens and personnel

Objective: Revised and/or Implement New Communications Methods & Practices (Criterion 9C)

Critical Tasks

Timeline: June 2017

- Create a sustainable system for timely, relevant, accurate and effective District communications (internally and externally)
- Develop an evaluation process to measure the effectiveness of the changes implemented

Strategic Priority Alignment: Strategic Priority 4 – Communications, Coordination & Consistency

Accreditation Self-Assessment Alignment: 9C – Administrative Support Services and Office Systems

Objective: Create or maintain coordination, cooperation and collaboration that affords the District the highest levels of service in the most efficient and attainable way

Critical Tasks

Timeline: Ongoing

- Improve cooperation, coordination, and synergism with neighboring fire service agencies
- Identify and evaluate membership in pertinent industry related groups and agencies
- Research additional potential partnerships with local and regional agencies

Strategic Priority Alignment: Strategic Priority 4 – Communications, Coordination & Consistency

Accreditation Self-Assessment Alignment: 10A – External Agency Relationships



Objective: Incorporate any new standards and/or legislation as required to continue to provide citizens with quality services (Criterion 1B)

Critical Tasks

Timeline: Ongoing

- Continue referencing relevant standards and legislation to enhance services, improve safety and quality, and meet industry best practices
- Evaluate compliance with all emergency services protocols and rules; make any required changes
- Utilize “acceptable solutions” or “means of compliance” when necessary to ensure compliance with standards and/or legislative mandates
- Maintain pertinent memberships in fire and EMS related agencies to stay current with any standard or legislative changes, to actively assist with crafting new legislation, and/or to modify existing or proposed legislation potentially detrimental to the District\

Strategic Priority Alignment:

Strategic Priority 4 – Communications, Coordination & Consistency

Accreditation Self-Assessment Alignment: 1B – Agency Administration

Objective: Evaluate District’s current data and records management systems

Critical Tasks

Timeline: December 2016

- Evaluate current data and records management systems / processes
- Review and analyze response data regularly
- Collaborate with all District divisions to identify performance measurement gaps
- Develop a data collection and performance measurement improvement plan
- Improve the current monthly and yearly activity reports to increase the quality of data collected and presented

Objective: Current paperless system evaluation

Critical Tasks

Timeline: June 2017

- Evaluate the effectiveness and efficiency of the District’s current records management system(s)
- Research additional opportunities that could create further efficiencies and reduce hard copy storage requirements
- Revise or implement new records management methods and practices

Strategic Priority Alignment:

Strategic Priority 5 – Technology, Data & Records Management

Accreditation Self-Assessment Alignment: 9C – Administrative Support Services and Office Systems

Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether the Division’s programs and/or services are reaching the targeted results.



ADMINISTRATIVE SERVICES DIVISION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Human Resources			
Employees Supported (FT/PT)	80/6	91/10	91/30
Volunteers (Fire Corps) Supported	55	69	60
Retirements & Departures Processed	2	1	1
New Employees Hires & Oriented (FT/PT)	2/3	11/9	0/21
Worker's Compensation Claims Processed	18	TBD	TBD
Employee Benefit Fairs Conducted	2	2	2
Recruitment Events	2	5	TBD
Special Projects			
Grant Applications Submitted/Value	7/\$2.1M	10/\$1.1M	TBD
Grant Awards Received/Value	-	1/\$1.2M	TBD
Special Projects Managed	2	TBD	TBD

Governing Board

The Governing Board is comprised of five elected officials who are responsible for the overall budgetary and policy direction of the District. The Board approves the scope and direction of the services to be provided to the citizens and ensures that their needs are met, in so far as possible, with available resources.

District Board members, while elected into service, may come from varied backgrounds and may have limited knowledge of the federal, state and local governmental requirements to which they must adhere in the oversight of a fire district.

The Administrative Coordinator manages training for the Elected Governing Board members to ensure that every opportunity for education is provided. The largest single training entity for District officials is the Arizona Fire District Association (AFDA). The AFDA currently sponsors conferences twice a year, in January and between the July and September months. Conferences provide a variety of topics presented by a cadre of qualified educators. Training typically includes representatives from state and local governmental entities to which fire districts are required to submit annual reporting mandates; legal counsels who provide information on Open Meeting laws and board member roles and responsibilities; auditors, accountants and other experienced individuals in the field of fire district finance, etc. Each conference offers varied subject matter and reinforces the importance of continued education. In 2014, the Arizona legislature passed Senate Bill 1387 amending Arizona Revised Statutes, Title 48-803. Beginning with the 2014 general election, all persons who are elected or appointed to a fire district board and the fire chief who is appointed or hired by the district board shall attend professional development training and shall complete at least six hours of professional development training, with board members completing their training within one year after the date of the certification of their election and for the fire chief, within one year after the date of hiring. This training benefits both new and tenured fire board members. There are occasions in which other professional organizations may provide training that would benefit District Board members and that funding is also reserved in this area.



This section of the budget also contains items such as Board meeting and administrative expenses, and elections funding, as required. Budget expenditures in this area may fluctuate dramatically between election years and non-election years. Fiscal Year 2016-2017 is an election year.

The following table outlines the expenditure accounts associated with the Governing Board Sections of the budget:

GOVERNING BOARD EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
533000 - Election Expenditures	\$ 12,446	\$ -	\$ -	\$ 13,800	\$ 13,800	100.0%
611000 - Educational Expenditures	540	1,450	1,165	2,250	800	55.2%
613000 - Travel Expenditures	2,052	5,120	1,899	6,400	1,280	25.0%
551501 - Meeting Expenditures	987	850	958	850	-	0.0%
Total Governing Board	\$ 16,025	\$ 7,420	\$ 4,022	\$ 23,300	\$ 15,880	214.0%

Budget Variance Highlights:

- There are three seats on the current Governing Board whose terms expire in December of 2016. State statutes require that the District participate in the November 2016 general election to fill these seats. However, should only the incumbent board members submit candidate packets for re-election, then the Maricopa County Board of Supervisor’s can re-appoint these board members for the new terms and forgo the election expenditures.
- State requirements for newly elected, or re-elected, board members mandate that they obtain statutorily outlined training. This necessitated an increase to the associated training and travel budgets.



COMMUNITY RISK MANAGEMENT DIVISION

The Community Risk Management Division's (CRMD) mission is to reduce the frequency and magnitude of fires and emergency incidents through cost effective, service oriented fire prevention programs which are developed by participation in local enforcement and regulatory processes. Equally important to this mission is the fire and life safety education component. This Division is responsible for annual fire and safety inspections and fire code enforcement; plans review (to include the issuance of construction permits associated with both new structures and renovations); fire investigations (cause & origin); planning and development of District resources to include potential annexations; community fire and life safety education, community/media relations, and disaster preparedness.

The CRMD focuses on basic targeted functions including Fire Prevention, Fire and Life Safety Education, technology and data management, future Planning - Land / Growth Development, and volunteerism. While the operations of this Division have a significant impact on the current and future residents of the District, it thrives on a proportionately smaller funding requirement for support.

Community fire and life safety education is the first line of defense in risk management. Through community fire and life safety education, the District has a tool to educate the public by learning from the mistakes of others so the same mistakes are not repeated. The CRMD is responsible for the development and delivery of all fire and life safety education programs.

Providing fire prevention inspections and enforcement of the Fire Code is intended to minimize the damage to life and property due to fires (safer buildings mean fewer fires). District personnel also participate in the plan review process to identify potential fire and life safety hazards prior to the construction and/or remodel of commercial occupancies within the District. The CRMD works with the Maricopa County Sheriff's Office in determining the origin and cause of fires involving significant damage or that are suspicious in nature.

Community relations and media dissemination are also functions for which this Division is currently accountable. These activities are valuable because the Fire District must continually reach the community with methods other than call response to maintain and enhance the community's safety messages and the positive influence of the District. Proactive and progressive District planning and development is another important program administered by the CRMD in projecting new services and needed improvement in current service delivery to District residents and property owners.

As a part of this proactive and progressive planning, the District's Fire Corps Program was created to help coordinate volunteer activities that will make the District's communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threats of fire, terrorism, and disasters of all kinds.

The Fire Corps Program builds on the successful efforts that are already in place in many organizations in the community to prevent crime and respond to emergencies. Programs that started through local innovation are the foundation for Fire Corps and this national approach to citizen participation in community safety.



COMMUNITY RISK MANAGEMENT DIVISION PERSONNEL SUMMARY				
POSITION	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Assistant Chief	1.0	1.0	1.0	1.0
Fire Marshal/IT Coordinator	1.0	1.0	1.0	1.0
Community Outreach Specialist	1.0	1.0	1.0	1.0
TOTAL PERSONNEL ASSIGNED	3.0	3.0	3.0	3.0

The following table outlines the expenditure accounts associated with the Community Risk Management Division portions of the budget:

COMMUNITY RISK MANAGEMENT DIVISION EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
545000 · Computer/Systems/Equip Repairs/Maint	\$ 35,408	\$ 32,874	\$ 32,589	\$ 33,100	\$ 226	0.7%
545500 · Computer Software Licensing	30,488	50,864	50,864	50,900	36	0.1%
554500 · Computer Hardware	6,415	10,000	11,339	26,500	16,500	165.0%
555000 · Computer Software	5,776	5,000	4,742	5,000	-	0.0%
566000 · Fire Corps Materials & Supplies	5,704	4,100	4,036	4,100	-	0.0%
566500 · Risk Management Materials	8,193	12,500	10,702	12,500	-	0.0%
569100 · Lock Box Materials	25,652	23,200	18,610	23,200	-	0.0%
569200 · T-Shirt Materials	-	900	-	900	-	0.0%
569300 · Smoke Alarm Materials	19,069	31,250	31,070	34,550	3,300	10.6%
569400 · Prevention Services Materials	2,396	4,200	4,184	4,200	-	0.0%
Total Community Risk Management	\$ 139,102	\$ 174,888	\$ 168,136	\$ 194,950	\$ 20,062	11.5%

Budget Variance Highlights:

- Increased expenses are due to the planned replacement of three tablets used for Governing Board, senior administrative, and field personnel to facilitate effective access to electronic communications and data records along with the replacement of three electronic Patient Care Reporting (ePCR) tablets.
- The popularity of the Smoke Alarm Replacement Program, combined with the age of the smoke alarms within the community, contributed to the increase in expenditures. Additionally, the District has now expanded these services to provide and install Carbon Monoxide (Co2) Detectors. Conversely, as with all of the Special Programs Materials (Lock Boxes, Smoke Alarms, and Prevention Service Materials), these items are generally installed by members of the District’s Fire Corps and all expenditures are directly off-set by the revenues generated from the sale of these items.

The following table outlines the expenditure accounts associated with the Community Risk Management Division Training Section of the budget. Funding in this category supports continuing education in the areas of code enforcement, arson investigation, community education, information technology, or other Division related training. Community education related training for employees is also necessary for the continued growth of these programs. The District also supports training of the Fire Corps Volunteer Program through this section of the budget.



COMMUNITY RISK MANAGEMENT DIVISION TRAINING EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
632000 · Educational Expenditures	\$ 2,611	\$ 6,205	\$ 4,878	\$ 6,105	\$ (100)	-1.6%
634000 · Travel Expenditures	4,147	8,706	6,425	8,480	(226)	-2.6%
635000 · Fire Corps Training	-	750	400	750	-	0.0%
Total Community Risk Management Training	\$ 6,758	\$ 15,661	\$ 11,703	\$ 15,335	\$ (326)	-2.1%

Budget Variance Highlights:

- There were no notable items that generated a significant variance in these expenditures.

Fiscal Year 2015-2016 Division Accomplishments

- A “Matter of Balance” Fall Prevention Program as of March 31, 2016 – deliver 4 classes to 92 participants and trained 5 new coaches
- As of March 31, 2016, District personnel/volunteers taught 12 community Chest Compression Only/Automatic External Defibrillator (AED) Programs with 181 participants
- As of March 31, 2016, District personnel taught 17 ASHI CPR/BLS classes with 130 participants
- As of March 31, 2016, the District’s Fire Corps participants have contributed over 5,302 volunteer hours for Fiscal Year 2015-2016
- As of March 31, 2016, District personnel/volunteers taught 2 sessions of Emergency Preparedness Awareness Training with 55 participants
- As of March 31, 2016, District personnel/volunteers installed 1005 smoke alarms
- As of March 31, 2016, District personnel installed 411 car seats
- As of March 31, 2016, District personnel/volunteers installed 327 lockboxes
- District and Community Outreach Specialist received United Blood Services 2016 Hero Award honoring District’s Blood Drive commitment
- Updated Fire Corps policies
- Lockbox Master Key Retention System Updated (Knox to Wi-Fi)
- Created new Engine Company Inspections Training Program module and integrated them into Target Safety
- Streamlined inspections program – Fire Corps inspectors perform all re-inspections
- Upgraded TeleStaff software to Kronos/TeleStaff Workforce changing from local server hosting to web-based hosting
- Updated computer monitors for staff and station
- Upgraded Governing Board meeting monitors
- Installed latest NEMIS (National EMS Information System) version of software for the District’s ePCR Program.
- Added four refurbished tablets for ePCR usage
- Replaced phone system to VOIP system wide
- Deployed 5 new 12-lead monitors and integrated with all ePCR devices
- Integrated new apparatus with current software programs
- Added new full-time and part-time employees to District computer systems

**FISCAL YEAR 2016-2017 COMMUNITY RISK MANAGEMENT DIVISION FOCUS**

This section outlines the direction for the Division for the coming fiscal year. Included are the Division's assigned Strategic Plan Objectives and Critical Tasks with their correlated Accreditation Self-Assessment Manual Criterion Alignment. Also included are the Division's Performance Measures for the coming year which includes data from the two previous years to serve as benchmarks.

Objective: Increase public awareness regarding safety and preparedness**Critical Tasks****Timeline: June 2017**

- Expand District resident education efforts regarding disaster preparedness
- Increase the number of residents who participate in District fire and life-safety prevention activities
- Develop an evaluation process to measure program effectiveness

Strategic Priority Alignment:**Strategic Priority 1 – Service Delivery & Preparedness****Accreditation Self-Assessment Alignment:****5C – Public Education Program****Objective: Fire Corps Program Expansion****Critical Tasks****Timeline: December 2016**

- Identify and define current Fire Corps program / services
- Evaluate effectiveness of current program and processes
- Research implementation of new services or enhancement of existing
- Develop a formal plan to address current needs and implement modifications and/or new services

Strategic Priority Alignment:**Strategic Priority 2 – Personnel****Accreditation Self-Assessment Alignment:****7B – Recruitment, Selection, Retention and Promotion****Objective: Evaluate current technological systems and future needs****Critical Tasks****Timeline: June 2017**

- Determine if existing technology helps or hinders achieving the District's mission
- Evaluate areas in which technology could enhance or improve effectiveness
- Evaluate for relevance, redundancy and obsolescence of current systems
- Determine if new technologies would improve effectiveness
- Develop a plan to objectively test and evaluate new technologies
- Choose appropriate technologies in accordance to our mission and values

Strategic Priority Alignment:**Strategic Priority 5 – Technology, Data & Records Management****Accreditation Self-Assessment Alignment:****9C – Administrative Support Services & Office Systems**

Performance Measurement is the process of collecting, analyzing and/or reporting information regarding performance. It quantifies the efficiency and effectiveness of past actions. It can also provide an estimate of whether the Division's programs and/or services are reaching the targeted results.



COMMUNITY RISK MANAGEMENT DIVISION PERFORMANCE MEASURES			
DESCRIPTION	Actual FY 14/15	Estimated FY 15/16	Projected FY 16/17
Community Risk Management Code Enforcement			
Inspections - Fire Crews	261	350	340
Inspections - Community Risk Management Staff	400	400	400
Inspections - Not Completed Within 30 Day Variance	0	0	0
Construction Inspections	85	80	80
Hazards Noted	325	320	300
Hazards Abated	325	320	300
Plans Reviewed	57	35	35
Plans Reviewed Within 30 Day Goal	57	35	35
Consultations	1	1	1
Permits Issued	57	35	35
Fire Investigations			
Fire Investigations Performed	1	5	5
Hours Expended in Investigations	10	50	50
Planning & Development			
Plat / Development Plan Reviews	0	2	2
Developer / Owner Consultations	0	1	2
Community Education / Relations			
News Releases & Articles	136	85	100
Public Education / Community Risk Presentations	299	250	250
Public Education / Community Risk Participants	14000	13000	13000
Public CCC/CPR/AED Trainings	19	20	20
Public CCC/CPR/AED Participants	234	240	240
Blood Pressure Checks	1111	0	0
Child Safety Seat Installations	509	450	450
Lock Box Sales	650	650	650
Lock Box Installations	650	650	650
Lock Box Maintenance	1100	800	800
Smoke Alarm Checks	1793	1800	18000
Smoke Alarm Installs	1688	1700	1700
Fire Corps Volunteer Coordination			
Fire Corps Volunteers	50	50	60
Fire Corps Volunteer Hours Provided	8517	7800	8000
Fire Corps Volunteer Training Hours	250	300	300
Information Technology			
Servers Supported	12	13	13
Desktop & Portable Computers Supported	72	70	75
Critical Software Packages Supported	27	27	30



PERSONNEL COMPENSATION, BENEFITS, AND STAFFING

The Financial Services Division, along with Human Resources, is responsible for researching, budgeting, and tracking all direct personnel expenditures. This includes the Governing Board's goal of ensuring competitive compensation and benefits.

District compensation and benefit data is contained within this section of the annual budget document. This section of the operating budget tends to be the most unpredictable and the most difficult area in which to project actual expenditures for the entire fiscal year. It is analyzed from multiple angles in an attempt to avoid over or under budgeting.

Wage Scale

A factor commonly used by the District in determining annual wage scale enhancements has been competitiveness with neighboring emergency service agencies. The District participates in a wage and benefit study periodically to compare wages and benefits of similar entities. This is extremely valuable as wage and benefit competitiveness is vitally important in maintaining a stable work force. In April 2016, the District completed a total compensation market assessment for all District workforce positions. The results of that market assessment are included in the Compensation and Benefits Study section below.

The District's Governing Board wisely created a standard wage scale based on an employee's position/rank. This scale allows employees who obtain a minimum of a "meets standard" rating on their annual Employee Performance Review to advance to the next step for their position/rank unless they have reached the top step in the scale. This type of wage scale design is currently used by most, if not all, of the fire departments in the Valley and has proven effective in eliminating subjectivity and also instilling consistency into personnel compensation packages.

The District's wage scale organizes employees into five (5) general classes. These classes combine individuals based on work periods under the Fair Labor Standards Act requirements for generation of mandatory overtime hours. While the District's Staffing Plan depicts an optimum total of 91 full-time employees, the Fiscal Year 2016-2017 Budget and Operational Plan currently allocates funding for a stipend and associated overtime for the Facilities Management Program Manager, worker's compensation costs associated with the volunteer Fire Inspectors and the estimated expenditures required for the contracting of services to fulfill the requirements of the Information Technology Specialist's position. Although these positions are not proposed to be filled with full-time employees next fiscal year, they remain in the District's Organizational/Staffing Plan for future consideration.

When evaluating and determining adequate District staffing levels; current and future employee workload, current response models, regulatory requirements, and industry standards are explored. The District staffing levels are detailed in the Staffing Plan as outlined below:



DISTRICT PERSONNEL AUTHORIZED STAFFING LEVELS - SUMMARY				
FULL TIME PERSONNEL - Position/Rank	Actual FY 14/15	Authorized FY 15/16	Amended FY 15/16	Proposed FY 16/17
Fire Chief	1.0	1.0	1.0	1.0
Assistant Chief	2.0	2.0	2.0	2.0
Finance Manager	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Billing Supervisor	0.0	1.0	0.0	0.0
Billing Clerk	0.0	1.0	0.0	0.0
Fire Marshal	1.0	1.0	1.0	1.0
Community Outreach Specialist	1.0	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0
Human Resource Specialist	1.0	1.0	1.0	1.0
Support Services Coordinator	1.0	1.0	1.0	1.0
Health/Medical Coordinator	1.0	1.0	1.0	1.0
Nurse Practitioner	0.0	1.0	1.0	1.0
Battalion Chief (Shift Sworn)	3.0	3.0	3.0	3.0
Captain (Shift Sworn)	12.0	15.0	15.0	15.0
Engineer (Shift Sworn)	12.0	12.0	12.0	12.0
Firefighter (Shift Sworn)	21.0	24.0	30.0	30.0
Firefighter Rover (Shift Sworn)	9.0	3.0	5.0	5.0
Firefighter HALO Medic (Shift Sworn)	1.0	1.0	1.0	1.0
EMS Personnel (Shift Non-Sworn)	12.0	12.0	12.0	12.0
Total Full Time Employees	82.0	85.0	91.0	91.0
PART-TIME RESERVE PERSONNEL	11.0	30.0	30.0	30.0

Fiscal Year 2016-2017 Compensation and Benefits Modifications

Potential compensation and benefits changes for any given fiscal year are weighed against a number of factors. Inflationary impacts are one factor used by the District in determining the necessity and extent of any wage scale enhancements. Another factor is the competitiveness of the District’s wage and benefits package. In previous years, it was evident that the District’s compensation and benefits package was greatly lacking in comparison to other Valley agencies, which resulted in increased employee turnover. The outcome of various compensation and benefit studies warranted significant changes in the District’s wage scale and in the benefits that were offered.

Inflationary Cost of Living Allowance (COLA)

The District utilizes two sources of information to determine possible COLA’s for the coming fiscal year. Those sources are the Consumer Price Index and the Social Security Administration’s COLA adjustment for the Social Security and Supplemental Security Income (SSI).

Inflation has been defined as a process of continuously rising prices or equivalently, of a continuously falling value of money. Various indexes have been devised to measure different aspects of inflation. However, the Consumer Price Index (CPI) has often been used by the District when measuring inflationary impact on employee wages. The U.S Department of Labor website states “The CPI measures inflation as experienced by consumers in their day-to-day living expenses. The CPI is generally the best measure for adjusting payments to consumers when the intent is to allow consumers to purchase, at today's prices, a market basket of goods and services equivalent to one that they could purchase in an earlier period. The CPI also is the best measure to use to translate retail sales and hourly or weekly earnings into real or inflation-free dollars”. The U.S. Bureau



of Labor Statistics reported that the CPI for All Urban Consumers (CPI-U) increased 0.1% in March 2016 on a seasonally adjusted basis. Over the last 12 months, the “all items” index increased 0.9% before the seasonal adjustment.

The Social Security Administration announced in October 2015 that the monthly Social Security and Supplemental Security Income (SSI) benefits would not be increased. As determined by the Bureau of Labor Statistics, there was no increase in the CPI-W from the third quarter of 2014 to the third quarter of 2015. Therefore, under existing law, there can be no COLA adjustment for 2016. Therefore, a Cost of Living Adjustment for District employees has not been included in the Fiscal Year 2016-2017 budget.

Compensation & Benefits Study

In April 2016, the District completed a comprehensive salary and benefit survey process which entailed an analysis of current job duties and scope of responsibility in order to ascertain accuracy in comparing internal positions with those peer organizations included in the study. The examination and comparison of the District’s current compensation and benefit programs included base pay, pay practices (i.e. pay policies, longevity, holiday pay, and differentials), paid leave, other benefits (uniform allowances, etc.), retirement plans, and health benefits.

When looking at the aggregate market data, most of the District’s current benefit packages were generally within the competitive wage range. However, when looking at base pay, it was determined that some positions were below market and a few were above. Subsequently, an adjustment to those job positions which fell below or above the targeted range has been implemented. The study also found that the District’s Paid Time Off (PTO) leave accrual rates for employees in the Tier 1 category fell below average. A slight upward adjustment was made to the PTO accrual rates to place the District within the comparative market scale.

Health Insurance

Health Insurance, including a prescription drug program, is provided as a benefit to the employees and their dependents in accordance with industry standards. The District’s current insurance carrier, Blue Cross/Blue Shield of Arizona, proposed a substantial increase over last year’s premium costs. The District compared the various insurance alternatives available and in an attempt to maintain costs, began negotiations with other carriers.

Consequently, the District has decided to change medical insurance carriers to United Healthcare and will offer two Preferred Provider Organization (PPO) plans and one High Deductible (HDP) plan option for Fiscal Year 2016-2017. The District will continue to make a contribution for health-related expenses to the Health Savings Account (HSA) of full-time employees participating in the HDP plan and also implement a Health Retirement Account (HRA) option for full-time employees who choose to participate in one of the PPO plan options.

Health, vision and dental premiums for full-time employees will continue to be covered by the District with any of the insurance options, while premiums for dependent coverage will continue to be shared between the employee (20% of premium cost) and the District (80% of premium cost).



The changes related to the District’s provision of Health Insurance have resulted in a significant reduction in this budgetary line item for Fiscal Year 2016-2017.

Personnel Compensation and Benefits Expenditures

The table below summarizes the planned wage and benefit expenditures for Fiscal Year 2016-2017:

WAGES & BENEFITS EXPENDITURES SUMMARY						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
500000 WAGES						
500000 General Wages	\$ 5,857,526	\$ 6,610,644	\$ 5,935,628	\$ 6,839,730	\$ 229,086	3.5%
500000 Additional Compensation	867,330	867,244	1,004,680	952,073	84,829	9.8%
Total Wages	\$ 6,724,855	\$ 7,477,888	\$ 6,940,308	\$ 7,791,803	\$ 313,915	4.2%
510000 EMPLOYER TAXES & BENEFITS						
511000 Employer Taxes	\$ 373,440	\$ 442,945	\$ 415,176	\$ 452,661	\$ 9,716	2.2%
512000 Retirements	1,560,245	1,894,566	1,874,904	1,909,053	14,487	0.8%
513000 Benefit Insurance	1,407,282	1,823,589	1,588,827	1,596,502	(227,087)	-12.5%
514000 Operational Allowances	376,810	193,357	186,313	221,977	28,620	14.8%
Total Employer Taxes & Benefits	\$ 3,717,777	\$ 4,354,457	\$ 4,065,220	\$ 4,180,193	\$ (174,264)	-4.0%
TOTAL COMBINED WAGES & BENEFITS	\$ 10,442,633	\$ 11,832,345	\$ 11,005,528	\$ 11,971,996	\$ 139,651	1.2%

PROPOSED



WAGES EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
500000 WAGES						
500500 · General Admin Personnel	\$ 438,489	\$ 470,220	\$ 474,318	\$ 494,510	\$ 24,290	5.2%
500520 · Billing Personnel	-	99,584	-	-	(99,584)	-100.0%
501050 · Health & Medical Personnel	-	162,366	150,990	196,191	33,825	20.8%
501510 · Suppression Personnel	4,343,149	4,681,753	4,425,245	4,976,311	294,558	6.3%
501520 · EMS Personnel	701,706	664,729	449,484	631,739	(32,990)	-5.0%
501530 · Part-Time Personnel	13,963	145,378	48,977	150,276	4,898	3.4%
502000 · Community Risk Personnel	296,106	314,752	314,752	318,735	3,983	1.3%
502500 · Support Services Personnel	64,113	71,862	71,862	71,968	106	0.1%
503000 · Miscellaneous Compensation	\$ 55,628	\$ 77,686	\$ 54,250	\$ 85,786	\$ 8,100	10.4%
503500 · Longevity Compensation	132,881	142,708	122,509	172,667	29,959	21.0%
505000 · Holiday On-Call Compensation	242,069	259,423	233,048	265,635	6,212	2.4%
507000 · Program Manager Compensation	1,357	3,900	1,300	2,600	(1,300)	-33.3%
508500 · Coverage Compensation	435,395	383,527	593,573	425,385	41,858	10.9%
Total Wages	\$ 6,724,855	\$ 7,477,888	\$ 6,940,308	\$ 7,791,803	\$ 313,915	4.2%
BENEFITS EXPENDITURES						
DESCRIPTION	Actuals FY 14/15	Amended FY 15/16	EOY Estimate FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
511000 EMPLOYER TAXES						
511100 · Social Security Tax - Employer	\$ 87,781	\$ 113,327	\$ 94,422	\$ 110,524	\$ (2,803)	-2.5%
511200 · Medicare Tax - Employer	96,054	111,280	109,184	116,248	4,968	4.5%
511300 · A7 Unemployment Tax	262	3,068	756	2,579	(489)	-15.9%
511400 · Workers Compensation Insurance	189,343	215,270	210,814	223,310	8,040	3.7%
Total 511000 Employer Taxes	\$ 373,440	\$ 442,945	\$ 415,176	\$ 452,661	\$ 9,716	2.2%
512000 RETIREMENTS						
512100 · PSRS Retirement Contributions	\$ 1,141,861	\$ 1,435,764	\$ 1,422,788	\$ 1,402,619	\$ (33,145)	-2.3%
512200 · ASRS Retirement Contributions	191,574	216,795	210,691	213,118	(3,677)	-1.7%
512300 · 401(a) Retirement Contributions	226,810	242,007	241,425	293,316	51,309	21.2%
Total 512000 Retirements	\$ 1,560,245	\$ 1,894,566	\$ 1,874,904	\$ 1,909,053	\$ 14,487	0.8%
513000 BENEFIT INSURANCE						
513100 · Health Insurance	\$ 1,206,851	\$ 1,600,379	\$ 1,383,871	\$ 1,370,545	\$ (229,834)	-14.4%
513200 · Dental Insurance	90,761	104,729	90,542	103,094	(1,635)	-1.6%
513300 · Life/AD&D Insurance	13,430	16,136	16,200	16,525	389	2.4%
513400 · PSRS Cancer Insurance	2,850	3,250	3,000	3,350	100	3.1%
513500 · Post Employment Health Plan	67,964	74,260	72,152	77,177	2,917	3.9%
513600 · MERP Retiree Medical Reimbursement	3,850	2,450	2,450	2,050	(400)	-16.3%
513700 · Long Term Disability	16,731	16,904	16,079	18,093	1,189	7.0%
513900 · Vision Insurance	4,845	5,481	4,533	5,668	187	3.4%
Total 513000 Benefit Insurance	\$ 1,407,282	\$ 1,823,589	\$ 1,588,827	\$ 1,596,502	\$ (227,087)	-12.5%
514000 OPERATIONAL ALLOWANCES						
514100 · Longevity Enhancement Programs	\$ 300,669	\$ 112,219	\$ 111,577	\$ 134,039	\$ 21,820	19.4%
514200 · Uniform Allowance	64,388	67,150	62,900	73,950	6,800	10.1%
514300 · Cell Phone Allowance	11,754	13,988	11,836	13,988	-	0.0%
Total 514000 Operational Allowances	\$ 376,810	\$ 193,357	\$ 186,313	\$ 221,977	\$ 28,620	14.8%
Grand Total Employer Taxes & Benefits	3,717,777	4,354,457	4,065,220	4,180,193	(174,264)	-4.0%
TOTAL COMBINED WAGES & BENEFITS	\$ 10,442,633	\$ 11,832,345	\$ 11,005,528	\$ 11,971,996	\$ 139,651	1.2%



CONCLUSION

The District Governing Board and personnel are proud to present this in-depth budgetary document to District residents. North County Fire & Medical District is a unique entity which has a history of using an innovative approach to delivering excellent quality and highly efficient services to its residents. The District believes the Fiscal Year 2016-2017 budget fully supports that innovative spirit.

The District works conscientiously, in conjunction with its Board and staff members, to produce each fiscal year's budget and operational plan; striving to minimize the financial impact to its residents through a well-managed and efficient budget. Upon the adoption of the budget, the District's Board Members and professional staff administer each budgetary account with due diligence and accountability to the residents the District serves.

District personnel are tasked with ensuring that the expenditures they make and the actions they take are always in the best interest of the District and the residents and compliment the exemplary service standards established over the years. The Fiscal Year 2016-2017 Budget presented in this document outlines in detail the minimum financial requirements to maintain the professional services District residents expect.

The District believes that this budget document provides funding only for those expenditures that support its mission and goal to provide the most effective, efficient and professional emergency response services that can be provided.

The District would like to thank its residents for their continued interest and support. Additional documentation and questions regarding this budget can be obtained through the District's Administrative offices located at 18818 N Spanish Garden Drive, Sun City West, Arizona, 85375 or by calling 623-544-5400.

The following pages provide an index and combine the projected revenues and operating expenditures within the adopted Fiscal Year 2016-2017 Budget. This format allows for a complete overview of the entire budget by account number and allows for comparison with the Fiscal Year 2015/2016 adopted budget totals.



REVENUE AND EXPENDITURE SUMMARY

FY 2016/2017 PROPOSED ANNUAL BUDGET & OPERATIONAL PLAN SUMMARY					
Page #	DESCRIPTION	Amended FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
REVENUES					
410000 TAX REVENUES					
42	411000 · Property Taxes	\$ 10,566,435	\$ 10,741,885	\$ 175,450	1.7%
42	411010 · Shared Property Tax Revenues	-	(43,223)	(43,223)	100.0%
43	412000 · Fire District Assistance Tax (FDAT)	400,000	400,000	-	0.0%
Total 410000 Tax Revenues		\$ 10,966,435	\$ 11,098,662	\$ 132,227	1.2%
420000 HEALTH & MEDICAL REVENUES					
43	421000 · Emergency Transport Revenues	\$ 1,886,165	\$ 2,000,278	\$ 114,113	6.1%
43	424000 · Non-Emergency Transport Revenues	563,429	597,097	33,668	6.0%
43	426000 · Health & Wellness Revenues	50,000	50,000	-	0.0%
Total 420000 Health & Medical Revenues		\$ 2,499,594	\$ 2,647,375	\$ 147,781	5.9%
430000 PROGRAM REVENUES					
43	431000 · Construction Fee Revenues	\$ 35,150	\$ 40,150	\$ 5,000	14.2%
43	432000 · Operational Fee Revenues	31,489	31,489	-	0.0%
43	435000 · Prevention Service/Fee Revenues	5,300	1,100	(4,200)	-79.2%
43	436000 · State Land/Wildland Revenues	7,264	12,500	5,236	72.1%
43	439000 · Special Program Revenues	67,396	69,632	2,236	3.3%
Total 430000 Program Revenues		\$ 146,599	\$ 154,871	\$ 8,272	5.6%
440000 MISCELLANEOUS REVENUES					
43	443000 · Contractual & Miscellaneous Revenue	\$ 200,451	\$ 196,093	\$ (4,358)	-2.2%
43	443500 · Fire Ins Premium Rev (PSPRS)	120,000	115,000	(5,000)	-4.2%
43	444000 · Interest - General Fund	4,000	4,000	-	0.0%
43	445000 · Sale of Surplus Equip & Assets	-	-	-	0.0%
43	445500 · CC Convenience Fees	-	-	-	0.0%
43	449000 · Transfer In - Employee Benefit Account	138,686	168,716	30,030	21.7%
43	449500 · SAFER Grant Revenues/Reimbursements	349,109	541,362	192,253	55.1%
Total 440000 Miscellaneous Revenues		\$ 812,246	\$ 1,025,171	\$ 212,925	26.2%
TOTAL COMBINED REVENUES		\$ 14,424,874	\$ 14,926,079	\$ 501,205	3.5%



FY 2016/2017 PROPOSED ANNUAL BUDGET & OPERATIONAL PLAN SUMMARY CONTINUED

Page #	DESCRIPTION	Amended FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
WAGES & BENEFITS					
500000 WAGES					
93	500500 · General Admin Personnel	\$ 470,220	\$ 494,510	\$ 24,290	5.2%
93	500520 · Billing Personnel	99,584	-	(99,584)	-100.0%
93	501050 · Health & Medical Personnel	162,366	196,191	33,825	20.8%
93	501510 · Suppression Personnel	4,681,753	4,976,311	294,558	6.3%
93	501520 · EMS Personnel	664,729	631,739	(32,990)	-5.0%
93	501530 · Part-Time Personnel	145,378	150,276	4,898	3.4%
93	502000 · Community Risk Personnel	314,752	318,735	3,983	1.3%
93	502500 · Support Services Personnel	71,862	71,968	106	0.1%
93	503000 · Miscellaneous Compensation	77,686	85,786	8,100	10.4%
93	503500 · Longevity Compensation	142,708	172,667	29,959	21.0%
93	505000 · Holiday On-Call Compensation	259,423	265,635	6,212	2.4%
93	507000 · Program Manager Compensation	3,900	2,600	(1,300)	-33.3%
93	508500 · Coverage Compensation	383,527	425,385	41,858	10.9%
Total 510000 Wages		\$ 7,477,888	\$ 7,791,803	\$ 313,915	4.2%
EMPLOYER TAXES & BENEFITS					
511000 EMPLOYER TAXES					
93	511100 · Social Security Tax - Employer	\$ 113,327	\$ 110,524	\$ (2,803)	-2.5%
93	511200 · Medicare Tax - Employer	111,280	116,248	4,968	4.5%
93	511300 · AZ Unemployment Tax	3,068	2,579	(489)	-15.9%
93	511400 · Workers Compensation Insurance	215,270	223,310	8,040	3.7%
Total 511000 Employer Taxes		\$ 442,945	\$ 452,661	\$ 9,716	2.2%
512000 RETIREMENTS					
93	512100 · PSPRS Retirement Contributions	\$ 1,435,764	\$ 1,402,619	\$ (33,145)	-2.3%
93	512200 · ASRS Retirement Contributions	216,795	213,118	(3,677)	-1.7%
93	512300 · 401(a) Retirement Contributions	242,007	293,316	51,309	21.2%
Total 512000 Retirements		\$ 1,894,566	\$ 1,909,053	\$ 14,487	0.8%
513000 BENEFIT INSURANCE					
93	513100 · Health Insurance	\$ 1,600,379	\$ 1,370,545	\$ (229,834)	-14.4%
93	513200 · Dental Insurance	104,729	103,094	(1,635)	-1.6%
93	513300 · Life/AD&D Insurance	16,136	16,525	389	2.4%
93	513400 · PSPRS Cancer Insurance	3,250	3,350	100	3.1%
93	513500 · Post Employment Health Plan	74,260	77,177	2,917	3.9%
93	513600 · MERP Retiree Med Reimb	2,450	2,050	(400)	-16.3%
93	513700 · Long Term Disability	16,904	18,093	1,189	7.0%
93	513900 · Vision Insurance	5,481	5,668	187	3.4%
Total 513000 Benefit Insurance		\$ 1,823,589	\$ 1,596,502	\$ (227,087)	-12.5%



FY 2016/2017 PROPOSED ANNUAL BUDGET & OPERATIONAL PLAN SUMMARY CONTINUED

Page #	DESCRIPTION	Amended FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
514000 OPERATIONAL ALLOWANCES					
93	514100 · Longevity Enhancement Programs	\$ 112,219	\$ 134,039	\$ 21,820	19.4%
93	514200 · Uniform Allowance	67,150	73,950	6,800	10.1%
93	514300 · Cell Phone Allowance	13,988	13,988	-	0.0%
Total 514000 Operational Allowances		\$ 193,357	\$ 221,977	\$ 28,620	14.8%
Total Employer Taxes & Benefits		4,354,457	4,180,193	(174,264)	-4.0%
TOTAL COMBINED WAGES & BENEFITS		\$ 11,832,345	\$ 11,971,996	\$ 139,651	1.2%
MAINTENANCE & OPERATING EXPENDITURES					
520000 INSURANCE					
77	521000 · Facilities & Equipment Insurance	\$ 38,416	\$ 34,813	\$ (3,603)	-9.4%
77	522000 · Motor Vehicle Insurance	23,286	22,885	(401)	-1.7%
77	523000 · Umbrella, Errors & Omissions Insurance	9,044	8,708	(336)	-3.7%
Total 520000 Insurance		\$ 70,746	\$ 66,406	\$ (4,340)	-6.1%
530000 PROFESSIONAL SERVICES					
72	530500 · Auditing Services	\$ 17,350	\$ 17,350	\$ -	0.0%
72	531000 · Bank Service Charges	9,500	10,750	1,250	13.2%
72	531500 · Payroll Processing	1,200	700	(500)	-41.7%
72	532000 · Medical Services Billing	38,536	110,050	71,514	185.6%
77	532500 · Legal & Consulting Expenditures	50,000	65,850	15,850	31.7%
83	533000 · Election Expenditures	-	13,800	13,800	100.0%
57	534000 · Physicals/Vaccinations/Testing	22,351	23,647	1,296	5.8%
65	539100 · Electricity	88,668	102,900	14,232	16.1%
65	539200 · Natural Gas	4,440	4,980	540	12.2%
65	539300 · Water & Sewer	21,240	21,600	360	1.7%
65	539400 · Telephone	12,300	12,300	-	0.0%
65	539500 · Refuse Services	3,660	3,700	40	1.1%
Total 530000 Professional Services:		\$ 269,245	\$ 387,627	\$ 118,382	44.0%
540000 REPAIRS & MAINTENANCE					
65	541100 · Internal Facility Repairs/Maint	\$ 6,800	\$ 9,100	\$ 2,300	33.8%
65	541200 · Outsourced Facilities Maintenance	11,125	13,000	1,875	16.9%
65	541300 · Custodial Services	4,800	5,000	200	4.2%
65	541400 · Landscaping Services	5,400	6,800	1,400	25.9%
65	541500 · Pest Control	4,800	5,200	400	8.3%
65	541600 · Fire & Security Alarm Systems	9,980	11,350	1,370	13.7%
66	542000 · Internal Apparatus Repairs/Maint	50,100	66,650	16,550	33.0%
66	542500 · Outsourced Apparatus Maintenance	27,000	32,500	5,500	20.4%
52	543000 · Firefighting Equipment Repairs/Maint	4,500	4,200	(300)	-6.7%
54	543500 · SCBA Equipment R/M	4,278	7,700	3,422	80.0%
62	544000 · EMS/Medical Equipment Repairs/Maint	13,736	20,280	6,544	47.6%



FY 2016/2017 PROPOSED ANNUAL BUDGET & OPERATIONAL PLAN SUMMARY CONTINUED

Page #	DESCRIPTION	Amended FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
85	545000 · Computer/Systems/Equip Repairs/Maint	32,874	33,100	226	0.7%
85	545500 · Computer Software Licensing	50,864	50,900	36	0.1%
66	546000 · Support Service Equip Repairs/Maint	500	500	-	0.0%
57	547000 · Fitness Equipment Repairs/Maint	1,650	1,650	-	0.0%
Total 540000 Repairs & Maintenance		\$ 228,407	\$ 267,930	\$ 39,523	17.3%
550000 ADMINISTRATION					
72	550500 · Memberships & Dues	\$ 9,118	\$ 9,293	\$ 175	1.9%
72	551000 · Professional Subscriptions	2,866	2,775	(91)	-3.2%
77/83	551500 · District Outreach	10,385	10,000	(385)	-3.7%
77	552000 · Office Supplies	12,000	11,350	(650)	-5.4%
77	552500 · Office Equipment	5,000	5,000	-	0.0%
77	553000 · Postage & Delivery	6,340	4,340	(2,000)	-31.5%
77	553500 · Publishing & Printing	3,821	4,100	279	7.3%
77	554000 · Copier Expenditures	2,938	3,900	962	32.7%
85	554500 · Computer Hardware	10,000	26,500	16,500	165.0%
85	555000 · Computer Software	5,000	5,000	-	0.0%
77	555500 · Hiring, Testing & Recruitment	27,939	20,750	(7,189)	-25.7%
77	559000 · Accreditation	3,350	3,350	-	0.0%
72	559500 · Contingency	350,000	350,000	-	0.0%
Total 550000 Administration		\$ 448,757	\$ 456,358	\$ 7,601	1.7%
560000 OPERATIONAL SUPPLIES					
77	561000 · Duty Uniforms	\$ 13,450	\$ 13,850	\$ 400	3.0%
65	562000 · Janitorial Supplies	9,500	9,000	(500)	-5.3%
65	563000 · Facilities Supplies	6,750	7,600	850	12.6%
66	564000 · Support Svc/Shop Supplies	6,000	9,000	3,000	50.0%
57	565000 · Safety Materials & Supplies	850	500	(350)	-41.2%
56	565500 · Disaster Preparedness Supplies	1,210	1,210	-	0.0%
85	566000 · Fire Corps Materials & Supplies	4,100	4,100	-	0.0%
85	566500 · Risk Management Materials	12,500	12,500	-	0.0%
66	568000 · Fuel (Gasoline/Diesel)	95,000	77,800	(17,200)	-18.1%
85	569100 · Lock Box Materials	23,200	23,200	-	0.0%
85	569200 · T-Shirt Materials	900	900	-	0.0%
85	569300 · Smoke Alarm Materials	31,250	34,550	3,300	10.6%
85	569400 · Prevention Services Materials	4,200	4,200	-	0.0%
Total 560000 Operational Supplies		\$ 208,910	\$ 198,410	\$ (10,500)	-5.0%



FY 2016/2017 PROPOSED ANNUAL BUDGET & OPERATIONAL PLAN SUMMARY CONTINUED

Page #	DESCRIPTION	Amended FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
570000 EMERGENCY SERVICE OPERATIONS					
52	571000 · Firefighting Equipment	\$ 6,000	\$ 10,250	\$ 4,250	70.8%
53	572000 · Wildland Equipment & Deployment	4,264	6,500	2,236	52.4%
52	573000 · Protective Equipment	53,340	58,100	4,760	8.9%
54	574000 · SCBA Equipment	16,425	32,740	16,315	99.3%
57	575000 · Health & Safety Equipment	1,000	1,000	-	0.0%
Total 570000 Emergency Service Operations		\$ 81,029	\$ 108,590	\$ 27,561	34.0%
580000 HEALTH & MEDICAL OPERATIONS					
62	581000 · Medical Licenses & Registrations	\$ 2,325	\$ 2,350	\$ 25	1.1%
62	582000 · Health & Medical Equipment	5,785	6,450	665	11.5%
62	583000 · Health & Medical Supplies	122,200	112,200	(10,000)	-8.2%
62	584000 · Pharmaceutical Supplies	12,000	12,000	-	0.0%
Total 580000 Health & Medical Operations		\$ 142,310	\$ 133,000	\$ (9,310)	-6.5%
590000 COMMUNICATIONS					
69	591000 · Dispatching Services	\$ 433,727	\$ 473,153	\$ 39,426	9.1%
69	592000 · Communications Connections	31,280	32,410	1,130	3.6%
69	594000 · Radio Repair	2,231	2,250	19	0.9%
69	595000 · Communications Parts/Equipment	4,000	4,000	-	0.0%
69	596000 · Network Systems	3,953	9,837	5,884	148.8%
Total 590000 Communications		\$ 475,191	\$ 521,650	\$ 46,459	9.8%
TOTAL MAINTENANCE & OPERATING EXPENDITURES		\$ 1,924,595	\$ 2,139,971	\$ 215,376	11.2%
TRAINING & DEVELOPMENT EXPENDITURES					
610000 GOVERNING BOARD TRAINING					
83	611000 · Educational Expenditures	\$ 1,450	\$ 2,250	\$ 800	55.2%
83	613000 · Travel Expenditures	5,120	6,400	1,280	25.0%
Total 610000 Governing Board Training		\$ 6,570	\$ 8,650	\$ 2,080	31.7%
620000 EMERGENCY SERVICES TRAINING					
57	622000 · Fitness & Safety Training	\$ 4,500	\$ 5,000	\$ 500	11.1%
56	623000 · Educational Expenditures	41,820	39,300	(2,520)	-6.0%
53	623500 · Wildland Training Expenditures	3,000	6,000	3,000	100.0%
56	624000 · Training Materials	8,070	11,700	3,630	45.0%
56	625000 · Travel Expenditures	4,810	3,550	(1,260)	-26.2%
Total 620000 Emergency Services Training		\$ 62,200	\$ 65,550	\$ 3,350	5.4%
630000 Community Risk Reduction Training					
85	632000 · Educational Expenditures	\$ 6,205	\$ 6,105	\$ (100)	-1.6%
85	634000 · Travel Expenditures	8,706	8,480	(226)	-2.6%
85	635000 · Fire Corps Training	750	750	-	0.0%
Total 630000 Community Risk Reduction Training		\$ 15,661	\$ 15,335	\$ (326)	-2.1%



FY 2016/2017 PROPOSED ANNUAL BUDGET & OPERATIONAL PLAN SUMMARY CONTINUED

Page #	DESCRIPTION	Amended FY 15/16	Proposed FY 16/17	Budget Variance	% of Change
640000 SUPPORT SERVICES TRAINING					
66	641000 · Educational Expenditures	\$ 950	\$ 950	\$ -	0.0%
66	643000 · Travel Expenditures	900	900	-	0.0%
Total 640000 Support Services Training		\$ 1,850	\$ 1,850	\$ -	0.0%
650000 HEALTH & MEDICAL TRAINING					
62	651000 · EMS Educational Expenditures	\$ 10,970	\$ 11,200	\$ 230	2.1%
62	651500 · Health/Medical Educational Expenditures	4,005	4,000	(5)	-0.1%
62	652000 · EMS/Medical Training Materials	5,065	5,600	535	10.6%
62	653000 · EMS/Medical Travel Expenditures	4,981	6,700	1,719	34.5%
Total 650000 Health & Medical Training		\$ 25,021	\$ 27,500	\$ 2,479	9.9%
660000 ADMINISTRATIVE TRAINING					
78	661000 · Educational Expenditures	\$ 10,960	\$ 7,600	\$ (3,360)	-30.7%
78	663000 · Travel Expenditures	13,282	13,450	168	1.3%
Total 660000 Administrative Training		\$ 24,242	\$ 21,050	\$ (3,192)	-13.2%
TOTAL TRAINING & DEVELOPMENT		\$ 135,544	\$ 139,935	\$ 4,391	3.2%
720000 DEBT SERVICE					
75	725000 · Lease/Purchase Principal	\$ 351,212	\$ 361,793	\$ 10,581	3.0%
75	725500 · Lease/Purchase Interest Expenditure	161,528	150,947	(10,581)	-6.6%
75	729000 · Capital Projects Funding (Deprc)	19,650	161,437	141,787	721.6%
Total 720000 Debt Service		\$ 532,390	\$ 674,177	\$ 141,787	26.6%
TOTAL COMBINED EXPENDITURES		\$ 14,424,874	\$ 14,926,079	\$ 501,205	3.5%

PROPOSED



GLOSSARY OF TERMS

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accrual Basis of Accounting	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
Accreditation (CFAI)	A comprehensive system of fire and emergency service evaluation conducted by unbiased outside expert evaluators which assists fire departments and districts in achieving organizational and professional excellence.
Alarm	A call received by the Dispatch Center which is then relayed to the appropriate station for emergency response.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including: IV therapy, administration of anti-arrhythmic and other specified medications and solutions. Highest level of pre-hospital care.
Appurtenances	A term for what belongs to, or goes with something else, with the appurtenance being less significant than what it belongs to. Examples of appurtenances include telephone systems, carpets and flooring or fitness equipment belonging to each station. Replacement costs may be significant and are planned for replacement in the CIP and not the annual budget. Appurtenances are not depreciable by themselves and would not increase the value of the facility asset when replaced.
ASRS	Arizona State Retirement System (Non-sworn employee pension plan).
Assessed Valuation	(AV) The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets	Property that is owned by the District which has monetary value.
BC	Battalion Chief
Battalion Chief	An operations manager with rank above Captain. Directly responsible for the supervision of and daily operational readiness of their assigned shift.



Responds to and takes command of emergencies. Also, directly supervises a number of assigned stations.

- BLS** Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
- Bond** A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called maturity date) along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
- Bonded Debt** The portion of indebtedness represented by outstanding bonds.
- Brush Truck** Four wheel drive trucks with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
- BSO** Battalion Safety Officer.
- Budget** A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates).
- CAAS** Commission on Accreditation of Ambulance Services.
- Capital Assets** Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
- Captain** Rank above Engineer. Responsible for the overall administration of his/her assigned station including operational readiness, personnel supervision, and the station's budget.
- CCO (Chest Compression Only)** A method of cardiopulmonary resuscitation (see CPR) which utilizes chest compressions only (hands only).
- CEP** Certified Emergency Paramedic.
- CERT** Citizens Emergency Response Team.



Chart of Accounts	The classification system used by the District to organize the accounting for various funds.
CIP	Capital Improvement Plan.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
CPAT	Candidate Physical Ability Test.
CPR (Cardio-pulmonary Resuscitation)	An emergency procedure consisting of external cardiac massage and artificial respiration; attempts to restore circulation of the blood and prevent death or brain damage due to lack of oxygen.
CPSE	Center for Public Safety Excellence (formerly CFAI).
Dispatch	The Regional Dispatch Center is responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus to respond to the call.
DROP	Deferred Retirement Option Plan. A retirement option within the PSPRS program.
DSO	District Safety Officer.
EBLA	The Employee Benefit Liability Account (EBLA) is a designated account that is classified as Committed Funds within the General Fund Balance. This account was created to support the annual Employee Benefit Liability associated with compensated absences, including accrued Sick / Vacation leave, Paid Time Off (PTO), and Sick Leave Buy-Back Programs.
EMS	Emergency Medical Services.
EMCT	Emergency Medical Care Technician.
Engine	A piece of apparatus which carries water, pumps water, and carries ladders, hose and medical supplies. All District engines also provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a firefighter, an Engineer maintains and drives the equipment and apparatus.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade



(i.e. flood, windstorm).

FEMA	Federal Emergency Management Agency.
Firefighter	Performs firefighting and rescue operations for combating, extinguishing and prevention of fires as well as for saving life and property. All District firefighters are also EMCT's or paramedics.
Fiscal Year	A twelve month period of time to which the annual budget applies. The District Fiscal Year runs from July 1 st through June 30 th .
Fire Corps	District resident volunteers who support the District residents and staff through various programs (Lock box, Smoke Alarm, Fire Inspections, etc.).
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
Fractile	A value which divides a set of data into equal proportions.
GAAFR	Governmental Accounting, Auditing, and Financial Reporting Manual, Using the GASB 34 Model, produced by the Government Finance Officers Association.
GAAP	Generally Accepted Accounting Principles. A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.
GASB	Government Accounting Standards Board. A major organization to develop generally accepted accounting principles (GAAP) for use by governmental entities in reporting financial information.
GASB 34	A statement issued by GASB and titled "Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments". This statement changes the governmental financial reporting model, requiring accrual accounting for all activities to include recording and depreciating all capital assets.
GFOA	Government Finance Officers Association
Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
HSA	Health Savings Account.



HRIS	Human Resource Information System.
IAFC	International Association of Fire Chiefs.
IAFF	International Association of Firefighters.
Incident	An event involving a fire, medical emergency, hazardous material spill or release/potential release of a hazardous material.
Interface	The area where native vegetation and manmade structures meet.
Internet	An electronic communications network that connects computer networks and organizational computer facilities around the world.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
Ladder	A piece of apparatus that carries a full complement of ground ladders in addition to an aerial ladder.
LT	Ladder Tender.
MCSO	Maricopa County Sheriff's Office.
MSDS	Material Safety Data Sheet.
Modified Accrual Basis of Accounting	The basis of accounting under which expenditures are recorded when goods or services are actually received, rather than when the invoices are paid. The exception on this general rule is interest on general long-term debt, which is recognized when due. Revenues are recorded in the accounting period in which they become measurable and available.
NCFMD	North County Fire & Medical District.
NFPA	National Fire Protection Association.
NIOSH	National Institute of Safety and Health.
OSHA	Occupational Safety and Health Administration.
Paramedic	The highest level of training an EMCT can reach in the State of Arizona.
PORA	Property Owners and Residents Association.



PSPRS	Public Safety Personnel Retirement System (sworn employee pension plan).
Reserve Employee	A part-time employee hired to back-fil for EMS non-sworn employees and to staff additional ambulances that may be put into service to support both emergency and non-emergency transport needs.
Response	Actions taken by the District in response to a citizen’s request for services.
RMS	Records Management System.
Rescue	Any kind of incident that requires specialized training or equipment that is utilized to provide assistance to a victim(s), i.e. trench collapse, water-related accidents, hazardous materials spills.
SAFER	Staffing for Adequate Fire & Emergency Response.
SCBA	Self-Contained Breathing Apparatus.
Tax Year	The taxing year associated with the fiscal year, generally identified as beginning when the property tax bills are issued by the County, generally beginning in September of fiscal year. (i.e.: Fiscal Year 2016/2017 is also identified as Tax Year 2016).
Tender	A piece of apparatus that carries water to supply an engine in a rural area.
TRT	Technical Rescue Team.
Wildland Area	An area in which development is essentially non-existent except for roads, railroads, power lines and similar transportation facilities.
WMD	Weapons of Mass Destruction.
WT	Water Tender.



APPENDICES

Statistical Section
Wage Range Summary
Budget Posting Details
Budget Posting Summary
Budget Adoption Resolution
Certification of Budget Adoption
Budget Development Schedule
NCFMD Fiscal Year 2016-2021 Strategic Plan
NCFMD Fiscal Year 2016-2017 Capital Improvement Plan

PROPOSED



STATISTICAL SECTION

North County Fire & Medical District Assessed Value and Estimated Actual Value of Taxable Property Last Ten (10) Years				
Fiscal Year June 30,	Secondary Net Assessed Value	Direct Rate	Estimated Actual Value	Ratio of Net Assessed to Estimated
2016	\$ 383,038,322	\$2.8044	\$ 3,914,667,909	9.8%
2015	349,386,465	2.9177	3,485,541,781	10.0%
2014	339,271,938	2.9177	3,405,655,072	10.0%
2013	355,766,535	2.7189	3,564,904,974	10.0%
2012	388,861,955	2.4280	3,894,804,295	10.0%
2011	433,885,773	2.2555	4,318,955,713	10.0%
2010	455,991,330	1.9660	4,450,495,119	10.2%
2009	505,223,198	1.7800	4,964,405,414	10.2%
2008	458,677,185	1.6670	4,448,423,105	10.3%
2007	293,512,421	2.4080	2,788,336,307	10.5%

SOURCE: Maricopa County Assessor’s Office

NOTE: Secondary Net Assessed (or Full Cash) Values (SNAV) are based on Estimated Actual Value with an applicable rate of 10% (ARS §42-15004) for residential property, 16%¹ (ARS § 42-15002) for Vacant Land and 19%² (ARS § 42-15001) for non-public utility and commercial property. Public utility infrastructure is centrally assessed by the Arizona Department of Revenue. Secondary Assessed Values (Estimated Actual Values) are determined each calendar year. The tax rate of the District is determined by the approved budget applicable divided by the Secondary Assessed Value as of July 1st of the respective fiscal year.

REF (1): Vacant Land Assessment Ratios are the following percentage of its full cash value, as applicable (ARS §42-15002):
16.0% through December 31, 2015
15.0% effective December 31, 2015

REF (2): Non-Public and Commercial Property Assessment Ratios are the following percentage of its full cash value or limited valuation, as applicable (ARS § 42-15001):

25.0% through December 31, 2005	20.0% through December 31, 2012
24.5% through December 31, 2006	19.5% through December 31, 2013
24.0% through December 31, 2007	19.0% through December 31, 2014
23.0% through December 31, 2008	18.5% through December 31, 2015
22.0% through December 31, 2009	18.0% effective December 31, 2015
21.0% through December 31, 2010	



North County Fire & Medical District Property Tax Levies and Collections Last Ten (10) Years						
Fiscal Year Ended June 30,	Tax Levied	Amount Collected in Fiscal Year		Collected In Subsequent Years	Collected in Total	
		Amount	Percent		Amount	Percent
2015	\$ 10,178,413	\$ 10,089,612	99.13%	\$ 32,554 ¹	\$ 10,122,165	99.45%
2014	9,905,503	9,834,431	99.28%	69,274	9,903,705	99.98%
2013	9,707,161	9,629,399	99.20%	77,002	9,706,401	99.99%
2012	9,443,497	9,311,628	98.60%	130,907	9,442,536	99.99%
2011	9,820,062	9,652,841	98.30%	164,778	9,817,620	99.98%
2010	8,964,790	8,766,705	97.79%	198,082	8,964,787	100.00%
2009	8,878,789	8,772,149	98.80%	106,637	8,878,786	100.00%
2008	7,646,158	7,562,203	98.90%	83,955	7,646,158	100.00%
2007	7,067,781	6,997,009	99.00%	70,775	7,067,784	100.00%
2006	6,543,502	6,490,470	99.19%	53,009	6,543,479	100.00%

SOURCE: Maricopa County Treasurer's Office

NOTE: Amounts collected are on a cash basis. Amounts reported are only for secured property, unsecured property payments are not consistently reported due to timing variances. However, over 95% of unsecured property taxes are collected within 90 days.

REF (1): Revenues collected in July and August.

North County Fire & Medical District Outstanding Debt and Debt Limitations Last Ten (10) Years							
Fiscal Year Ended June 30,	Purchase Lease Debt	General Obligation Bond		Total Outstanding Debt			Debt Per Capita
		Outstanding	Legal Limit	Amount	% Subject To Limit	% of Estimated Actual Value	
2015	\$ 6,985,807	\$ -	\$ 20,963,188	\$ 6,985,807	- %	0.20%	\$ 155.24
2014	7,226,683	-	20,356,316	7,226,683	- %	0.21%	160.59
2013	5,774,295	-	21,345,992	5,774,295	- %	0.16%	128.32
2012	5,317,188	-	23,331,717	5,317,188	- %	0.14%	118.16
2011	5,652,265	-	26,033,146	5,652,265	- %	0.13%	125.61
2010	6,094,122	-	27,359,480	6,094,122	- %	0.14%	143.39
2009	6,438,657	-	30,313,392	6,438,657	- %	0.13%	160.97
2008	6,757,859	-	27,520,631	6,757,859	- %	0.15%	168.95
2007	3,479,606	-	17,610,745	3,479,606	- %	0.12%	86.99
2006	3,786,646	-	16,279,620	3,786,646	- %	0.15%	94.67



North County Fire & Medical District County-Wide Demographic and Economic Statistics Last Ten (10) Calendar Years					
Calendar Year Ended December 31,	Maricopa County Population	Personal Income	Per Capita Income	Unemployment Rate	Estimated District Population
2014	4,076,438	\$ 86,662,090,637	\$ 21,259	6.9%	45,000
2013	3,944,859	82,793,243,514	20,988	7.8%	45,000
2012	3,884,705	80,194,296,774	20,644	8.4%	45,000
2011	3,843,370	76,373,141,049	19,871	9.5%	45,000
2010	3,817,117	72,961,390,716	19,114	10.4%	45,000
2009	4,023,132	73,364,173,749	18,236	9.9%	45,000
2008	4,115,811	79,070,699,862	19,211	6.2%	42,500
2007	3,987,942	80,028,109,961	20,068	3.9%	40,000
2006	3,907,492	76,515,315,065	19,582	4.2%	40,000
2005	3,792,675	69,358,036,524	18,287	4.7%	40,000

SOURCE: The source for "Population", "Personal Income", "Per Capita" and "Unemployment Rate" information is the State of Arizona (www.azstats.gov). The estimated District population is based on analysis of registered voters, annexation and other demographic information maintained by the District.

NOTE: N/A indicates information is not available. Population and demographic data are difficult to ascertain because significant portions of the District are not a census designated area. The highest population concentration lies within the thirteen square miles of the original District boundaries (the community of Sun City West) at approximately 2,500 population density per square mile. Approximately fifteen square miles of the District is designated as an active adult community of 55 years of age and older with a median age of 76 as reported in the 2010 census. The remaining 30 square miles of the District are not age restricted and contain multi-family housing with an average population density of approximately 650 per square mile with an undetermined median age.



North County Fire & Medical District Principal Property Tax Payers Current Tax Year and Ten (10) Years Ago						
Entity	2014 Tax Year			2004 Tax Year		
	Net Assessed Valuation	Rank	Percent of SNAV	Net Assessed Valuation	Rank	Percent of SNAV
Arizona Public Service Company	\$ 7,360,747	1	2.17%	\$ 6,746,270	1	2.59%
Sun Health Properties Inc.	6,741,211	2	1.99%	3,340,494	3	1.28%
Roskamp/Sun Health Residential	4,901,470	3	1.44%	5,018,893	2	1.92%
WSL Heritage Investors V, LLC	3,110,940	4	0.92%	-	-	- %
EPCOR - Sun City West Sewer	2,344,927	5	0.69%	-	-	- %
EPCOR Sun City West Water Division*	2,330,145	6	0.69%	1,796,550	8	0.69%
Patterson Farms Inc.	1,961,214	7	0.58%	1,888,600	6	0.72%
Abart Properties I, LLC	1,017,241	8	0.30%	-	-	- %
Citation Madison House Ltd	976,190	9	0.29%	-	-	- %
ALP Rancho Cabrillo, LLC	887,500	10	0.26%	-	-	- %
Tradition Senior Housing LLC	-	-	- %	2,675,494	4	1.03%
Pulte Home Corporation	-	-	- %	2400863	5	0.92%
Qwest Corporation	-	-	- %	1828342	7	0.70%
Southwest Gas Corporation (T&D)	-	-	- %	1,558,008	9	0.60%
Sun Health Properties	-	-	- %	1,460,266	10	0.56%

*Formerly Arizona-American Water Company

SOURCE: Maricopa County Assessor's Office

NOTE: Secondary Net Assessed Valuation (SNAV)



WAGE RANGE SUMMARY

SALARIED (EXEMPT) CLASSES	SALARY RANGE	
Position	Starting	Ending
Fire Chief	\$ 120,793	\$ 169,968
Assistant Chief	106,239	142,370
Battalion Chief	92,416	117,949
Fire Marshal	90,871	115,977
Nurse Practitioner	90,871	115,977
Finance Manager	78,161	104,743
Health/Medical Coordinator	63,620	85,257
Administrative Coordinator	44,266	62,287
Support Services Coordinator	56,371	79,319
Accountant	55,059	73,784
Human Resource Generalist	48,774	68,630
Information Technology Specialist	48,774	68,630
ADMINISTRATIVE CLASSES	HOURLY RANGE	
Position	Starting	Ending
Community Outreach Specialist	\$ 25.17	\$ 35.43
Human Resource Specialist	21.08	29.66
Fire Inspector	20.71	29.15
Payroll/Benefits Specialist	18.56	26.10
Support Services Technician	17.80	25.04
Administrative Assistant	15.74	22.17
SHIFT SWORN CLASSES	HOURLY RANGE	
Position	Starting	Ending
Captain - EMCT	\$ 24.91	\$ 28.84
Engineer - EMCT	21.55	24.95
Firefighter - EMCT	15.59	21.95
Firefighter - Recruit (40 Hour/Week Position)	21.35	21.35
SHIFT NON-SWORN CLASSES	HOURLY RANGE	
Position	Starting	Ending
Certified Emergency Paramedic	\$ 13.34	\$ 18.77
Certified Emergency Paramedic - Part Time	15.50	21.81
Emergency Medical Care Technician	11.32	15.17
Emergency Medical Care Technician - Part Time	11.75	16.54



CURRENT SPECIALTY PAYS:

- **Paramedic Incentive:** Non-Exempt Shift Sworn positions are paid an additional \$2.40 per hour when assigned to a paramedic position.
- **Helicopter Air-Medical & Logistical Operations (HALO) Incentive:** Non-Exempt Shift Sworn positions are paid an additional \$1.72 per hour while working in a HALO position.
- **Program Manager Incentive:** Approved Program Managers are eligible to receive an additional \$50.00 per pay period. There are currently three approved program manager positions in the District: Health & Safety Program Manager; Emergency Medical Services Program Manager; and Station Supplies/Facilities Maintenance Program Manager.

PROPOSED

**BUDGET POSTING DETAILS**

Arizona Revised Statutes §48-805.02 requires Districts to post the proposed budget summary on the District's website and in a minimum of three public places at least twenty days prior to a public hearing called by the Governing Board to adopt the final budget. Complete copies of the budget document were made available to members of the public upon written request to the District's Administrative Offices. Following the public hearing, held on Thursday, June 16, 2016, the Governing Board adopted the budget. Within seven days of adoption, the complete budget was published to the District's website and will be maintained there for a period of sixty months.

A condensed version of the District's Fiscal Year 2016-2017 Proposed Annual Budget & Operational Plan was posted at the District's normal posting locations as listed below:

- District Website: www.ncfmd.az.gov (Condensed & Detailed Versions)
- Administration: 18818 N Spanish Garden Drive, Sun City West
- Station 101: 19001 N Camino Del Sol, Sun City West
- Station 102: 20226 Stardust Boulevard, Sun City West
- Station 103: 13431 W Deer Valley Drive, Sun City West
- SCW Recreation Center: 19803 R.H. Johnson Boulevard, Sun City West

The official 20-day posting period was identified as:

- Friday, May 20, 2016 through Wednesday, June 8, 2016

The detailed proposed budget document was made available for on-site inspection and comment, throughout the official posting period during normal business hours, at the following locations:

- Administration: 18818 N Spanish Garden Drive, Sun City West
- R.H. Johnson Library: 13801 W Meeker Boulevard, Sun City West

The specifics of the proposed budget were reviewed, in detail, at the normally scheduled Governing Board Meeting during the Public Hearing prior to the adoption of the final budget on Thursday, June 16, 2016. Upon final adoption of the Fiscal Year 2016-2017 Budget & Operational Plan, a condensed budget summary and a detailed budget document were submitted to the Maricopa County Board of Supervisor's Office as required under state Statute.



BUDGET POSTING SUMMARY

**North County Fire & Medical District
Fiscal Year 2016-2017 PROPOSED Annual Budget & Operational Plan
July 1, 2016 through June 30, 2017**

General Fund Revenues:

Property Tax Revenue	\$ 10,741,885
Peoria Shared Property Tax Revenues	(43,233)
Fire District Assistance Tax	400,000
Ambulance Insurance Billing Revenue	2,647,375
Program Revenues	154,871
Miscellaneous Revenues	483,809
SAFER Grant Revenues	541,362
Total General Fund Revenues:	<u>\$ 14,926,079</u>

General Operations Expenditures:

Wages & Benefits	\$ 11,971,996
Operations	1,789,971
Training & Development	139,935
Contingencies	350,000
Total General Operations Expenditures:	<u>\$ 14,204,939</u>

Debt Service Expenditures:

Debt Services Expenditures	<u>\$ 674,177</u>
Total Combined General Ops, Debt Service Expenditures:	<u>\$ 14,926,079</u>

Public Budget Hearing:

Copies of the proposed budget were made available upon request through the District Administrative Offices or by visiting the District Website at www.ncfmd.az.gov. The proposed budget was presented on Thursday, May 19, 2016 during the Regular Board Meeting for approval to post. In accordance with the A.R.S. §48-805(A)2, the 20-Day posting period began on Friday, May 20, 2016 and ended on Wednesday, June 8, 2016. The Public Budget Hearing and final adoption were held on Thursday, June 16, 2016 at 9:00 a.m. at the District's Administrative Offices located at:

North County Fire & Medical District
18818 North Spanish Garden Drive
Sun City West, Arizona 85375

To Be Signed Upon Adoption

David Wilson, Board Chairman

To Be Signed Upon Adoption

Dusty Rhodes, Board Clerk



ADOPTION RESOLUTION

BOARD OF DIRECTORS RESOLUTION #16-0616-1
(FISCAL YEAR 2016-2017 BUDGET ADOPTION)

A RESOLUTION OF THE ELECTED OFFICIALS OF NORTH COUNTY FIRE & MEDICAL DISTRICT ADOPTING AN OPERATING BUDGET FOR FISCAL YEAR 2016-2017 IN THE AMOUNT OF \$14,0926,079; TO ENCUMBER SUFFICIENT FUNDS TO COVER OUTSTANDING ITEMS (LIABILITIES, PURCHASE ORDERS, INVOICES, ETC.) FROM THE PREVIOUS FISCAL YEAR; AND TO COMMIT ANY REMAINING REVENUES OVER EXPENDITURES TO BE TRANSFERRED TO THE DISTRICT’S CAPITAL RESERVE FUND IN SUPPORT OF THE DISTRICT’S CAPITAL IMPROVEMENT PLAN (CIP).

WHEREAS, Arizona Revised Statutes, Title 48 require the North County Fire & Medical District to adopt an annual operating budget, and;

WHEREAS, North County Fire & Medical District has posted and published its proposed annual operating budget, and;

WHEREAS, a Public Hearing was held in compliance with State Law on the Proposed Fiscal Year 2016-2017 Operating Budget containing funding for continued emergency fire and ambulance services, salaries, wages and benefits for District employees, general operating expenditures, continued training expenditures, and debt service;

RESOLVED at a duly noticed public meeting of the Governing Board of North County Fire & Medical District to adopt the Fiscal Year 2016-2017 Annual Operating Budget in the amount of \$14,926,079 (attached); to encumber sufficient funds to cover outstanding items (liabilities, purchase orders, invoices, etc.) from the previous fiscal year; and to commit any remaining revenues over expenditures to be transferred to the District’s Capital Reserve Fund in support of the District’s Capital Improvement Plan (CIP); on Thursday, June 16, 2016 by a majority of the Governing Board members.

APPROVED:

ATTEST:

To Be Signed Upon Adoption

To Be Signed Upon Adoption

David Wilson, Board Chairman

Dusty Rhodes, Board Clerk



CERTIFICATION OF BUDGET ADOPTION

NORTH COUNTY FIRE & MEDICAL DISTRICT
Certification of Budget Adoption
Pursuant to A.R.S. §48-805.02D

The attached budget in the amount of \$14,926,079 was approved and adopted under Resolution #16-0616-1, by a majority vote of North County Fire & Medical District Board of Directors at a duly noticed Regular Board Meeting held at 9:00 a.m. on June 16, 2016 at the Administrative Offices located at 18818 N. Spanish Garden Drive, Sun City West, Arizona 85375.

Net Assessed Value (Primary Net Value): **\$383,038,322**
FY 2016 Tax Rate (MIL): **\$2.8044**
FY 2016 Levy: **\$10,741,885**

On behalf of North County Fire & Medical District, we certify this is a true and accurate estimate of revenues and expenditures of the amount necessary to support District operations for the 2016-2017 Fiscal Year, and request Maricopa County to levy the amount of \$10,741,885 as set forth in the attached Budget.

We also certify that in accordance with ARS §48-805.02.D-1(a), the District has not incurred any debt or liability in excess of taxes levied and to be collected and the money actually available and unencumbered at that time in the District's General Fund, except for those liabilities as prescribed in section 48-805, subsection B, paragraph 2 and sections 48-806 and 48-807. We further certify that in accordance with ARS § 48-805.02.D-1(b), that the district complies fully with subsection F of this section.

APPROVED:

To Be Signed Upon Adoption
David Wilson, Board Chairman

Date: _____

ATTESTED:

To Be Signed Upon Adoption
Dusty Rhodes, Board Clerk

Date: _____



BUDGET DEVELOPMENT SCHEDULE



**Fiscal Year 2016/2017
Budget Development Schedule**



Monday, November 2, 2015

- Deadline for submission of Tax Year 2016 Boundary Changes & Annexations to the Maricopa County Assessor's Office

Thursday, January 21, 2016 – Regular Board Meeting

- Annual Budget & Operational Plan Process Overview
- Board of Director's initial budget process requests

Wednesday, February 10, 2016

- Obtain Finalized Secondary Levy Limit Worksheet for Tax Year 2016 from Maricopa County Assessor's Office and the Arizona Property Tax Oversight Committee (PTOC)

Monday, February 22, 2016

- Deadline for Division Managers & Section Heads to submit Budget Request to the Assistant Chiefs

Monday, March 7, 2016

- Deadline for the Assistant Chiefs to submit Budget Requests to the Accounting Supervisor

Tuesday, March 15, 2016 – Regular Board Workshop

- Draft Annual Budget & Operational Plan Process Update

Tuesday, April 19, 2016 – Regular Board Workshop

- Draft Annual Budget & Operational Plan Progress Update

Tuesday, May 3, 2016 – SPECIAL Board Meeting

- Fiscal Year 2015/2016 Budget Review Year-End Projections - Accounting Supervisor Poland
- Draft Fiscal Year 2016/2017 Annual Budget & Operational Plan Presentations

Wednesday, May 4, 2016 – SPECIAL Board Meeting

- Draft Fiscal Year 2016/2017 Budget & Operational Plan Presentations Continued (*If Needed*)

Thursday, May 19, 2016 – Regular Board Meeting

- Fiscal Year 2016/2017 Tentative Budget & Operational Plan Presentation
- Approval for Posting (*20-Day Posting Period: Friday, May 20 through Wednesday June 8, 2016*)

Tuesday, June 14, 2016 – Regular Board Workshop

- Final Fiscal Year 2016/2017 Annual Budget & Operational Plan Review

Thursday, June 16, 2016 – Regular Board Meeting & Public Hearing Public Budget Hearing

- Fiscal Year 2016/2017 Annual Budget & Operational Plan Final Adoption

Tuesday, June 21, 2016

- Submit Certified Adopted Fiscal Year 2016/2017 Annual Budget & Operational Plan to Maricopa County's Board of Supervisor's and Department of Finance (Deadline August 1, 2016)

Friday, July 1, 2016

- Begin Operations under the Adopted Fiscal Year 2016/2017 Budget & Operational Plan

Note: All board meetings begin at 9:00 A.M. are held at the District's Administration Office, located at 18818 N Spanish Garden Drive, Sun City West, AZ 85375

North County Fire & Medical District

STRATEGIC PLAN - *Future Focus: Defining the Course*

Fiscal Years 2017 – 2021



Proudly serving the communities of Sun City West, Coldwater Ranch, Corte Bella, Cross River, Dos Rios, Marisol Ranch, Pinnacle Peak County Island, Rancho Cabrillo, Rancho Silverado, Rio Sierra, Sundero, and other unincorporated portions of Maricopa County.





**NORTH COUNTY FIRE & MEDICAL DISTRICT
GOVERNING BOARD**

Board Chairman David Wilson

Board Clerk Dusty Rhodes

Board Member Bill Hamel

Board Member Jack Meyer

Board Member Smitty Smith

The Role of the Board

Provide financial oversight and strategic policy direction to maximize the public value of District services.

FIRE CHIEF

Robert L. Biscoe

The Role of the Chief

In collaboration with the Board of Directors and in partnership with all members of the organization, provide direction, protection and order to the District.

COMMUNITY-DRIVEN STRATEGIC PLANNING TEAM

District Residents/Stakeholders

Governing Board

Fire Chief Robert L. Biscoe

Assistant Chiefs Mary Dalton & Tim Van Scoter

Battalion Chiefs Brad Cohen, Jesus Bravo, and Pat Mifsud

Captains Kane Nixon, Chris Barkley, Shawn Holcomb

Captain Dan Villegas & Paramedic John Zerby (Local 3573 Representatives)

Paramedic Crystal Fresquez

Health & Medical Coordinator Rebecca Haro

Support Services Coordinator Nick Hricziscse

Administrative Coordinator Deb Johnson

Accounting Supervisor Coaleen Poland

Human Resource Generalist Cindy Oliver

Nurse Practitioner Mary Ellen Radosevich



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EXECUTIVE SUMMARY

North County Fire & Medical District’s (NCFMD) Community-Driven Strategic Plan, *Future Focus: Defining the Course*, for Fiscal Years 2016-2017 to 2020-2021 is the continuation of the District’s Strategic Planning efforts which officially began nearly two decades ago. The District’s commitment is to continually work towards self-improvement and to use its strategic planning documents as blueprints to guide the future of the organization. The Community-Driven Strategic Planning process provides a goal-oriented framework for the cost-effective and efficient provision of fire, medical, and ancillary services to all citizens of the District. It is a living management tool that provides short-term direction, builds a shared vision, sets goals and objectives, and optimizes use of resources. It is designed to focus attention and guide decision making to continue to maintain the District as an agency of exceptional quality and best industry practices.

“Greatness is not where we stand, but in what direction we are moving.”

Oliver Wendell Holmes

This plan is the result of a collaborative effort between District Board members, personnel and residents / property owners. Input for this plan was gathered via surveys, group settings, and one-on-one meetings. The Community-Driven Strategic Plan process

utilized a Customer-Driven planning progression to go beyond just the development of a document. The process encouraged the District to critically examine paradigms, values, philosophies, beliefs, and desires. It also encouraged individuals to work in the best interest of the “team”. This process provided the District’s internal customers, its personnel, with the opportunity to participate in the development of the organization’s long-term direction and focus. Members of the Strategic Planning Team and the District’s residents/ stakeholders, including the Governing Board, did an outstanding job by committing to this important project and remaining committed to its completion and the goals and objectives it outlines for the future.

For a strategic plan to work effectively, the definition of a “strategy” must be well understood. A “strategy” defines the direction of change intended to accelerate movement toward one or more outcomes. Strategies can be entirely new tasks or changes in the approach to existing tasks. Both types of strategies are included in this plan. The District analyzed its current plan for achieved outcomes and/or strategies yet to be realized. Utilizing that analysis, the new survey data, and feedback from the Strategic planning meetings, NCFMD evaluated its existing processes and goals and made adjustments as necessary. This document is not a vehicle for restating all of the District’s workload. Reviewing this plan will not provide a comprehensive picture of all that the District does. The plan instead keeps the focus on how the District intends to change which prevents the plan from becoming simply a restatement of what is already documented elsewhere.

The Strategic Plan is not intended to be a budget document. The plan contains Strategic Priorities with Objectives and Critical Tasks designed to achieve results that positively impact those priorities. NCFMD will use this plan as a template for resource needs in the development of the District’s Capital Improvement Plan and its Annual Budget and Operational Plan. Adoption of the Strategic Plan does not guarantee funding of any particular request or that all Critical Tasks will be accomplished.

This Strategic Plan is a fluid document and is embedded in the District’s Annual Budget and Operational Plan. The Strategic Plan will be reviewed, revised, and adjusted on an “as needed” annual basis, at a minimum,



during the five year period of the plan based on current conditions affecting the District. Planning is a continuous process – one with no clear beginning and no clear end. The process is intended to be flexible and dynamic with new information factored in appropriately. Maintaining a commitment to flexibility enhances the ability to expect and absorb changes as necessary. Remaining open-minded enough to continually explore new ways to better serve our citizens while maintaining economic responsibility and protecting the workforce is challenging. The Governing Board and personnel of the District agree that for the plan to be viable and effective, it must be flexible, grounded in reality, and not viewed as a “wish list.”

The goals of this plan can only be accomplished with the full commitment and combined best efforts of the District’s Board of Directors, Administrative staff, and the District’s personnel. The prospect of becoming an organization with even higher reliability and more public value than it has today is the opportunity that this Strategic Plan gives the District.

The vision of the Community-Driven Strategic Plan is customer-focused in providing core services to residents and property owners by way of an enhanced composite emergency services entity. The District continues to be in a crucial time of change due to continued funding limitations, shifting demographics, increased demands for service, competition for resources, current and potential legislative changes, and increasing local, state, and federal mandates. Change is inevitable in any endeavor. However, strategic planning in its simplest form identifies and addresses key areas which enable the District to move successfully into the future as it adapts to and plans for change. The challenge the District continues to face is educating elected officials, District personnel, and the public on why change is necessary and to involve all those entities in embracing and implementing change. The key is to incorporate change methodically with true purpose, planning and, especially, with foresight. The District plans to continue to maintain the type of environment where personnel and the public thrive on the future possibilities that change can provide.

As the District continues to move into the future, progressive and prepared, its priority will always be to provide the highest level of caring and quality service to its residents. NCFMD will continue to self-assess and strengthen the organization with clarity and foresight. Change is inevitable. The District’s continued ability to be flexible, be proactive, and adapt positively to change will be a key factor in the future success of the organization.



2016 Community-Driven Strategic Plan Internal Planning Meeting



COMMUNITY-DRIVEN STRATEGIC PLANNING PROCESS

STRATEGIC PLAN HISTORICAL OVERVIEW

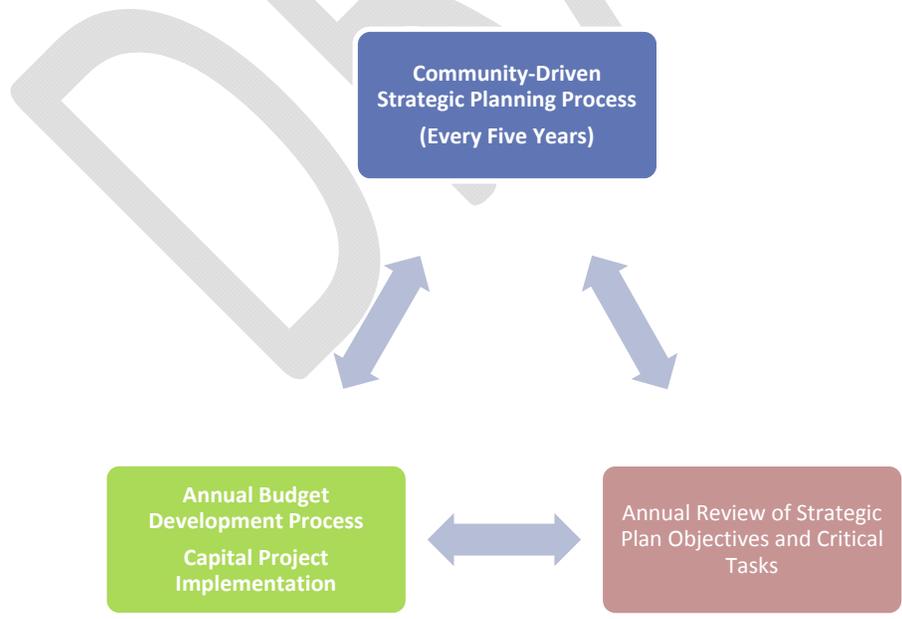
In 2001, North County Fire & Medical District (known at that time as the Sun City West Fire District), embarked on a process to build the Fire District’s first official Strategic Plan.

Once adopted by the Governing Board, the plan was utilized by District personnel on a regular basis and was often the nucleus from which results were measured and performance was evaluated. The plan also served as a foundation document to inform and educate the Governing Board, the public, and personnel and addressed portions of the annual budget process. The development of this initial document was only the first step. Since the creation of the original strategic plan, the District has reviewed or revised the plan on an annual basis.

Throughout the initial, as well as all planning revision processes, emphasis has been placed on the following elements: the District’s Mission, Vision, and guiding Values; the SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats); the priority of programs and services provided; and the needs and expectations of the community and District personnel.

During the planning for the 2011-2016 Strategic Plan update, it was determined that a set of three Core Documents should be developed. The first core document was the Strategic Plan, the second was the Business Plan which would further delineate the components of the Strategic Plan and contained the Capital Improvement Plan, and the third was the District’s Annual Budget and Operational Plan.

2016 COMMUNITY-DRIVEN STRATEGIC PLANNING PROCESS





During this year’s Strategic Plan revision process, the committee concluded that the “Core Document” approach, although valuable, proved to be cumbersome and confusing when attempting to provide cohesive direction to personnel for critical tasks.

The Strategic Planning Team therefore decided to re-configure the District’s organizational documents. The Strategic Plan has been revised and contains some of the expanded components previously in the Business Plan including Strategic Priorities, objectives, and critical tasks. The Capital Improvement Plan is a standalone document outlining financial projections including annual facility, apparatus, and equipment needs as well as projects requiring future capital funding needs. The Annual Budget & Operational Plan is the final planning document. This document is consistent with the Strategic Plan. Both the Strategic Plan and Capital Improvement Plan were embedded in the Annual Budget & Operational Plan following their approval which allows for one continuous document for organizational guidance and reference. Utilizing one document for achieving annual objectives creates a more concise focus on the projected accomplishment of each year, particularly from the perspective of mid-level supervisors and field personnel.

DISTRICT PLANNING DOCUMENTS RELATIONSHIP



It was also determined that the Strategic Plan should be intrinsically tied to the Accreditation process following the District’s achievement of Re-Accreditation by the Center for Public Safety Excellence. The Center for Public Safety Excellence is a strong proponent of the Community-Driven Strategic Planning Process. Although District’s prior Strategic Plans have had a strong similarity to the structure of the Community-Driven Strategic Plan, it was decided to enhance that correlation. Annual critical tasks included the Annual Budget/Operational Plan are also tied to the District’s Accreditation Self-Assessment Manual categories when possible.

The voice of the community drives an organization’s operations and charts the course for their future. A “community-driven organization” is defined as one that *“maintains a focus on the needs and expectations, both present and future, in the creation and/or improvement of the product or service provided.”*¹

Using the U.S. Federal Consortium Benchmarking Study Team’s definitions of the specific terms used in the above definition:

¹ Federal Benchmarking Consortium (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*



- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers’ preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently “about” customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

The Community-Driven Strategic Planning Process Outline

1. Define the services provided to citizens and establish their service priorities
2. Establish citizen and personnel’s expectations of the District; District aspects that the citizens and personnel view positively, as well as concerns they may have
3. Review and re-establish, if necessary, the District’s Mission, Vision, and Values
4. Complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
5. Establish realistic goals and objectives, along with critical tasks for each objective
6. Garner organizational and community commitment to the plan



Development of the District’s Community-Driven Strategic Plan took place in February, March, and April of 2016. The initial step was the development of distinct and separate surveys to garner the input of the District’s residents/ stakeholders. Surveys were disseminated to District resident/stakeholders, District business owners, District personnel and volunteers, and the District’s Governing Board. A Business Survey was also distributed. Survey results were then analyzed and collated.

An all-day internal planning session (including electronic input from team members) was held in March, 2016 and representation from both the District’s field personnel and administrative staff was included. Survey input which revolved around community expectations, concerns, and other comments about the District was reviewed, discussed, and analyzed. The creation of the Community-Driven Strategic Plan was a team effort and emphasis was placed on all the components of the Community-Driven Strategic Planning Process Outline during its development.

Finalization of the plan included:

- Fire Board/Public presentation of the draft Strategic Plan
- Fire Board/Public presentation of final Strategic Plan
- Proposed adoption of plan
- Distribution of plan as adopted
- Incorporation of adopted plan into Annual Budget & Operational Plan along with the adopted Capital Improvement Plan



EXTERNAL SURVEY SUMMARY OVERVIEW

The 2016 survey instrument utilized over a dozen questions to derive information about the participant and their input about the District. In addition to multiple choice questions, written response questions were asked of respondents. These questions attempted to gain “raw” feedback about respondents’ perceptions of the District and to solicit ideas on how to improve the District’s service. An example was the question “What service(s) do you feel the District should provide to its residents that it presently does not?” The majority of the respondents stated that the District does an exceptional job and they were unable to suggest any additional services.

As in the last external customer “needs assessment” survey of District residents conducted in February of 2008, a significant number of respondents indicated a high level of satisfaction with the District’s response time, professionalism, and caring attitude. Respondents to this year’s survey also indicated their high regard for all the services offered by the District and the friendliness and approachability of the District’s personnel.

Comparisons of how individuals rated their satisfaction with the District’s services between the 2008 and the 2016 surveys are shown below:

	<u>2008 Survey</u>	<u>2016 Survey</u>
Fire Calls	98% Satisfied	100% rated Good to Excellent
Medical Calls	99% Satisfied	100% rated Good to Excellent
Fire Inspections	100% Satisfied	99% rated Good to Excellent
Public Education/Community Relations	97% Satisfied	100% rated Good to Excellent

Additionally, a question was asked regarding Overall Customer Service satisfaction in the 2016 survey. The District’s Customer Service was rated “Good” to “Excellent” by 98% of the survey respondents.

As with any survey, a small number of the surveys indicated a particular concern from a respondent. These were generally either isolated individual experiences with the District or a lack of knowledge regarding a particular service and/or operational policy. Any residents who identified themselves as wishing to be contacted by the District were notified and their concerns and/or questions were addressed. In the minor number of negative responses received, there were no large scale areas of concern as was the case in the 2008 survey. Additional survey data is referenced elsewhere in this plan.

The District consistently and regularly seeks feedback regarding the priorities of the residents, i.e., surveys on the District’s website, incident feedback cards, question and answer periods following community presentations as well as public feedback opportunities during District Governing Board meetings. Community priorities continue to present a primary focus for the District’s plans for the future.



ORGANIZATIONAL PHILOSOPHIES

NCFMD’s organizational philosophies or its mission, vision, and value statements are the foundation for the District’s success. Every effort has been made to keep these meaningful and memorable so that the individuals who comprise the organization feel they give credence to the goals, objectives, and day-to-day tasks. In an effort to keep the mission, vision, and value statements present in the collective consciousness of District personnel, copies are posted in each District facility and included in various District publications.

MISSION

It is imperative that a mission statement depict the general theme and principles by which the District represents its collective purpose. Every organization needs to define its fundamental purpose and philosophy. The mission statement answers the basic question of why the organization exists and describes the needs the organization was created to fill. Without the guidance of a mission statement, programmatic priorities are difficult to establish. The mission statement also provides the basis for judging the success of an organization and its programs. It helps to verify if the organization is on the right track and making the right decisions. It provides direction when the organization must adapt to new demands. Attention to the District’s mission helps the Board and employees adhere to the District’s primary purpose and serves as a touchstone for decision making during times of conflict.



2016 Community-Driven Strategic Plan Internal Planning Meeting

During the 2016 Strategic Planning process, input was sought regarding the District’s current Mission Statement. It was a general consensus that the statement needed to be shortened. Survey input was reviewed and the planning team revised the Mission Statement which was adopted by the Governing Board.

The District’s new Mission Statement follows:

Our mission is to protect life and property and to enhance the well-being of all those that we serve.



VISION

After revising the mission, the next progression was to review the District’s vision for the future. The benchmarks set during this process will be used as guidelines for excellence that the District strives to achieve.

The District will continue to face unique challenges in keeping pace with the changing world in which we live and work. The District must not forget the traditions and people who brought it to this point. However, it must adapt, be flexible, and be progressive in order to remain successful. After reviewing the District’s current vision statements, the 2016 Strategic Planning team decided that the vision statements needed to be revised. The new Vision Statement is:

- **We will provide exceptional services through organizational teamwork to promote an innovative, responsive, and professional District that adapts within a changing environment. Utilizing collaborative working relationships, we strive to be a leader in our industry. We endeavor to be fiscally responsible with the single purpose of serving the greater community good.**

VALUES

Establishing a set of values to be embraced by all personnel of the District is extremely important. Upon review, and based on personnel input, the 2016 Strategic Planning Team felt that the R.I.T.E. Values (Respect, Integrity, Teamwork, Excellence) still expressed the beliefs and commitments that constitute the structure of the organization and that personnel should strive to embody these values.

The revised District Values list follows:

R.I.T.E. Values – Respect, Integrity, Teamwork, Excellence

Employees are expected to live the R.I.T.E. values and behaviors of the District while achieving goals and objectives and demonstrating leadership competencies.

Respect: We recognize the contributions and unique value of each individual employee, customer, and partner.

Integrity: We conduct all of our activities honestly and objectively. We accept responsibility for our decisions/actions.

Teamwork: We achieve our goals by working together through cooperation, communication, service, and commitment.

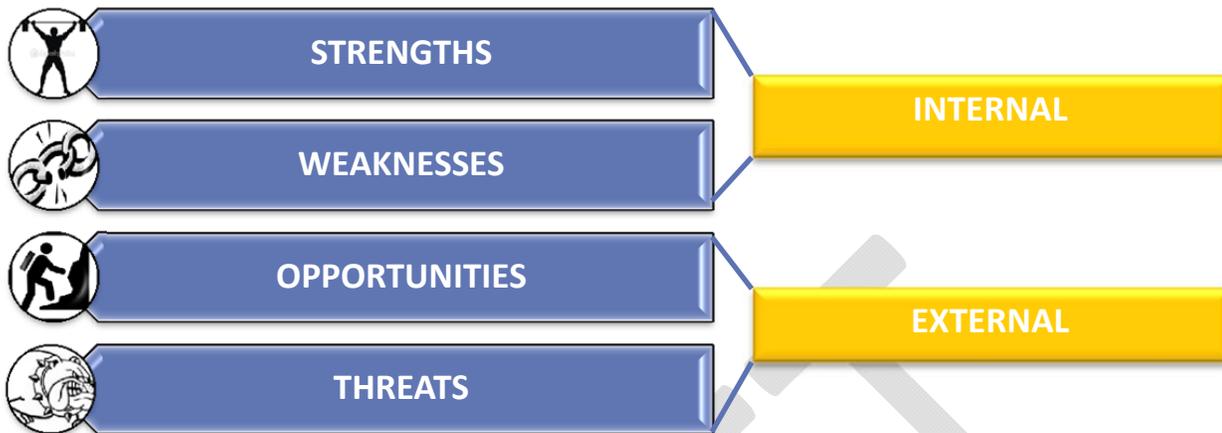
Excellence: We strive to be the best in everything we do with dedication to quality, efficiency, innovation, and continuous learning.



The District strives to be a leader in providing fire and life safety services. It is imperative that all of the personnel of the District realize the potential in themselves and their fellow employees and desire to continue the District’s tradition of excellence. Personnel are committed to being good stewards of the District and to, in turn, be role models for fire and emergency services in general.



SWOT ANALYSIS



The SWOT analysis required the District to again look candidly at its strengths and weaknesses and to identify opportunities and threats with which it is faced. The planning team reviewed the previous SWOT analysis to determine if any of the previous information still applied. Survey data was then analyzed for any newly identified strengths, weaknesses, opportunities, or threats. The following is a summary of results from the updated SWOT analysis.

STRENGTHS

Understanding organizational strengths is a first step toward understanding if the District is meeting its challenges and responsibilities. The District has inherent strengths that can be acknowledged, developed, and supported to ensure a set of strategic initiatives can be met. It is important for the District to identify its strengths in order to insure the District is capable of providing the services requested by customers as well as making sure strengths are consistent with the issues facing the organization. Through a consensus process, the following strengths were identified.

- Customer Service
- Personnel – well trained, professional
- Emergency response times
- Insurance Services Office (ISO) Rating of 1
- Strong Reputation
- Organizational Enthusiasm
- Dedication to excellence
- Volunteers
- Quality of the District’s Infrastructure
- Autonomy
- Personnel Health and Wellness
- Financial Stability
- Strong Leadership
- Caring and Compassionate Workforce
- Internationally Accredited (CFAI)
- Ability to Adapt to Change
- Progressive and innovative culture
- Participatory Management Process
- Strategic and Community Partnerships
- Variety and Quality of Programs Provided
- Going Above and Beyond
- Pride
- Political Relationships
- Safety
- Team Environment



WEAKNESSES (OR NEEDING ENHANCEMENT)

For the District to continue to progressively move forward, it must not only be able to identify its strengths, but also those areas where improvement can be achieved. To admit weakness is important to bring about organizational advancement. Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. To display and focus on information regarding shortcomings can lead to effective long-and short-range solutions for problems. To move an organization forward, it is important to understand and commit to working through weakness and constraint. These areas are not the same as threats to be identified later in this document, but rather those day-to-day skills or programs that will not usually “make or break” the District, but will slow or inhibit progress. Through a consensus process, the following weaknesses were identified.

- Data Management - information analysis/ quality/capability
- Promoting and/or Celebrating Success
- Internal/External Communication/Marketing
- Workload
- Distance from training facilities/Cost of Usage
- Mentorship/Succession Planning
- Inconsistencies in Internal Accountability

OPPORTUNITIES

The opportunities for the District depend on the identification of strengths and weaknesses and how they can be enhanced or overcome. The focus of opportunities is not solely on existing service; but on expanding and developing new possibilities both in and beyond the traditional service areas. The following opportunities were recognized.

- Technology
- Alternative funding/cost savings and recovery
- Expanded Levels of Service and/or Scope of Practice (Community Paramedicine, Mobile Integrated Health Programs)
- Additional and expanded methods to enhance communication and connectivity with District citizens and internal customers
- Mentoring / Succession Planning / Leadership Development
- Resource Sharing
- Growth
- Resource Allocation Modifications
- Continued and expanded joint partnerships with other entities (training, health, etc.)
- Volunteer Program Expansion
- Regional service delivery options
- Internship Opportunities with colleges, universities, and technical schools
- Enhanced Information / Data Analysis

THREATS

Traditionally, there are situations and conditions external to the organization that may not be completely and/or directly controlled by the organization. The adaptability to address “threats” is dependent on how well the organization is prepared, how it gathers information, and how well the organization can forecast. To draw strength and gain the full benefit of any opportunity, these threats with their new risks and challenges must be identified. With skilled and early recognition of current and future challenges, the District can greatly mitigate loss or constraint potential in terms of finances, personnel, public perception, etc. Threats identified include:



- Funding limitations and/or stability and growth of future funding – both current and threatened (property valuation, tax rate caps, legislative changes, taxpayer reform initiatives, revenue diversity, cost of unfunded mandates, etc.
- Media Relations – accuracy of information
- Increasing service demands
- Community apathy
- Loss of experience and expertise due to retirement of senior management and other key personnel
- City Annexations
- Politics (community, city, county, state, national)
- Terrorism – Cyber and Physical



*“High achievement
always takes place in the
framework of high
expectation.”
Jack Kinder*



COMMUNITY PRIORITIES & EXPECTATIONS CRITICAL ISSUES & SERVICE GAPS

COMMUNITY PRIORITIES

In order for the District to appropriately and accurately dedicate time, energy, and resources on the service and program priorities most desired by the District’s citizens, the District must understand what the residents consider to be their priorities. The District’s residents / stakeholders were asked to prioritize the programs offered by the District rating the services from Critical to Not Important. The table below shows the service priorities in the order of importance chosen by the survey respondents.

SERVICE PRIORITIES (in order of importance)
Emergency Medical Service (Paramedics)
Emergency Ambulance Transport
Fire Suppression
Fire Prevention
Fire Investigation
Hazardous Materials Mitigation
Public Fire / Life Safety Education
Domestic Preparedness Planning & Response
Inter-Facility Transport Services

COMMUNITY EXPECTATIONS

Understanding the District resident’s expectations of its fire and emergency services organization is critically important in developing a long-range perspective. With this knowledge, internal evaluation can be ongoing whether any service emphasis needs to be changed and/or bolstered to fulfill resident expectations. In certain areas, education on the level of service that is already available may be the solution. Following are the top three expectations from the District’s survey respondents:

- Fast Response Time – Fast response times continue to be a priority and expectation for District residents.
- Communication – The desire for ongoing and additional District communication was a significant indicator both for external and internal survey respondents. Moving forward, the District’s goal will continue to be the ongoing improvement of the flow of information in order to effectively communicate timely, relevant, and accurate information to both the District’s external and internal stakeholders.
- Maintaining Fiscal Responsibility – The majority of survey respondents feel that, overall, they are receiving excellent service from the District. Services were rated “Good” to “Excellent” by 99% of the



survey respondents. Many residents expect that they will continue to receive excellent service at a reasonable cost.

CRITICAL ISSUES AND SERVICE GAPS

A critical issue can be thought of as a problem or opportunity that is critical to the overall success of the organization. Upon review of the external survey data, it was determined that the District’s residents/stakeholders did not identify any critical issues. The majority of respondents feel that the District provides professional, efficient, and timely service.

A service gap is defined as an unmet customer need. Upon review of the external survey data, it was also determined that the District’s residents/stakeholders did not identify any District service gaps. The District was positively recognized for the number and variety of services it offers. Residents encouraged the District to continue to foster the innovative and progressive environment that inspires the development of services which enhance the well-being of those the District serves.

The 2016 Strategic Planning Team determined that, although the District offers the traditional variety of fire department services and programs to the satisfaction of the residents, the District traditionally thinks “outside the box” of normal fire department services and programs to attempt to identify issues before a problem or service gap occurs. The team identified the following services or potential gaps – some of which the District is already in the process of implementing. These items will be included in the Strategic Priorities section of this Plan.

1. Expanded Community Assistance Program
2. Community Integrated Health Program
3. Non-Emergent Medical Transportation



STRATEGIC PRIORITIES

To this point, this Community-Driven Strategic Planning Process dealt with establishing the District’s Mission, Vision, and Values, reviewing the S.W.O.T. analysis, and identifying any Critical Issues and and/or Service Gaps. The following pages identify the District’s five Strategic Priorities, and corresponding Objectives and Critical Tasks. The Objectives and Critical Tasks were developed to be consistent within these parameters:

- **Aligned with the stated mission, vision, and values statements.** The point of the Objectives and Critical Tasks is to define specific, measurable results that indicate movement toward realizing the District’s organizational philosophies.
 - **Specifically measurable outcomes.** Each Objective and Critical Task must be measurable so that it is possible to objectively determine the degree to which the goal is being achieved. Objectives and critical tasks were developed with the SMART method in mind: S – Specific, M – Measurable, A – Attainable, R – Relevant, T – Timely
 - **Organization-wide in scope.** Objectives and Critical Tasks are *not* individual or division work assignments. Rather, they are shared results that the entire organization can work toward.
 - **Built on consensus and common ground.** These outcomes are intended to address the shared agreement within the organization and involved communities about the organization’s current strengths, weaknesses, and needs.
 - **Few in number.** The goals and outcomes should be significant enough to encompass the mission, principles, vision, and values of the organization, while being few enough to maintain a focused simplicity on the strategic change we value most.

“Plans are only good intentions unless they immediately degenerate into hard work.” *Peter Drucker*

Timelines for completion of the Objectives have been set. Periodic review of the progress towards these Priorities and Objectives will be scheduled and timelines will be adjusted as needs and the environment changes. The Goals and Objectives should become the focus of the efforts of the District. By following these Goals and Objectives carefully, the District can be directed into its desired future having reduced the obstacles and distractions along the way.

The 2016 Strategic Planning Committee developed the following five Strategic Priorities to guide the District’s accomplishment of their goals and objectives for the future:

- Strategic Priority 1** – Service Delivery & Preparedness
- Strategic Priority 2** – Personnel
- Strategic Priority 3** – Finances, Planning, & Infrastructure
- Strategic Priority 4** – Communications, Coordination & Consistency
- Strategic Priority 5** – Technology, Data & Records Management



**STRATEGIC PRIORITY 1
SERVICE DELIVERY & PREPAREDNESS**

GOAL 1.1	EMERGENCY RESPONSE / EFFECTIVE DEPLOYMENT OF RESOURCES – <i>Deliver exceptional and efficient emergency services while ensuring that personnel are allocated in the safest and most cost-effective manner and that current operational procedures are producing the desired results</i>		
Objective 1.1A	Analyze current response/deployment practices		
Critical Tasks	<ul style="list-style-type: none"> Evaluate the effectiveness and efficiency of the District’s current emergency response/deployment model utilizing the District Standards of Cover Assessment Research best response/deployment practices and standards 		
Division(s):	EMERGENCY SERVICES	Timeline:	ANNUALLY
Objective 1.1B	Response/deployment modifications or enhancements		
Critical Tasks	<ul style="list-style-type: none"> Identify and evaluate potential strategies to target improved alarm processing, turnout times, travel times, and/or other opportunities for response/deployment improvements Develop a response/deployment plan to address necessary changes or enhancements Utilize the Standards of Cover process to monitor and analyze the effectiveness of any changes that are implemented 		
Division(s):	EMERGENCY SERVICES	Timeline:	ANNUALLY
GOAL 1.2	COMMUNITY INTEGRATED HEALTHCARE PROGRAM – <i>Re-design the District’s EMS mission to provide care in the most effective way for internal and external customers by taking on a broader role in the healthcare system and filling gaps in services based on customer needs</i>		
Objective 1.2A	Community Integrated Healthcare Program Implementation		
Critical Tasks	<ul style="list-style-type: none"> Finalize partnerships and procedures necessary to implement initial stages of the District’s Community Integrated Healthcare (CIH) Program(s) Implement CIH evidenced-based data collection process. Implement strategies to strengthen program awareness and highlight the benefits of the District’s CIH Program(s) 		
Division(s):	HEALTH & MEDICAL	Timeline:	DECEMBER 2016
Objective 1.2B	Community Integrated Healthcare Program Expansion		
Critical Tasks	<ul style="list-style-type: none"> Actively participate with the state, county, hospital systems, mental health agencies, other medical providers and community leaders to identify opportunities for CIH program expansion. Develop a plan to implement expanded Community Integrated Healthcare Program(s) Develop an evaluation process to measure program needs and effectiveness 		
Division(s):	HEALTH & MEDICAL	Timeline:	JUNE 2017



GOAL 1.3	COMMUNITY ASSISTANCE PROGRAMS (CAP) – Research processes and resources for crisis intervention, victim’s assistance and non-emergency medical transportation services within the District.		
Objective 1.3A	Identify long-term community assistance needs within the District		
Critical Tasks	<ul style="list-style-type: none"> Identify and evaluate existing programs Identify needs and existing service gaps Develop a plan to address needs and/or fill gaps Develop an evaluation process to measure the effectiveness of current or revised programs 		
Division(s):	HEALTH & MEDICAL	Timeline:	JUNE 2017
GOAL 1.4	SAFETY AND DISASTER PREPAREDNESS – Ensure that appropriate steps have been taken in an effort to prevent disasters from occurring, minimize the impact of those that do occur, and prepare the District management response and recovery operations for large scale emergencies		
Objective 1.4A	Current Disaster Preparedness Plan		
Critical Tasks	<ul style="list-style-type: none"> Evaluate existing plans including the Maricopa County Disaster Plan and Physical/Cyber Terrorist Attack protocols Identify any necessary modifications needed Maintain the plan to keep it relevant, exercised, and accurate; and so that it coincides with the County plan 		
Division(s):	EMERGENCY SERVICES	Timeline:	JUNE 2017
Objective 1.4B	Increase public awareness regarding safety and preparedness		
Critical Tasks	<ul style="list-style-type: none"> Expand District resident education efforts regarding disaster preparedness Increase the number of residents who participate in District fire and life-safety prevention activities Develop an evaluation process to measure program effectiveness 		
Division(s):	COMMUNITY RISK MGMT.	Timeline:	JUNE 2017
GOAL 1.5	DISTRICT ACCREDITATION – Maintain accredited CFAI agency status and utilize the continued Accreditation process as a major resource for the adequate deployment and continuous improvement of the District		
Objective 1.5A	Adequately prepare for re-Accreditation processes and requirements		
Critical Tasks	<ul style="list-style-type: none"> Maintain an awareness of evolving accreditation standards Implement Accreditation Manager succession plan and identify qualified candidates Analyze policies, practices and equipment that need improvement or modification to meet industry best practices Identify service gaps that negatively impact the District Determine and implement changes needed to maintain accredited status 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	DECEMBER 2017



GOAL 1.6	<u>AMBULANCE ACCREDITATION</u> – Achieve accredited agency status to provide assurance to peers and the public that the District’s Emergency Ambulance Service has a defined mission and objectives and a process for continuous improvement		
Objective 1.6A	Complete the Commission on Accreditation of Ambulance Services (CAAS) process		
Critical Tasks	<ul style="list-style-type: none"> • Complete necessary documentation for on-site review • Schedule panel of reviewers to conduct on-site reviews consisting of visitation, interviews, and observation 		
Division(s):	HEALTH & MEDICAL	Timeline:	DECEMBER 2017
GOAL 1.7	<u>ISO CLASS 1</u> – Maintain the Insurance Services Office Class 1 Designation		
Objective 1.7A	Adequately prepare for the ISO re-evaluation process requirements		
Critical Tasks	<ul style="list-style-type: none"> • Maintain an awareness of evolving ISO standards • Analyze policies, practices and equipment that need improvement or modification to meet industry best practices • Identify service, training, or equipment gaps that negatively impact the District • Determine and implement changes needed to maintain Class 1 status 		
Division(s):	EMERGENCY SERVICES	Timeline:	DECEMBER 2017

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STRATEGIC PRIORITY 2 PERSONNEL

GOAL 2.1	<u>PERSONNEL RECRUITMENT</u> - Hire individuals who will provide District customers (internal and external) with excellent, competent, knowledgeable, efficient, credible, reliable, and friendly service		
Objective 2.1A	Recruit from a diverse hire group to secure a high performing workforce		
Critical Tasks	<ul style="list-style-type: none"> Evaluate effectiveness of the District’s current recruitment processes Research best practice recruitment methods used by other organizations Implement changes Develop an evaluation process to measure the effectiveness of the changes implemented 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	JUNE 2017
GOAL 2.2	<u>PERSONNEL RETENTION</u> – Create, nurture, motivate, and promote a workplace experience that will retain high quality, customer oriented District personnel		
Objective 2.2A	Promoting and celebrating District successes		
Critical Tasks	<ul style="list-style-type: none"> Evaluate current District practices Identify potential opportunities for improvement Develop a plan that effectively recognizes District accomplishments 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	JUNE 2017
Objective 2.2B	Employee Recognition Programs		
Critical Tasks	<ul style="list-style-type: none"> Evaluate the effectiveness of the District’s existing Employee Recognition Programs Research best practices in recognizing hard work and employee accomplishments. Identify potential enhancements to current program(s) 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	JUNE 2017
GOAL 2.3	<u>PERSONNEL TRAINING</u> – Develop training programs to assist District personnel in maintaining and/or enhancing proficiency in order to provide the highest quality of service in the safest manner possible		
Objective 2.3A	Maintain and enhance current training programs and opportunities		
Critical Tasks	<ul style="list-style-type: none"> Research and identify required training (i.e. ISO, CFAI, NFPA, OSHA, etc.) Identify and inventory current personnel training gaps Evaluate effectiveness and efficiencies of current District training program, facilities and props Review and compare best practice examples from other agencies Identify opportunities to enhance the District’s current training programs Develop and implement a formal multi-year Training Plan that streamlines the training processes District-wide and tracks/ensures that all personnel are receiving sufficient and required training. Develop an evaluation process to measure the effectiveness of the District’s training 		



	program(s) and to allow avenues for feedback from personnel		
Division(s):	EMERGENCY SERVICES	Timeline:	DECEMBER 2017
Objective 2.3B	Management Training and Coordination		
Critical Tasks	<ul style="list-style-type: none"> Identify and evaluate operational and/or managerial differences between the three battalions Evaluate current supervisor training programs for improvement Develop a training program for District supervisors that specifically focuses on supervision, management skills, and accountability. Provide additional opportunities for future leaders to take lead roles, e.g., committees, boards, special tasks, etc. Continue to enhance District promotional testing and assessment center processes Create a new manager development/mentorship program 		
Division(s):	EMERGENCY SERVICES	Timeline:	JUNE 2017
GOAL 2.4	<u>SUCCESSION PLANNING</u> – Establish a process for aligning qualified internal candidates for future leadership roles within the District		
Objective 2.4A	Develop a succession plan and create opportunities for employee career paths and career change when possible		
Critical Tasks	<ul style="list-style-type: none"> Assess the District’s attrition trends (leadership and key personnel projected timeline for retirement) Identify any existing employees as a resource for upcoming vacancies 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	DECEMBER 2017
Objective 2.4B	Identify interested qualified candidates and implement employee development plan		
Critical Tasks	<ul style="list-style-type: none"> Develop a procedure for identifying interested qualified candidates Develop and implement a selection process of those identified / interested qualified candidates Create a workforce plan for employee development inclusive of coaching, job-shadowing, and mentoring 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	DECEMBER 2017
Objective 2.4C	Evaluate the succession development program		
Critical Tasks	<ul style="list-style-type: none"> Evaluate internal candidate capabilities and program effectiveness Evaluate the necessity for an external recruitment process for District positions where a competitive testing process may be desired (i.e. Fire Chief) or for positions where no internal candidate is qualified or interested 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	DECEMBER 2017
GOAL 2.5	<u>EMPLOYEE FITNESS & WELLNESS</u> – Maintain a wellness/fitness program to assist employees in maintaining work/life balance, stress management, and quality of life		
Objective 2.5A	Increase and/or maintain the percentage of personnel who participate in the District’s fitness and wellness programs		



Critical Tasks	<ul style="list-style-type: none"> Evaluate the District’s current Employee Wellness/Fitness Program(s) for effectiveness, gaps, and participation, including the Peer Fitness Program. Research best practices Create and implement an employee Fitness/Wellness Plan to address any existing program inadequacies and to enhance the program(s) where needed Provide employee training and coaching Evaluate the value and benefit of the program(s) and employee participation levels 		
Division(s):	EMERGENCY SERVICES	Timeline:	JUNE 2017
GOAL 2.6	<u>RISK MANAGEMENT / HEALTH & SAFETY</u> – <i>Protect the health and safety of District personnel through effective training, education, programs, and management as well as through developing policies and procedures which prevent injuries, illness, and maximize health</i>		
Objective 2.6A	Foster an environment conducive to the safety and health of all personnel		
Critical Tasks	<ul style="list-style-type: none"> Evaluate the District’s current health and safety programs for effectiveness and inadequacies Research best practices Create and implement an employee Health and Safety Plan to address any existing program inadequacies and to improve or expand the program if necessary 		
Division(s):	EMERGENCY SERVICES	Timeline:	DECEMBER 2016
GOAL 2.7	<u>FIRE CORPS PROGRAM</u> – <i>Maintain a corps of citizen volunteers to be utilized for non-emergency activities in support of Fire District programs and to improve services for the communities we serve</i>		
Objective 2.7A	Fire Corps Program Expansion		
Critical Tasks	<ul style="list-style-type: none"> Identify and define current Fire Corps program / services Evaluate effectiveness of current program and processes Research implementation of new services or enhancement of existing Develop a formal plan to address current needs and implement modifications and/or new services 		
Division(s):	COMMUNITY RISK MGMT.	Timeline:	DECEMBER 2016



**STRATEGIC PRIORITY 3
FINANCES, PLANNING & INFRASTRUCTURE**

GOAL 3.1	<u>OPERATIONAL FUNDING, COST SAVINGS & RECOVERY</u> – <i>Maintain stable, efficient, and successful financial systems through responsible management and aggressive forecasting combined with creative revenue generation, partnerships, and cost recovery strategies.</i>		
Objective 3.1A	Evaluate current financial processes		
Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of current alternative revenue/cost savings practices • Identify and evaluate additional revenue and cost savings opportunities • Create/implement an annual budget and operational plan that: <ul style="list-style-type: none"> ✓ Ensures ongoing financial stability and predictability ✓ Maintains strategies that encourage innovative ideas, partnerships and programs to achieve revenue diversification, cost control, service efficiency efforts, and service enhancements ✓ Leverages use of existing resources and seeks efficiencies for the greatest community good ✓ Measures actual financial performance against financial forecasts and ensures adequate plans are in place for various fluctuations ✓ Maintains financial transparency and accountability 		
Division(s):	FINANCIAL SERVICES	Timeline:	DECEMBER 2016
GOAL 3.2	<u>PLANNING / FORECASTING</u> – <i>Proactively forecast, and plan for future growth, expansion and the long-term financial requirements of the District</i>		
Objective 3.2A	Long Term Planning		
Critical Tasks	<ul style="list-style-type: none"> • Develop and maintain financial forecasts that include long-term equipment, apparatus, facility maintenance and construction; and the modifications needed to serve the District’s changing population and service roles • Develop and maintain long-term financial modeling including potential response deployment modifications that could be implemented if financially necessary 		
Division(s):	FINANCIAL SERVICES	Timeline:	JUNE 2017
GOAL 3.3	<u>PARTNERSHIPS/MERGERS/CONSOLIDATIONS</u> – <i>Research economic and practical value of District merger/functional consolidation/partnerships with other local fire districts/departments.</i>		
Objective 3.3A	Continue shared services dialogue		
Critical Tasks	<ul style="list-style-type: none"> • Explore and evaluate possible program partnerships (shared services) / functional consolidation / mergers, and / or Joint Power Authority (JPA) agreements 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	ANNUALLY



GOAL 3.4	PREVENTATIVE MAINTENANCE & INVENTORY PROGRAMS – <i>Maintain District facilities, equipment and supplies in a cost-effective manner in order to provide reliable and effective service delivery with a high regard for personnel safety</i>		
Objective 3.4A	Preventative Maintenance Program		
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current preventative maintenance programs for effectiveness and efficiency. • Identify current preventative maintenance needs • Research best practices • Evaluate potential of internship opportunities with local college or technical institutes • Develop a formal plan to address current needs and implement modifications as necessary. • Develop an evaluation process to measure maintenance program effectiveness 		
Division(s):	SUPPORT SERVICES DIVISION	Timeline:	DECEMBER 2016
Objective 3.4B	Inventory Program		
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current inventory program for effectiveness and efficiency. • Identify current and future inventory needs • Research best practices • Develop a formal plan to address current needs and implement program modifications as necessary. • Develop an evaluation process to measure program effectiveness 		
Division(s):	SUPPORT SERVICES DIVISION	Timeline:	JUNE 2017



**STRATEGIC PRIORITY 4
COMMUNICATIONS, COORDINATION, & CONSISTENCY**

GOAL 4.1	<u>COMMUNICATIONS</u> - <i>Improve the flow of information to cohesively and efficiently communicate both internally and externally in a timely, relevant, accurate and effective manner</i>		
Objective 4.1A	Review Communication Practices		
Critical Tasks	<ul style="list-style-type: none"> Identify and evaluate the timeliness, relevance and effectiveness of the District’s current communication processes (internal and external) Identify what information should be communicated, by whom, and how often Identify current communication gaps Research best practice methods that other organizations use to effectively communicate with citizens and personnel 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	DECEMBER 2016
Objective 4.1B	Revise and/or Implement New Communications Methods and Practices		
Critical Tasks	<ul style="list-style-type: none"> Create a sustainable system for timely, relevant, accurate and effective District communications (internally and externally) Develop an evaluation process to measure the effectiveness of the changes implemented 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	JUNE 2017
GOAL 4.2	<u>REGIONAL CONSISTENCY & COORDINATION</u> – <i>Strive to maintain existing interface with local and regional agencies enabling the District to provide cost effective and expanded services and to have access to future technology and industry advances through local and regional partnerships.</i>		
Objective 4.2B	Create or maintain coordination, cooperation and collaboration that affords the District the highest levels of service in the most efficiently and attainable way.		
Critical Tasks	<ul style="list-style-type: none"> Improve cooperation, coordination, and synergism with neighboring fire service agencies Identify and evaluate membership in pertinent industry related groups and agencies Research additional potential partnerships with local and regional agencies 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	ANNUALLY
GOAL 4.3	<u>STANDARDS & LEGISLATION</u> – <i>Stay abreast of any changes in Standards and/or legislation that may affect the District.</i>		
Objective 4.3A	Incorporate any new standards and/or legislation as required to continue to provide citizens with quality services		
Critical Tasks	<ul style="list-style-type: none"> Continue referencing relevant standards and legislation to enhance services, improve safety and quality, and meet industry best practices Evaluate compliance with all emergency services protocols and rules; make any required changes Utilize “acceptable solutions” or “means of compliance” when necessary to ensure 		



	compliance with standards and/or legislative mandates <ul style="list-style-type: none"> • Maintain pertinent memberships in fire and EMS related agencies to stay current with any standard or legislative changes, to actively assist with crafting new legislation, and/or to modify existing or proposed legislation potentially detrimental to the District 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	ANNUALLY

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**STRATEGIC PRIORITY 5
TECHNOLOGY, DATA & RECORDS MANAGEMENT**

GOAL 5.1	DATA & RECORDS MANAGEMENT – <i>Enhance the District’s ability to manage and evaluate services, needs, and accomplishments, and, as a result, determine future goals through effective information management</i>		
Objective 5.1A	Evaluate District’s current data and records management systems		
Critical Tasks	<ul style="list-style-type: none"> Evaluate current data and records management systems / processes Review and analyze response data regularly Collaborate with all District divisions to identify performance measurement gaps Develop a data collection and performance measurement improvement plan Improve the current monthly and yearly activity reports to increase the quality of data collected and presented 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	DECEMBER 2016
GOAL 5.2	PAPERLESS SYSTEMS – <i>Streamline electronic filing and data entry processes to increase efficiency and effectiveness of data management and retention and to reduce dependency on paper usage</i>		
Objective 5.2A	Current system evaluation		
Critical Tasks	<ul style="list-style-type: none"> Evaluate the effectiveness and efficiency of the District’s current records management system(s) Research additional opportunities that could create further efficiencies and reduce hard copy storage requirements Revise or implement new records management methods and practices 		
Division(s):	ADMINISTRATIVE SERVICES	Timeline:	JUNE 2017
GOAL 5.3	TECHNOLOGY – <i>To creatively integrate and enhance technology to improve health, safety, welfare and efficiencies in alignment with the District’s mission</i>		
Objective 5.3A	Evaluate current technological systems and future needs		
Critical Tasks	<ul style="list-style-type: none"> Determine if existing technology helps or hinders achieving the District’s mission Evaluate areas in which technology could enhance or improve effectiveness Evaluate for relevance, redundancy and obsolescence of current systems Determine if new technologies would improve effectiveness Develop a plan to objectively test and evaluate new technologies Choose appropriate technologies in accordance to our mission and values 		
Division(s):	COMMUNITY RISK MGMT.	Timeline:	JUNE 2017



SUCCESS OF THE STRATEGIC PLAN

The District utilized the Community-Driven Strategic Planning Process to revise its plan. The process to update the Strategic Plan began by seeking and receiving input from District residents/stakeholders, business owners, Governing Board members, and personnel of the District during the plan’s development stage. The success of North County Fire & Medical District’s Strategic Plan will not solely depend upon the implementation of the goals and their related objectives, but also on support it has and will continue to receive from the District’s residents, Governing Board, and personnel.

Provided the Community-Driven Strategic Planning Process is kept dynamic and supported by effective leadership, motivation, and active participation; it will be a significant opportunity to continue to unify internal and external stakeholders through a jointly developed understanding of organizational direction. It is hoped that all vested parties will work to achieve the mission, goals, and vision; and that this plan will assist the organization with performance measurements and accountability for its progress and successes.

“Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future.”

Clark Crouch



GLOSSARY OF TERMS AND ACRONYMS

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accreditation (CFAI)	A comprehensive system of fire and emergency service evaluation conducted by unbiased outside expert evaluators which assists fire departments and districts in achieving organizational and professional excellence. (See CPSE).
Alarm	A call received by the Dispatch Center which is then relayed to the appropriate fire station for emergency response.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including: IV therapy, administration of anti-arrhythmic and other specified medications and solutions. Highest level of pre-hospital care.
Assets	Property that is owned by the District which has monetary value.
BC	Battalion Chief
Battalion Chief	An operations manager with rank above Captain. Directly responsible for the supervision of and daily operational readiness of their assigned shift. Responds to and takes command of emergencies. Also, directly supervises a number of assigned stations.
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates).
CAAS	Commission on Accreditation of Ambulance Services.
Captain	Rank above Engineer. Responsible for the overall administration of his/her assigned station including operational readiness, personnel supervision, and the station's budget.



CEP	Certified Emergency Paramedic.
CERT	Community Emergency Response Team.
CIP	Capital Improvement Plan.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
CPR (Cardio-pulmonary Resuscitation)	An emergency procedure consisting of external cardiac massage and artificial respiration; attempts to restore circulation of the blood and prevent death or brain damage due to lack of oxygen.
CPSE	Center for Public Safety Excellence. The Commission on Fire Accreditation (CFAI) administers CPSE’s Accreditation Program for fire and emergency services agencies.
Dispatch	The Regional Dispatch Center is responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus to respond to the call.
EMS	Emergency Medical Services.
EMT	Emergency Medical Technician.
Engine	A piece of apparatus which carries water, pumps water, and carries ladders, hose and medical supplies. All District engines also provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a firefighter, an Engineer maintains and drives the equipment and apparatus.
Firefighter	Performs firefighting and rescue operations for combating, extinguishing and prevention of fires as well as for saving life and property. District firefighters are also EMT-Basic or paramedics.
Fiscal Year	A twelve month period of time to which the annual budget applies. The Fire District Fiscal Year runs from July 1 st through June 30 th .
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.



Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
Incident	An event involving a fire, medical emergency, hazardous material spill or release/potential release of a hazardous material.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
ISO	Insurance Services Office. A for profit organization that provides statistical information on risk.
JPA (Joint Powers Authority)	A partnership or collaboration between similar agencies across separate local government boundaries. These partnerships are formed to help manage common goals or problems and/or to share common services for the purpose of a reduction in expense and/or eliminate a duplication of services.
Ladder	A piece of apparatus that carries a full complement of ground ladders in addition to an aerial ladder.
LT	Ladder Tender.
NFPA	National Fire Protection Association.
OSHA	Occupational Safety and Health Administration.
Paramedic	The highest level of training an EMT can reach in the State of Arizona.
Response	Actions taken by the Fire District in response to a citizen’s request for services. This includes the initial dispatch, travel time and on-scene care of the resident.
Rescue	Any kind of incident that requires specialized training or equipment that is utilized to provide assistance to a victim(s), i.e. trench collapse, water-related accidents, hazardous materials spills.
SCBA	Self Contained Breathing Apparatus.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.

North County Fire & Medical District



**Capital Improvement Plan
Fiscal Year 2016/2017**





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INTRODUCTION

The North County Fire & Medical District Governing Board has implemented a practice to develop and annually review a Capital Improvement Plan (CIP). The CIP is a systematic method of anticipating, planning, and budgeting for major capital projects. The structure of the plan is based on the District's Property Stewardship and Capitalization Policies. The Plan includes depreciation schedules, normal replacement schedules, and recommended annual funding requirements.

The Capital Improvement Plan is a multi-year financial plan for the acquisition, expansion, or rehabilitation of infrastructure and capital assets. Through the use of aging and depreciation schedules, and future capital funding projections; the District has developed a program to assist in dispersing, over multiple years, the detrimental impact that large capital purchases have on the annual budget process. This negative impact has been lessened through capital planning, including the depreciation of large assets over their life span.

In conjunction with performing an annual assessment of the District's capital improvement needs, the District's large capital asset replacement schedule is updated. Asset replacement is primarily predicated on asset condition and useful life cycle. Within the funding resources available each fiscal year, the District will replace these assets according to the aforementioned schedule.

Capital Project Definition: Through its adopted financial policies, the District has defined a capital project as one expected to have an estimated useful life greater than one year, and an estimated cost of \$4,500 or more. Capital projects may include the purchase of land, construction / purchase / or major renovation of buildings, the purchase of fire-rescue or emergency medical equipment, apparatus, communications systems and/or equipment, and computer server and/or software systems.

Capital projects typically have one or more of the following characteristics: (1) expenditures which take place over one or more years, requiring continuing funding sources beyond a single fiscal year; (2) various funding resources including debt; (3) a systematic acquisition over an extended period of time, and; (4) scheduled replacement of physical assets.

The objectives used to develop the Capital Improvement Plan include:

- To preserve and improve the basic infrastructure, apparatus and operations equipment of the District through acquisition, construction, replacement or rehabilitation, and maintenance of required assets.
- To maximize the useful life of capital investments by scheduling renovations and modifications at the appropriate time in the life-cycle of facilities (i.e.; air conditioning units, furniture, flooring and appliances, etc.).
- To identify and examine current and future infrastructure, apparatus, and operations equipment needs and establish priorities among projects so that available resources are used to the District's best advantage.
- To improve financial planning by comparing needs with resources, estimating future needs, identifying fiscal implications and re-evaluating and revising each component as necessary.



- To establish processes that enhances the value of or extends the life of the District’s capital assets.

The District’s CIP serves as a guide for future planning and is subject to review and modification as needed, but at a minimum on an annual basis. Funding of the CIP is carefully planned and may come from a variety of sources. Primary to the District’s capital plan is the establishment and maintenance of a Capital Projects Reserve Fund for the specific purpose of accumulating funds for future capital expenditures and thus maximizing the “pay-as-you-go” method of financing. This method of funding is supported by the District’s Depreciation Funding Schedule which will be discussed in detail later in this document. Additional funding sources that can be utilized include outside revenues, tax levy revenues, grants, lease purchase or other debt instruments, and general obligation bonds.

The following table outlines the CIP Funding Source Summary anticipated for the coming fiscal year. This table also recognizes the anticipated impact of the planned capital expenditures on the CIP fund balance.

FY 2016/2017 CAPITAL IMPROVEMENT PLAN FUNDING SOURCE SUMMARY				
Description	July 1, 2016 Beginning Balance*	FY 2016/2017 Estimated Additions	FY 2016/2017 Estimated Reductions	June 30, 2017 Estimated Balance
Capital Projects Fund Balance	\$ 2,663,288	\$ -	\$ (859,500)	\$ 1,803,788
Transfer In From General Fund	-	1,157,969	-	1,157,969
Capital Fund Interest Revenues	-	6,658	-	6,658
Lease/Bond Proceeds Balance	-	-	-	-
Miscellaneous Revenues	-	-	-	-
Grant/Alternative Funding Revenues	-	-	-	-
Totals	\$ 2,663,288	\$ 1,164,627	\$ (859,500)	\$ 2,968,415

*These balances are estimated as of March 31, 2016.

In conjunction with the District’s annual CIP review and update, extensive analysis of funding resources are performed to ensure capital project expenditure requirements are adequately funded. Given today’s unpredictable nature of projecting CIP project costs, project contingency costs, where appropriate, should be included in determining total funding sources required for project completion.

IMPACT ON THE DISTRICT’S ANNUAL BUDGET AND OPERATIONAL PLAN

Although the District prepares a separate Capital Improvement Plan, as a part of the District’s Business Plan, from the Annual Budget and Operational Plan, the two plans are closely linked. The completion of certain capital projects may be the beginning of recurring costs for the operating budget. These recurring costs can include staffing, operating, and maintenance costs associated with new facilities and equipment as well as debt service payments for debt financed projects. Each individual capital project is evaluated for the impact of initial and/or recurring costs on the operating budget.

The District’s Capital Improvement Plan is a comprehensive plan of proposed capital projects, intended to identify and balance capital needs within the fiscal capabilities and limitations of the District. The purpose of



the Capital Improvement Plan is to systematically identify, plan, schedule, finance, track, and monitor capital projects to ensure cost-effectiveness as well as conformance to established policies. Most capital outlay expenditures in excess of \$4,500 are included in the Capital Improvement Plan rather than the Annual Budget and Operational Plan.

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DEPRECIATION FUNDING SCHEDULE

The following CIP Depreciation Funding Schedule reflects various capital items and their corresponding annual estimated depreciation totals. For this portion of the CIP to be successful, staff recommends funding the entire estimated depreciation amount each fiscal year. These funds are generated through the General Fund of the District’s Annual Budget and Operational Plan. As the plan continues to develop, more items will be added to the schedule and the depreciation totals will increase in size. The ultimate goal of the CIP Depreciation Funding Schedule is to have the funds for replacement costs available upon the expiration of the listed asset’s useful life to avoid additional District indebtedness.

The updated replacement costs included in the CIP Depreciation Funding Schedule, found below and on the following page, are projected based on the estimated replacement costs. This schedule should be used as an estimate for planning purposes only and is revised annually.

FY 2016/2017 CIP Depreciation Funding Schedule						
Unit Number	Asset Description	Year of Purchase	Life	Proposed Replacement	Approximate Replacement Cost	Estimated Annual Depreciation
FRONT-LINE APPARATUS						
L102 [71079]	Aerial Ladder	2010	15	FY 25/26	\$ 1,000,000	\$ 66,700
LT102 [45701]	Ladder Tender	2003	15	FY 16/17	350,000	FY 17/18
E101 [71081]	Engine Pumper	2010	15	FY 25/26	600,000	40,000
E103 [89017]	Engine Pumper	2004	15	FY 17/18	600,000	40,000
E104 [S9767]	Type 3 Engine	2016	15	FY 30/31	555,000	37,000
WT104 [TBD]	Tanker/Tender	2016	15	FY 30/31	250,000	FY 17/18
BR103 [71936]	Brush Truck	2005	8	FY 17/18	175,000	21,900
M101 [95941]	Ambulance	2011	8	FY 19/20	150,000	18,800
M102 [95942]	Ambulance	2011	8	FY 19/20	150,000	18,800
R104 [H0217]	Ambulance	2016	8	FY 23/24	200,000	25,000
M1021 [14195]	Ambulance	2016	8	FY 23/24	150,000	18,800
BC101 [41768]	Ford Pick-Up	2011	8	FY 19/20	70,000	8,800
Nurse Practitioner	Ford Edge	2017	8	FY 16/17	40,000	FY 17/18
C101 [33700]	Ford Pick-Up	2017	8	FY 16/17	40,000	FY 17/18
C102 [38297]	Ford Pick-Up	2012	8	FY 20/21	35,000	4,400
C103 [02480]	Ford Edge	2012	8	FY 20/21	35,000	4,400
C106 [36929]	Chevy Pick-Up	2010	8	FY 19/20	40,000	5,000
C107 [62585]	Ford Escape	2006	8	FY 18/19	25,000	3,200
C108 [62586]	Ford Escape	2006	8	FY 18/19	25,000	3,200
C1081 [62587]	Ford Escape	2006	8	FY 18/19	25,000	3,200
Front-Line Apparatus Total						\$ 319,200



FY 2016/2017 CIP Depreciation Funding Schedule (Continued)

Asset Description	Year of Purchase	Life	Proposed Replacement	Approximate Replacement Cost	Estimated Annual Depreciation
OPERATIONAL EQUIPMENT					
Traffic Pre-Emption Devices (13)	2016	15	Annually	\$ 4,500	\$ 4,500
Mobile/Portable Radio Equipment	2016	10	FY 18/19	434,000	43,400
SCBA Air Packs PPE Equipment	2010	10	FY 20/21	250,000	25,000
SCBA Breathing Air Compressor	2015	10	FY 18/19	40,000	4,000
Pneumatic Extrication Systems (2)	2001	10	FY 17/18	30,000	3,000
Hydraulic Rescue System (2)	2003	15	FY 20/21	100,000	6,700
Fire Hose Replacements	2016	2	FY 17/18	10,000	5,000
Thermal Imaging Cameras (5)	2014	10	FY 17/18	75,000	7,500
12-Lead Heart Monitors (14)	2009	7	FY 16/17	420,000	60,000
Ambulance Gurney/Loading Systems (4)	2016	8	FY 16/17	180,000	FY 17/18
Automatic Ventilation Device-CPAP (9)	2013	5	FY 18/19	18,000	3,600
Automatic Compression Device (3)	2015	7	FY 22/23	45,000	6,500
ePCR System Hardware (13)	2014	5	FY 18/19	30,000	6,000
Nurse Practitioner Equipment	2016	5	FY 21/22	45,000	9,000
Apparatus Maint Hydraulic Lift System	2016	10	FY 16/17	40,000	FY 17/18
Computer/Network/Software Requirements	2016	4	FY 16/17	50,000	12,500
Training Room AV Equipment	2016	6	FY 22/23	10,000	1,700
Copy Machine (1)	2016	6	FY 16/17	10,000	1,700
Communications Canopy	2013	10	FY 23/24	100,000	10,000
Miscellaneous Equipment Total					\$ 210,100
FACILITIES, FIXTURES & APPURTENANCES					
Administration/Maintenance Facility					
AC Units (7)	2007	15	FY 19/20	\$ 35,000	\$ 2,400
Fire Station 101					
Furniture	2012	5	FY 18/19	10,000	2,000
AC Units (3)	2008	15	FY 23/24	21,000	1,400
Fire Station 102					
Furniture	2012	5	FY 19/20	10,000	2,000
AC Units (3)	2009	15	FY 24/25	22,500	1,500
Fire Station 103					
Furniture	2016	5	FY 20/21	10,000	2,000
AC Units (6)	2016	15	FY 30/31	48,000	3,200
Fire Station 104					
Furniture	2016	5	FY 20/21	10,000	2,000
AC Units (3)	2016	15	FY 30/31	24,000	1,600



FY 2016/2017 CIP Depreciation Funding Schedule (Continued)

Asset Description	Year of Purchase	Life	Proposed Replacement	Approximate Replacement Cost	Estimated Annual Depreciation
Appurtenances - All Facilities					
Fitness Equipment Replacements	2015	10	FY 19/20	5,000	500
Facility Painting (Interior/Exterior)	2016	10	FY 16/17	25,000	2,500
Carpet & Flooring Replacements	2015	10	FY 20/21	30,000	3,000
Large Appliances & Equipment	2016	10	Annually	5,000	5,000
District-Wide Telephone Systems	2016	10	FY 25/26	25,000	FY 17/18
Facilities, Fixtures & Appurtenances Total					\$ 29,100
Current Fiscal Year Required Capital Projects Funding (Depreciation) Total					\$ 558,400
Less Budgeted #559500 Contingency Funds Account					(350,000)
Required Budgeted #729000 Capital Projects Funding Account					\$ 208,400

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AGING & REPLACEMENT SCHEDULE

The District has developed a Capital Improvement Plan Aging & Replacement Schedule to establish guidelines for the replacement of apparatus and other assets that could have a significant fiscal impact for the District.

A modern and reliable fire apparatus and ambulance fleet is crucial to the effective delivery of services to customers of the District. In addition, a modest and modern compliment of staff vehicles, used to support various aspects of District operations, enhances the effectiveness and quality of services delivered.

The District's Property Stewardship and Capitalization Policy established current life expectancies for many District Capital Assets. Apparatus are one of the largest impacts to the District's replacement schedule. Therefore, apparatus life expectancies are outlined in more detail in the following paragraphs.

No firm criteria governing the replacement of fire suppression or rescue apparatus exists. Departments around the country differ as to when replacement should occur; but it is generally accepted that suppression apparatus (engines, ladder trucks, tenders, etc.) have a life span of approximately ten (10) years in front-line capacity.

Approximately five (5) years of additional use may be realized when the vehicle is moved into reserve or back-up status. This allows a vehicle to be utilized when a front-line vehicle is out-of-service for maintenance or repair. Rescue apparatus, as well as other operations vehicles such as Battalion Chief vehicles have a somewhat shorter life span due to the increased usage in daily operations.

The elements used to establish the District replacement criteria are based on past experience, the numeric age of the vehicle, technological advances made and incorporated into newer vehicles, mileage, and maintenance costs (both scheduled service and unscheduled repairs) associated with the vehicle. One single element cannot be the basis for vehicle replacement.

The actual mileage and apparent use of the vehicle (i.e., the number of emergency call responses) is not a reliable indicator of the amount of use the vehicle actually experiences. The use of emergency lighting, air conditioning, pumping operations, ladder operations, power generating operations, prolonged idle times (usually at maximum load), and initial heavy loads placed on the engines and transmission, etc., all take their toll on an emergency vehicle and contribute to the age of the vehicle. The term "severe service" is used often to describe the operation of any emergency vehicle, and is quite applicable and appropriate.

Indicated mileage on suppression apparatus usually includes the time that the apparatus is being used on-scene (pumping, ladder usage, providing electrical power, etc.). On a rescue or other Operations vehicle, the amount of time the vehicle is idling and using its equipment is not factored into the indicated mileage. The vehicle may have only 50,000 miles indicated but its actual use may be significantly greater.



Extensive repair or maintenance costs are another reason that apparatus may warrant earlier than expected replacement. These costs can be the result of poorly designed or manufactured apparatus, components, or repair parts. The adage “cheap quality remains long after cheap price is forgotten” definitely applies and should be taken into consideration when apparatus replacement is being considered.

Front line suppression apparatus (engines, ladder trucks and tenders) will be evaluated for replacement after ten (10) years of service or when the mileage exceeds 120,000 miles. Evaluation by the Support Services Division will be made annually to determine if continued use of the apparatus on the front-lines is feasible or whether the apparatus should be moved to reserve status for additional service in a back-up capacity.

Front line rescue (ambulance) vehicles and operations vehicles will be evaluated for replacement after eight (8) years of service or when the mileage exceeds 100,000 miles. Evaluation by the Support Services Division will be made annually to determine if the vehicle’s continued use on the front lines is feasible or if it is a candidate for reserve use.

Staff vehicles such as sedans and trucks should be ordered with heavy-duty components (police package versions) and with four-wheel drive (where applicable). These vehicles should be evaluated for replacement at ten (10) years’ service or 125,000 miles (12 years or 140,000 miles for utility trucks). Earlier removal from service may be necessary due to the cost of repairs or maintenance. Vehicles reaching the above criteria will be evaluated by the Support Services Division to determine if the vehicles continued use on the front lines is feasible or if it is a candidate for reserve use.

Other District capital assets are assigned life expectancies in compliance with the District’s Capitalization Threshold and are placed on the schedule accordingly. Operational Equipment items are identified and scheduled when the replacement of a single piece of equipment or a complete equipment system exceeds the capitalization threshold limit (i.e.: 12-Lead Heart Monitor or the Hydraulic Rescue System). These items are generally programmed for replacement in accordance with the manufacturer’s recommendations and the District’s needs assessments, which are performed annually.

The Facilities, Fixtures and Appurtenances section of the Depreciation Funding Schedule outlines specific large ticket items including the facility air conditioning units and replacement of all mattresses and other furniture items within a facility are programed on a scheduled basis. Appurtenances pertaining to all facilities encompass items such as the District’s telephone system, facility painting or flooring, and fitness equipment replacements. These items are significant expenditures that must be planned for. Although they are scheduled, they are addressed as needed and funding is programmed so that it can be used for repair or replacement of items associated with any of the District’s facilities. By segregating these items in this manner, the District can decrease the amount of annual funding essential for these types of items, while still ensuring that the funding is available when necessary.

The Capital Improvement Plan Aging/Replacement Schedule on the next two pages depicts the projected replacement of capital assets over the course of the next ten (10) fiscal years. Costs have been estimated and are revised annually.



Details			Capital Improvement Plan Aging/Replacement Schedule							
Year of Purchase	Est. Life	Proposed Replacement	Unit Number	Asset Description	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Years 6-10 FYE Jun '26
FRONT-LINE APPARATUS										
2010	15	FY 25/26	L102 [71079]	Aerial Ladder	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,000,000
2003	15	FY 16/17	LT102 [45701]	Ladder Tender	450,000	-	-	-	-	-
2010	15	FY 25/26	E101 [71081]	Engine Pumper	-	-	-	-	-	600,000
2004	15	FY 17/18	E103 [89017]	Engine Pumper	-	600,000	-	-	-	-
2016	15	FY 30/31	E104 [S9767]	Type 3 Engine	-	-	-	-	-	-
2016	15	FY 30/31	WT104 [TBD]	Tender/Tanker	-	-	-	-	-	-
2005	8	FY 17/18	BR103 [71936]	Brush Truck	-	175,000	-	-	-	-
2011	8	FY 19/20	M101 [95941]	Ambulance	-	-	-	150,000	-	-
2011	8	FY 19/20	M102 [95942]	Ambulance	-	-	-	150,000	-	-
2016	8	FY 23/24	R104 [H0217]	Ambulance	-	-	-	-	-	200,000
2016	8	FY 23/24	M1021 [14195]	Ambulance	-	-	-	-	-	150,000
2011	8	FY 19/20	BC101 [41768]	Ford Pick-Up	-	-	-	70,000	-	-
2017	8	FY 16/17	Nurse Practitioner [TBD]	Ford Edge	35,000	-	-	-	-	40,000
2017	8	FY 16/17	C101 [33700]	Ford Pick-Up	40,000	-	-	-	-	45,000
2012	8	FY 20/21	C102 [38297]	Ford Pick-Up	-	-	-	-	35,000	-
2012	8	FY 20/21	C103 [02480]	Ford Edge	-	-	-	-	35,000	-
2010	8	FY 19/20	C106 [36929]	Chevy Pick-Up	-	-	-	40,000	-	-
2006	8	FY 18/19	C107 [62585]	Ford Escape	-	-	25,000	-	-	-
2006	8	FY 18/19	C108 [62586]	Ford Escape	-	-	25,000	-	-	-
2006	8	FY 18/19	C1081 [62587]	Ford Escape	-	-	25,000	-	-	-
Apparatus Totals					\$ 525,000	\$ 775,000	\$ 75,000	\$ 410,000	\$ 70,000	\$2,035,000
OPERATIONAL EQUIPMENT										
2014	15	Annually	Traffic Pre-Emption Devices		\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 22,500
2016	10	FY 18/19	Mobile/Portable Radio Equipment		-	-	40,000	40,000	40,000	200,000
2010	10	FY 20/21	SCBA Air Packs PPE Equipment		-	-	-	-	250,000	-
2015	10	FY 18/19	SCBA Breathing Air Compressor (Grant)		-	-	40,000	-	-	-
2017	10	FY 17/18	SCBA Bottles (Grant)		-	100,000	-	-	-	-
2016	10	FY 16/17	SCBA Port-A-Fit Tester Equipment		15,000	-	-	-	-	-
2016	10	FY 16/17	(8) 2nd Set Turn-Outs for Cancer Program		25,000	-	-	-	-	-
2001	10	FY 17/18	Pneumatic Extrication System (Grant)		-	15,000	-	-	-	-
2003	15	FY 20/21	Hydraulic Rescue System		-	-	-	-	100,000	-
2016	2	FY 17/18	Fire Hose Replacements		-	10,000	-	10,000	-	30,000
2014	10	FY 17/18	Thermal Imaging Cameras		-	15,000	-	15,000	-	45,000
2015	7	FY 16/17	12-Lead Heart Monitors		-	-	70,000	70,000	70,000	355,000
2016	8	FY 16/17	Ambulance Gurney/Loading System (2)		90,000	-	-	-	-	200,000
2013	5	FY 18/19	Automatic Ventilation Device (CPAP)		-	-	18,000	-	-	20,250
2015	7	FY 22/23	Automatic Compression Device		-	-	-	-	-	87,500
2014	5	FY 18/19	ePCR System Hardware (Grant)		-	-	30,000	-	14,000	49,000
2016	5	FY 21/22	Nurse Practitioner Equipment		-	-	-	-	-	45,000
2016	10	FY 16/17	Apparatus Maint Hydraulic Lift System		40,000	-	-	-	-	-
2016	4	FY 16/17	Computer/Network/Software Requirements		50,000	-	-	-	21,000	22,000
2016	6	FY 22/23	Training Room AV Equipment		-	-	-	-	-	5,500
2016	6	FY 16/17	Copy Machine Replacement		10,000	-	-	-	-	10,000
2013	10	FY 23/24	Communications Canopy		-	-	-	-	-	100,000
Operational Equipment Totals					\$ 234,500	\$ 144,500	\$ 202,500	\$ 139,500	\$ 499,500	\$1,191,750



Details			Capital Improvement Plan Aging/Replacement Schedule (Continued)						
Year of Purchase	Est. Life	Proposed Replacement	Asset Description	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Years 6-10 FYE Jun '26
FACILITIES, FIXTURES & APPURTENANCES									
Administration/Maintenance Facility									
2017	10	FY 17/18	Admin Large Training Room Furniture	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
2017	-	FY 17/18	Security Cameras	-	5,000	-	-	-	-
2007	15	FY 19/20	AC Units (7)	-	-	-	35,000	-	-
Admin/Maint Facility Sub-Totals				\$ -	\$ 15,000	\$ -	\$ 35,000	\$ -	\$ -
Fire Station 101									
2016	-	FY 16/17	Parking Lot Gates/Security Cameras	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
2016	-	FY 16/17	Bay Roof Repair/Parking Lot Repair	10,000	-	-	-	-	-
2016	-	FY 16/17	Fitness Center Fire Sprinklers	25,000	-	-	-	-	-
2012	5	FY 18/19	Furniture	-	-	10,000	-	-	10,000
2008	15	FY 23/24	AC Units (3)	-	-	-	-	\$ -	21,000
Fire Station 101 Sub-Totals				\$ 70,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 31,000
Fire Station 102									
2017	-	FY 17/18	Parking Lot Gate/Security Cameras	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -
2012	5	FY 19/20	Furniture	-	-	-	10,000	-	10,000
2009	15	FY 24/25	AC Units (3)	-	-	-	-	-	22,500
Fire Station 102 Sub-Totals				\$ -	\$ 20,000	\$ -	\$ 10,000	\$ -	\$ 32,500
Fire Station 103									
2017	-	FY 17/18	Security Cameras	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
2016	5	FY 20/21	Furniture	-	-	-	-	10,000	10,000
2016	15	FY 30/31	AC Units (6)	-	-	-	-	\$ -	-
Fire Station 103 Sub-Totals				\$ -	\$ 5,000	\$ -	\$ -	\$ 10,000	\$ 10,000
Fire Station 104									
2016	-	FY 16/17	Security Cameras	\$ 5,000	\$ -	\$ -	\$ -	\$ -	-
2016	5	FY 20/21	Furniture	-	-	-	-	10,000	10,000
2016	15	FY 30/31	AC Units (3)	-	-	-	-	-	-
-	TBD	-	Phase II & Phase III	- TBD -	-	-	-	-	-
Fire Station 104 Sub-Totals				\$ 5,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
Appurtenances Pertaining to All Facilities									
2001	10	FY 19/20	Fitness Equipment Replacements	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
2016	10	FY 15/16	Facility Painting (Interior/Exterior)	20,000	-	-	-	25,000	40,000
2015	10	FY 20/21	Carpet & Flooring Replacements	-	-	-	-	10,000	-
2017	-	FY 17/18	Fuel Tanks/Pumping System [101/103/104]	-	150,000	-	-	-	-
2016	10	Annually	Large Appliances & Equipment	5,000	5,000	5,000	5,000	5,000	25,000
2016	10	FY 25/26	District-Wide Telephone Systems	-	-	-	-	-	27,500
Appurtenances Sub-Totals				\$ 25,000	\$ 155,000	\$ 5,000	\$ 10,000	\$ 40,000	\$ 97,500
Facilities, Fixtures & Appurtenances Totals				\$ 100,000	\$ 195,000	\$ 15,000	\$ 55,000	\$ 60,000	\$ 181,000
Totals by Fiscal Year				\$ 859,500	\$ 1,114,500	\$ 292,500	\$ 604,500	\$ 629,500	\$ 3,407,750



EXPENDITURE PROCESS/SUMMARY

The District’s annual CIP process typically coincides with the Annual Budget and Operational Plan development. District accounting staff work with District managers in developing new requested CIP projects as well as updating ongoing CIP projects.

Careful analysis is made of how capital project expenditures are calculated, potential cost impacts on the operating budget, and financing sources to be utilized. Upon completion of a summarized schedule of proposed CIP projects for the upcoming budget year, the schedule is submitted to the Fire Chief for initial review and subsequent finalization.

At this point in the process, a recommended CIP plan is presented to the District Governing Board for initial review and consideration. The primary purpose of this session is to have the Fire Board examine the proposed CIP projects including expenditure outlays, funding sources, and operating budget impacts including debt service requirements. The process culminates when the Board formally adopts the Capital Improvement Plan for the fiscal year. The CIP is typically updated during the annual budget process but may be modified at any time to reflect changing conditions.

The following schedule contains CIP Projects Expenditure details for each of the anticipated projects to be purchased during the coming fiscal year. It is important to note that although these projects are recommended for purchase during FY 2016/2017 by the CIP Aging/Replacement Schedule, each project will be individually evaluated and if warranted a purchasing process will begin. This process follows the District’s purchasing policy in compliance with state statutes. All supporting documentation will be reviewed by the District’s governing board at a public board meeting before any final decisions are made.

FY 2016/2017 CAPITAL IMPROVEMENT PLAN EXPENDITURE DETAILS		
CIP Project Description	Project Expenditures	Funding Source
Scheduled Replacement Items		
LT102 [45701] Ladder Tender Replacement	\$ 450,000	Capital Projects Fund Balance
Nurse Practitioner Apparatus Purchase	35,000	Capital Projects Fund Balance
C101 [33700] Ford Pick-Up Replacement	40,000	Capital Projects Fund Balance
Traffic Pre-Emption Device (1)	4,500	Capital Projects Fund Balance
Computer / Network / Software Requirements	50,000	Capital Projects Fund Balance
Copy Machine Replacement	10,000	Capital Projects Fund Balance
Additional Capital Project Items		
SCBA Port-A-Fit Tester Replacement	15,000	Capital Projects Fund Balance
(8) 2nd Set Turn-Outs for Cancer Program	25,000	Capital Projects Fund Balance
Ambulance Gurney/Loading Systems (2)	90,000	Capital Projects Fund Balance
Apparatus Maintenance Hydraulic Lift System Purchase	40,000	Capital Projects Fund Balance
[101] Parking Lot Gates/Security Camera Installation	35,000	Capital Projects Fund Balance
[101] Bay Roof Repair/Parking Lot Repair	10,000	Capital Projects Fund Balance
[101] Fitness Center Fire Sprinkler Installation	25,000	Capital Projects Fund Balance
[104] Security Camera Installation	5,000	Capital Projects Fund Balance
[101] Facility Painting (Exterior)	20,000	Capital Projects Fund Balance
Large Appliance & Equipment Replacements	5,000	Capital Projects Fund Balance
Total Capital Projects Expenditures	\$ 859,500	



The following schedule outlines the specific Capital Projects expenditure accounts to be utilized during the purchasing process. This summarizes each individual project into the appropriate expenditure category for proper recognition under Generally Accepted Accounting Principles (GAAP) and ultimate reporting through the District’s financials.

FY 2016/2017 CAPITAL IMPROVEMENT PLAN EXPENDITURE PROJECTIONS	
DESCRIPTION	Expenditures
200-1000-800501 · General Administrative Expenditures	\$ -
200-1000-801000 · Land Purchases	-
200-1000-802000/802100 · Bldg Construction & Improvements	140,000
200-1000-803000 · Apparatus	525,000
200-1000-804000 · Communications Equipment	-
200-1000-805000 · Fire Equipment	44,500
200-1000-806000 · Medical Equipment	90,000
200-1000-807000 · Fitness & Wellness Equipment	-
200-1000-808000 · Office Equipment	60,000
200-1000-809000 · Grant Expenditures	-
Total Fiscal Year Capital Improvement Plan Expenditure Projections	\$ 859,500

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PROJECT DETAILS

The following CIP project profiles provide the reader with detailed insight into each District CIP project planned for FY 2016/2017. In addition to providing capital expenditure specifics, the individual project profiles also identify the funding source for each project. It is important to note that while these projects are included in the CIP Aging/Replacement Schedule for purchase or replacement during the current fiscal year, each item will be thoroughly evaluated to either confirm that immediate replacement is necessary or to push the project to a later fiscal period.

Once the project has been determined to be required, it will then go through the District’s normal bidding process and presentation to the Board for final approval before beginning the purchasing process.

SCHEDULED REPLACEMENT ITEMS

Project:	LT102 [45701] Ladder Tender Apparatus Refurbishment	Est. Project Cost:	\$450,000
Ladder Tender 102 is currently over 12 years old and has approximately 130,000 miles and over 11,000 hours on the engine and chassis. 11,000 total hours on a diesel engine in an urban/suburban environment is equivalent to approximately 600,000 miles of “over-the-road” driving. Maintenance costs have increased and the apparatus is experiencing greater “downtime” for service and repairs. The tender is also experiencing problems with the electrical system, the air conditioning systems and engine accessories. When the Ladder Tender is out-of-service, the crews are then forced to drive Ladder 102 which increases the wear and tear on that very expensive apparatus. The Ladder Tender is a specialized vehicle which carries \$100,000 of specialized rescue equipment. To replace the vehicle would cost more than \$650,000. However, the vehicle is a good candidate for refurbishment. Refurbishment would include a new chassis and powertrain, complete refurbishment of the cabinets, upgrades to LED lighting and bring the vehicle to current NFPA safety standards. Preliminary estimates show the refurbishment option could result in significant savings compared to total replacement. Staff is currently working with two vendors to obtain detailed quotes and costs on the refurbishment. Refurbishment will take only 3-4 months as opposed to 12-14 months for replacement. When complete, the refurbishment should add 10-15 years to the life of the apparatus.			
Funding Source:	Capital Projects Fund: 200-1000-803000 Apparatus		
Start Date:	July 2016	Completion Date:	June 2017

Project:	Nurse Practitioner Apparatus Purchase	Est. Project Cost:	\$35,000
The Community Integrated Healthcare Program requires the Nurse Practitioner to respond to requests for service from emergency crews in the field and also to travel for mini-clinics, home healthcare and other service and administrative related activities. This vehicle would be a small SUV outfitted with the medical equipment necessary for the Nurse Practitioner to perform her duties.			
Funding Source:	Capital Projects Fund: 200-1000-803000 Apparatus		
Start Date:	July 2016	Completion Date:	June 2017



Project:	C101 [33700] Ford Pick-Up Replacement	Est. Project Cost:	\$40,000
<p>The requested pickup truck would allow the District to retire a 1997 Suburban with well over 180,000 miles. This new vehicle would be assigned to the Fire Chief and the current vehicle used by the Fire Chief would be re-assigned to the Fire Marshal. The Fire Marshal's current Ford Escape would then be used by the Fire Corps instead of the 1997 Suburban. This change will also allow the Fire Marshal to more easily transport and store his fire investigation equipment.</p>			
Funding Source:	Capital Projects Fund: 200-1000-803000 Apparatus		
Start Date:	July 2016	Completion Date:	June 2017

Project:	Traffic Pre-Emption Devices	Est. Project Cost:	\$4,500
<p>Traffic Pre-Emption Devices are used by the District for communication between apparatus and traffic signals in an attempt to increase the safety of our personnel and the public as well as reduce emergency response times. This device, when in use, controls traffic signals for the passage of apparatus. This capital item has been added to the CIP due to the need for replacement of the current systems and the purchase of additional systems to outfit additional intersections within District boundaries. The District works closely with the Arizona Department of Highway Safety and Maricopa County to identify new intersections for the equipment and major repairs or replacements of currently existing traffic signal systems within the District's boundaries.</p>			
Funding Source:	Capital Projects Fund: 200-1000-805000 Fire Equipment		
Start Date:	July 2016	Completion Date:	June 2017

Project:	Computer / Network / Software System Requirements: Fleet Management Software & Hardware	Est. Project Cost:	\$50,000
<p>The District's Support Services Division maintains more than thirty apparatus. The current systems utilized by the District for tracking regular preventative maintenance and repair logs and other fleet data are cumbersome and time consuming. However, tracking of this data is necessary for the District to ensure all apparatus are safe and available for the support of the District's operations as well as for liability protection. Utilizing a Fleet Maintenance Accountability Software System to assist in the maintenance of its apparatus would provide the District additional comprehensive data. It would also allow the District's Support Services Coordinator additional time to respond to necessary repair and maintenance issues. The requested software could provide some, or all, of the following features: asset life-cycle information, preventative maintenance reminders, maintenance activity tracking for fleet inspections, fuel logging, planning and scheduling repair capability, work order and parts inventory tracking, fuel data integration, and pre-defined reports which are customizable.</p> <p>The requested funding would also be utilized to purchase apparatus diagnostic equipment and software. This technology would be used to quickly diagnose engine problems using the vehicle's onboard computer. This will allow Support Services to properly diagnose issues sooner and potentially reduce the need to send apparatus to outside vendors for diagnosis and repair of issues that could have been handled in house.</p>			
Funding Source:	Capital Projects Fund: 200-1000-808000 Office Equipment		
Start Date:	July 2016	Completion Date:	June 2017



Project:	Copy Machine Replacement	Est. Project Cost:	\$10,000
<p>The District produces a significant number of printed documents on a daily basis. Additionally, many of the public education materials utilized by the District and its residents are printed in-house using a large Copy/Print/Scanner maintained in the administrative offices. The current copy machine is more than six years old, has processed almost a million documents, and is beginning to show significant signs of wear and tear. Although the copier is supported by a maintenance agreement, it is experiencing more frequent issues which are requiring frequent service calls. Additionally, the software systems for this unit are no longer being updated by the manufacturer and will not be able to interface with any District network operating systems past Microsoft Windows Version 7. This establishes an effective ‘end of useful life’ for this unit. In accordance with the District’s Aging & Replacement Schedule, it is recommended that a new high volume Copy/Print/Scanner replace this unit to increase efficiency and production. In addition to all of the features produced by the current machine, the new copier would also include faxing capabilities. Since the transition from analog to digital telephone systems, the District requires a new outbound faxing option. This unit would provide that option.</p>			
Funding Source:	Capital Projects Fund: 200-1000-808000 Office Equipment		
Start Date:	July 2016	Completion Date:	June 2017

Additional Capital Projects Purchases

Project:	SCBA Port-A-Fit Tester Replacement	Est. Project Cost:	\$15,000
<p>To ensure that all firefighters’ masks fit and seal properly, the District uses a computerized testing unit identified as a Self-Contained Breathing Apparatus (SCBA) Port-A-Fit Tester. This is a mission critical piece of equipment for the District’s fire operations and personnel’s safety. The current tester has been in operation for more than 15 years and can no longer be repaired. Additionally, the current unit does not produce all the data required by Occupational Health & Safety Administration (OSHA) and National Fire Protection Association (NFPA) standards. OSHA and NFPA standards mandate that each firefighter must have their mask “Fit” tested annually to ensure their continued safety while wearing the SCBA mask.</p>			
Funding Source:	Capital Projects Fund: 200-1000-805000 Fire Equipment		
Start Date:	July 2016	Completion Date:	June 2017

Project:	2 nd Set Turn-Outs for Cancer Program	Est. Project Cost:	\$25,000
<p>This request will complete the purchase of a second set of Personal Protective Equipment (turnouts) for all District firefighters. This purchase is in support of the District’s Cancer Prevention Program which was approved by the Board in June 2015. This equipment will provide the final 8 sets of turnouts for the District’s recently hired firefighters.</p>			
Funding Source:	Capital Projects Fund: 200-1000-805000 Fire Equipment		
Start Date:	July 2016	Completion Date:	June 2017



Project:	Ambulance Gurney/Loading Systems (2)	Est. Project Cost:	\$90,000
<p>Two of the District’s current gurneys are at the end of their useful life and are due for replacement (approximately 10 years old). The new National Fire Protection Association (NFPA) and Commission on Ambulance Accreditation Services (CAAS) standards recommend replacement with Automatic Loading System gurneys to enhance the safety of patients and personnel. Research has shown that these gurneys can assist in preventing and/or reducing back injuries for EMS personnel which would assist in protecting the District’s personnel as well as reducing Worker’s Compensation claims and medical insurance costs. This funding would upgrade two of the outdated gurneys with the Automatic Loading Systems. With this upgrade, all of the District’s frontline ambulances would have the new systems and meet all of the latest gurney related standards.</p>			
Funding Source:	Capital Projects Fund: 200-1000-806000 Medical Equipment		
Start Date:	July 2016	Completion Date:	June 2017

Project:	Apparatus Maintenance Hydraulic Lift System Purchase	Est. Project Cost:	\$40,000
<p>Funding is requested to purchase independent wheel lifts that can be used to lift various vehicles in the fleet including pumper/engines. The lifts do not require any special installation as they are independent units that are operated by a common controller and have the combined lifting capacity of 74,000 pounds. This equipment would greatly enhance the in-house repair capabilities of the District’s Support Services Division. Currently, any maintenance or repair that requires large apparatus to be lifted must be sent to outside service providers resulting in additional costs.</p>			
Funding Source:	Capital Projects Fund: 200-1000-802100 Building Improvements		
Start Date:	July 2016	Completion Date:	June 2017

Project:	[101] Parking Lot Gates & Security Camera Installation	Est. Project Cost:	\$35,000
<p>The installation of security cameras and parking lot access gates would provide additional District facility security. The District has continued to experience unexplained equipment loss. Gates and security cameras would better control access to the facilities. Station 101 would require two gates on the northeast and southwest driveway access to the rear parking lot. Cameras would be installed to monitor all the outside areas of the station and digital loop storage would save images from the cameras for a set number of days or weeks. The public would still have access to the front public parking area and the front door of the station. The plan would be to provide the same equipment for Station 102 and cameras at Station 103 next year (FY 2017-18).</p>			
Funding Source:	Capital Projects Fund: 200-1000-802100 Building Improvements		
Start Date:	July 2016	Completion Date:	June 2017



Project:	[101] Bay Roof & Parking Lot Repair	Est. Project Cost:	\$10,000
<p>The roof on the apparatus bay at Station 101 is in need of repair. The spray foam material on the flat roof is decomposing which is causing leaks and pooling water on the roof. If the foam roofing isn't replaced, the wood decking of the roof will be damaged. This roof was last re-coated with the spray foam in 2005. The warranty for that process has expired. There is also approximately 25 square feet of concrete in the rear parking lot that needs to be replaced. Water is draining under this section and not draining in the center of the lot. Replacing this section of the parking lot is projected to eliminate more costly repairs in the future.</p>			
Funding Source:	Capital Projects Fund: 200-1000-802100 Building Improvements		
Start Date:	July 2016	Completion Date:	June 2017

Project:	[101] Fitness Center Fire Sprinkler Installation	Est. Project Cost:	\$25,000
<p>The District's Fitness/Health Center located behind Station 101 is the only District facility without a fire sprinkler system. The recommendation is to bring the facility up to modern Fire Code standards through the installation of the requested sprinkler system.</p>			
Funding Source:	Capital Projects Fund: 200-1000-802100 Building Improvements		
Start Date:	July 2016	Completion Date:	June 2017

Project:	[104] Security Camera Installation	Est. Project Cost:	\$5,000
<p>The remote location of Station 104 makes it difficult to ensure security of the facility, especially when crews are out of the station. Security cameras would assist in securing the facility and would be installed to monitor all the outside areas of the station. Digital loop storage would save images from the cameras for a set number of days or weeks. This station currently has a fenced and gated rear parking lot. The addition of cameras would provide the same level of security as planned for all District facilities.</p>			
Funding Source:	Capital Projects Fund: 200-1000-802100 Building Improvements		
Start Date:	July 2016	Completion Date:	June 2017

Project:	[101] Facility Painting (Interior/Exterior)	Est. Project Cost:	\$20,000
<p>Since the completion of its renovations in 2008, the exterior of Station 101 has not been painted. The exterior of the building is in need of repainting. Repainting the outside will improve the appearance of the facility and reinforce the District's professional image. The new paint also reduces the potential for exterior degradation of the structure and is part of the general maintenance of the building.</p>			
Funding Source:	Capital Projects Fund: 200-1000-802100 Building Improvements		
Start Date:	July 2016	Completion Date:	June 2017

Project:	Large Appliance & Equipment Replacements	Est. Project Cost:	\$5,000
<p>The District currently operates a total of six facilities. Each facility contains multiple appliances (refrigerators, dishwashers, extractors, etc.) and various large equipment such as back-up generators and evaporative coolers. As these appliances and large equipment age, replacement or extensive repair is necessary to maintain operations.</p>			
Funding Source:	Capital Projects Fund: 200-1000-802100 Building Improvements		
Start Date:	July 2016	Completion Date:	June 2017