

# ***Fire District of Sun City West***



***Fiscal Year 2009/2010***

***ADOPTED***

***Annual Budget and Operational Plan***

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## Budget Introduction

The Fiscal Year (FY) 2009/2010 Budget and Operational Plan represents the Fire District's projections for expected expenditures and operations for the coming fiscal year. It also identifies the means by which those expenditures will be paid. The annual Budget / Operational Plan represents the most significant policy document that the Fire 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 Strategic Operational Objectives Plan which is developed prior to the construction of the Budget / Operational Plan each fiscal year. The Budget is balanced and typifies the District's ongoing commitment to contain expenditures to necessary and reasonable levels.

The annual budgeting and operational activities of the Fire District are determined with the ultimate goal of accomplishing the Fire District's mission which is:

***"As a team of highly trained and dedicated professionals, it is our mission to provide the highest standard of service to all those who may seek our help. We are a service provider and we stand ready to provide fire suppression, fire prevention and education, rescue services and emergency medical care, and transport. We will faithfully provide these vital services, promptly and safely, to any person that resides in, works in, or visits the Fire District***

***As a family of individuals committed to serving others, we will always provide for the welfare of our personnel through a healthy and rewarding work environment. We are dedicated to respect, integrity, compassion, and leadership amongst ourselves so that we may proudly serve others."***

The Fire District currently uses the line-item form of budgeting. In a line-item budget, expense types are identified and grouped in general categories. Within the categories, specific line items are detailed. The Fire District's line-item budgeting system is linked directly to the District's computerized accounting system.

This document is developed to serve as the financial / operational plan required to accomplish the goals and objectives for the ensuing year. Performance measurements have been integrated into the various sections. These performance objectives have been created to highlight certain annual priorities and goals for the organization.

The Fire 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 times of economic uncertainty, and limited or negative growth in the District's tax base; the District needs to ensure that it is capable of adequately funding and providing those core services desired by the community.

Ultimately, the District's reputation and success will depend on the public's awareness and acceptance of the management and delivery of these services. The development of guidelines for the District's overall fiscal planning and management should foster and support the continued financial strength and stability of the Sun City West Fire District and

its financial goals. Through the establishment of sound financial policies, the District seeks to:

- Deliver quality services in 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 to respond to changes in funding affecting District operations.

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

## Budget Process

The Fiscal Year (FY) 2009/2010 budget development process includes approximately ten public meetings scheduled with the governing board, staff, and citizens to conduct a detailed review of recommended line-item expenditures and proposed capital outlay expenditures for next year. These meetings will take place between February 17 and June 23. After completing the public budget hearings, the Board will publish and adopt a final budget and tax levy consistent with State law. As depicted on the District's Budget Development Schedule, the FY 2009/2010 final budget is planned to be adopted on June 23, 2009.

While the FY 2008/2009 budget process began on a cautiously optimistic note, it draws to a close in the midst of significant economic challenges at national, state, and local levels. Major highlights during 2007 included increases in property tax values and robust development activity. These trends reversed in 2008 with declines in development-related fee revenues and property values and falling interest rates, coupled with higher inflation and increases in gasoline and commodities prices. These trends, coupled with the current economic downturn, provide a continuing somewhat sobering outlook for the next several years.

The Fire District cannot and will not ignore the fact that tough financial times are being experienced by many District property owners and tougher times could also be on the horizon. The current weakness in the overall economy presented a considerable challenge in developing the FY 2009/2010 budget.

The Board has provided key policy directives and goals for consideration during the FY 2009/2010 budget process. Given the tumultuous economy and the forecast for continued assessed valuation declines, the Board has directed staff to present a budget that maintains core services but that excludes any "non-essentials." It was emphasized to section managers that the expectation was that staff and employees would be expected to do more with less.

The FY 2009/2010 budget presents a responsible financial plan that enables the District to continue to deliver its vital services at present service levels but eliminates most “nice to haves” in exchange for “have to haves.” A significant number of expenditure reductions are an integral part of this year’s budget balancing strategy. These reductions were not applied on an across-the-board basis. Instead, District management requested reductions focused on preserving the Fire District’s core services while reducing or eliminating non-essential funding wherever possible. Summary tables and detailed listings of the various budget category reductions are listed throughout this document.

## Fund Overviews

The Fire District of Sun City West currently uses two major fund groups: the **General Fund** and the **Capital Projects Fund**. The **General Fund** includes required annual revenues, transfers, and expenditures. The **Capital Projects Fund** is a “savings” account for the Capital Improvement Plan (CIP) which allows for the funding of future capital improvements.

### General Fund

The General Fund, or working fund, outlines, in detail, anticipated revenues and expenditures for FY 2009/2010. This fund’s activities represent the true financial plan for the Fire District of Sun City West during the fiscal year.

### Capital Projects Fund

The Capital Projects Fund is, in effect, the District’s “savings” account and was established through Board action to support the Capital Improvement Plan and 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 fiscal year end revenues over expenditures, including unutilized Contingency funds, are typically transferred directly into the Capital Improvement Plan at fiscal year end.

Beginning this year, the Fire District is publishing a separate Capital Projects Fund document to outline specific projected capital expenditures. Details regarding the Capital Projects Fund and its uses are available in that Sun City West Fire District Capital Improvement Plan document.

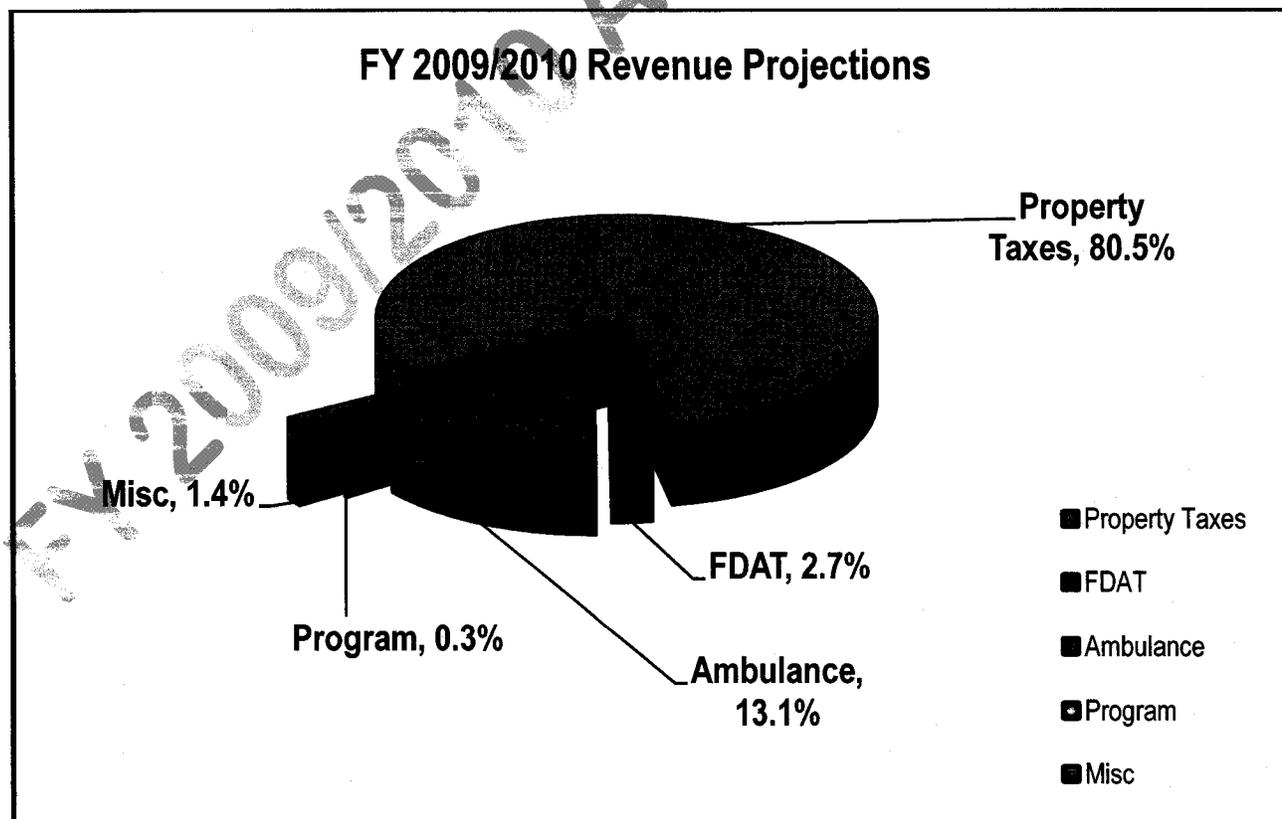
## Budget Summary

There are obviously many factors to consider when preparing a financial plan. Some of these factors are the fluctuation of revenues due to changes in the economic environment, the changes in population or other service-level indicators, and the changes in the political environment. During a strong economy, the District prepares for an economic downturn by maintaining financial reserves. Such preparation gives the District the flexibility to maintain the current level of services being offered to the citizens. The revenue and expense charts below outline the overall financial plan for FY 2009/2010. The total expenses are estimated at \$11.1 million, which includes a contingency/reserve of \$250,000. This is an overall reduction from FY 2008/2009 of approximately 9%. The remaining pages within this budget document provide the details surrounding the FY 2009/2010 Budget and Operational Plan.

## Revenue Analysis

General Fund Revenues are anticipated using available information and historical projections. The FY 2009/2010 Budget includes funding from Property Taxes, Fire District Assistance Tax (FDAT); Ambulance Billing; Program Revenues (Permit Fees, Plan Review Fees, Community Education Fees, False Alarm Fees, Wildland Revenues etc.); and Miscellaneous Revenues (Interest Revenues, Sale of Surplus Property, Donations, and Fire Fighter Relief and Pension Fund Revenues). Previously, the District included Capital expenditures in the General Fund Budget. However, as a result of recommendations from the District's Auditor, all Capital expenditures have been separated into the Capital Improvement Plan Document. Transfers from Capital and Lease Purchase Proceeds are presented here for comparison purposes due to the fact that they were included in the FY 2008/2009 Budget.

<b>FY 2009/2010 Revenue Projections</b>				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
4110 · Property Taxes	\$ 8,878,747	\$ 8,964,672	\$ 85,925	1.0%
4120 · Fire District Assistance Tax	\$ 300,000	\$ 300,000	\$ -	0.0%
4210 · Ambulance Ins Billing Revenue	\$ 1,600,000	\$ 1,681,134	\$ 81,134	5.1%
4300 · Program Revenues	\$ 120,871	\$ 33,265	\$ (87,606)	-72.5%
4400 · Miscellaneous Revenues	\$ 175,914	\$ 157,390	\$ (18,524)	-10.5%
4510 · Transfer From Capital Projects	\$ 158,323	\$ -	\$ (158,323)	-100.0%
4710 · Lease Purchase Proceeds	\$ 1,000,000	\$ -	\$ (1,000,000)	-100.0%
<b>Total Revenues:</b>	<b>\$ 12,233,855</b>	<b>\$ 11,136,461</b>	<b>\$ (1,097,394)</b>	<b>-9.0%</b>



## Property Taxes

Property taxes are levied by Maricopa County based on a calendar year although the Fire District operates on a fiscal year. 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 on the third Monday in August.

The first tax payment from District property owners is due on October 1 and is considered delinquent after November 1. The second tax installment is due April 1 and is delinquent after May 1.

According to the Maricopa County Assessor's Office, the Fire District's projected assessed valuation for FY 2009/2010 decreased by approximately 10.9%. The projected decrease in District valuation can be largely attributed to the significant decline in the assessed valuations of properties within the Fire District.

The Fiscal Year 2009/2010 Budget is structured to minimize the taxation impact to property owners within the Fire District. However, due to varying changes in individual property values each year, the District would be unable to set a tax rate that would maintain the identical property taxes assessed to property owners each year. The District is anticipating a tax rate for FY 2009/2010 of approximately \$1.9919 per \$100 of secondary assessed valuation, (A.R.S. 48-807F states that the tax levy cannot exceed \$3.25 per \$100.00 of assessed value). The average assessed value of a home within the Fire District was decreased by the Maricopa County Assessor from \$204,500 in 2008 to a value of \$173,500 for 2009, a reduction of approximately 15.2% of assessed value in one year. Given the projected tax rate for FY2009/2010 of approximately \$1.9919 per \$100 of secondary assessed valuation, a District resident who owns a median valued home should realize a reduction in their Fire District Tax for next year. However, the final tax rate and levy amount will be determined by the Maricopa County Assessor's Office in August, 2009.

Other Phoenix Metropolitan Area Fire District tax rates for FY 2008/2009 included:

• Buckeye Valley Fire District -	\$2.4845
• Sun Lakes Fire District -	\$2.1700
• Sun City Fire District -	\$2.1681
• Apache Junction Fire District -	\$2.0000
• Rio Verde Fire District -	\$1.8312
• Daisy Mountain Fire District -	\$1.7596
• <b>Sun City West Fire District -</b>	<b>\$1.7574</b>
• Circle City / Morristown Fire District -	\$1.5608
• Laveen Fire District -	\$1.3429

In reviewing the tax rates for these other Valley fire districts, it is important to note that the only other fire districts on this list to offer ambulance service are Buckeye Valley Fire District, Sun Lakes Fire District, and Daisy Mountain Fire District. The districts that do not operate ambulances do not have this added expense. However, they also do not provide the same level of service to their communities.

### **District Assistance Tax**

The Fire District Assistance Tax (FDAT) is allocated to each Fire District within a county based on a formula determined by State Statute. The funding is derived from a tax that is attached to all properties within Maricopa County. The annual maximum allowable FDAT revenue is set at \$300,000 per district which the District currently receives.

### **Ambulance Transport Revenue**

Staff is anticipating a 5.1% increase in ambulance billing revenues over the FY 2008/2009 budgeted amount. The increased revenue is attributed to an increase in ambulance transports coupled with an anticipated Arizona Department of Health Services approved District ambulance transportation inflationary rate increase which generally occurs in April of each year. It is important to remember that the Fire District does not charge its property owners any out-of-pocket cost for ambulance transport nor does it profit from this service as stipulated by the District's Certificate of Necessity. The projected revenues are designed to cover as many of the costs incurred in providing this invaluable service as possible.

### **Program Revenue**

The Community Risk Reduction Division produces the District's Program Revenues which are anticipated to significantly decrease during FY 2009/2010. These revenues are derived from Building Permits, Plan Reviews, Fire Permits, CPR Instruction Fees, False Alarms Fees, etc. A large portion of this revenue source is a direct result of the Fire District's expansion efforts including Plan Review and Permit fees. With the slowdown in new construction, the District is projecting a roughly 72.5% decrease in revenues for this budget account.

### **Miscellaneous Revenue**

Miscellaneous Revenue is comprised of a collection of various contributions and fees. These fees may include general interest revenues, sale of surplus equipment, cellular tower rental agreements, contracts for District services, Arizona State Land Department Wildland firefighting assistance, and donations. The largest portion of the income realized in this category is derived from the Firefighter Relief and Pension Fund revenue.

The Firefighter Relief and Pension Fund revenue is allocated to each fire department within the State as determined by statute. An insurance premium tax fund has been developed by the State and each fire department receives a portion of these monies to offset the costs associated with their pension funds. The funds are automatically sent to the Public Safety Personnel Retirement System (PSPRS) on behalf of the Fire District. This revenue is extremely difficult to predict from year to year and the District has experienced significant fluctuations in these revenues in prior years. Fortunately, the District received more funding than anticipated for FY 2008/2009 which resulted in revenues of 17.7% above what was projected. Using a three-year averaging methodology, staff is projecting an increase in revenues in this budget category for FY 2009/2010 of approximately 4.4%.

### **Grant / Alternative Funding**

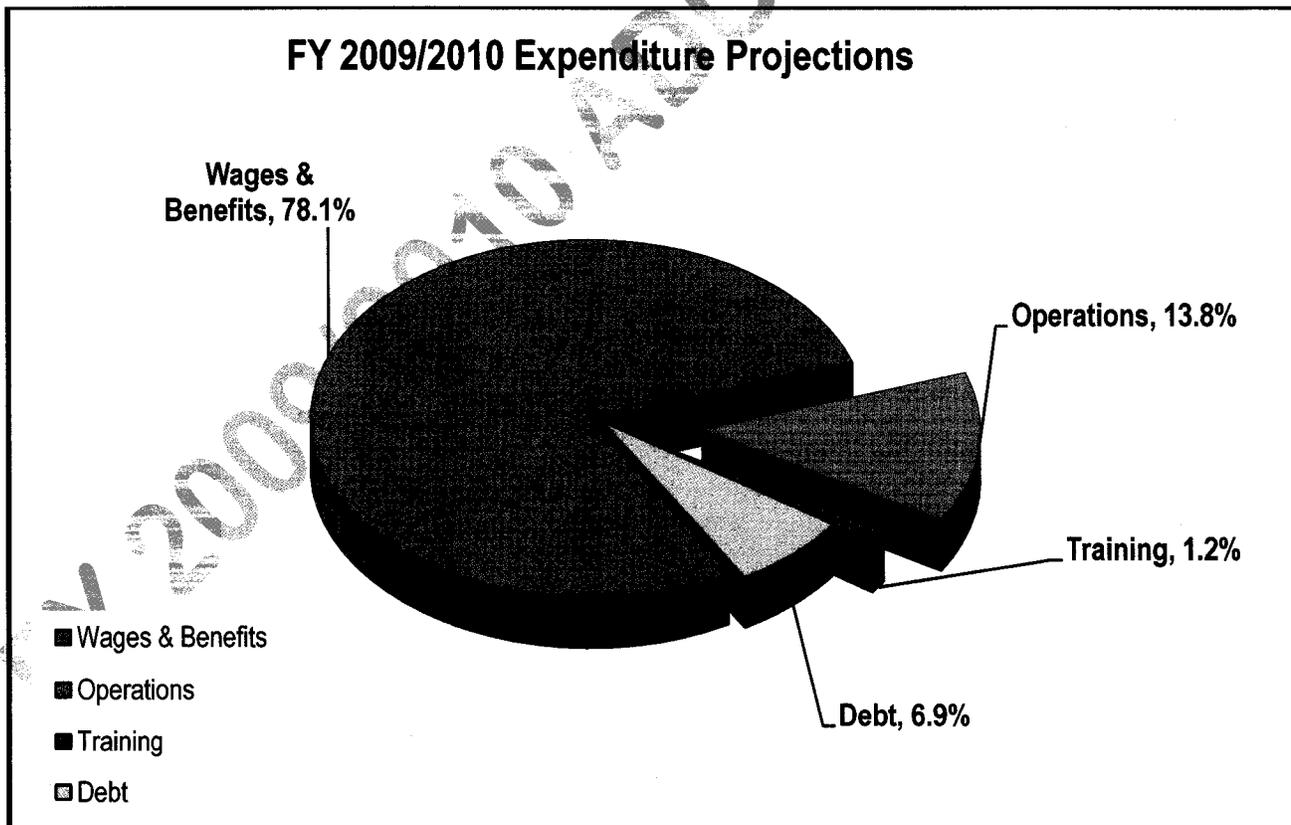
The District continues to aggressively investigate alternative revenue sources. District staff is currently working to secure various grants to enhance District services provided to the community. However, grants are not a guaranteed source of revenue. Many times the District may not be awarded grant funds until well into the fiscal year or not at all. This can greatly impact the overall revenues and expenditures made throughout the fiscal year. Therefore, it was previously determined by the Governing Board that it would be prudent not to include potential Grant Revenues in the annual budget revenue and expense accounts. This change allows for a more realistic revenue and expenditure picture and does not limit the District's ability to use any alternative funding should it be successfully obtained. Further details regarding grants may be found in the Fire District of Sun City West Capital Improvement Plan document.

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## Expenditure Summary and Analysis

The District's Expenditure Summary is classified into four general categories: Wages and Benefits, Operating Expenditures, District Training and Development, and Debt Service. The FY 2008/2009 Capital Programs Expenditures are also presented here for comparison purposes as they were presented as an expenditure of that budget year. The following table presents only an overview of total budgeted expenditures in each of these categories. Each expenditure category will be discussed in detail in various sections of this document.

<b>FY 2009/2010 Expenditure Projections</b>				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
Wages & Benefits	\$ 8,627,690	\$ 8,702,844	\$ 75,154	0.9%
Operating Expenditures	\$ 1,526,787	\$ 1,531,085	\$ 4,298	0.3%
District Training & Development	\$ 154,433	\$ 135,910	\$ (18,523)	-12.0%
Debt Service	\$ 766,622	\$ 766,622	\$ -	0.0%
Capital Programs	\$ 1,158,323	\$ -	\$ (1,158,323)	-100.0%
<b>Total Expenditures:</b>	<b>\$ 12,233,855</b>	<b>\$ 11,136,461</b>	<b>\$ (1,097,394)</b>	<b>-9.0%</b>



## Board of Directors, Special Projects & Financial Services Section

The Special Projects & Financial Services Sections are overseen by the Fire Chief who is supported by the Executive Assistant, the Accounting Supervisor, and the Account Clerk. The Fire Chief and the Executive Assistant support the Special Projects Section which facilitates the District's Board of Directors requirements and special projects such as the generation and facilitation of the Strategic Operational Objectives Plan, pursuing grants, and Fire District Accreditation. The Accounting Supervisor and Account Clerk comprise the District's Financial Services Section and are responsible for ensuring that all financial requirements are accomplished.

### Board of Directors and Special Projects

The Fire Chief is hired by the Board of Directors to manage the Fire District as a whole, this includes ensuring that all employees adhere to the Policy Manual as set forth by the Board as well as the creation and management of the Operations Manual which is used by the employees of the District to provide the level of service and professional standards as defined by the Board. The Fire Chief and the Executive Assistant also have the task of ensuring that the District's Board of Directors are advised of all pertinent and important issues so that they may make informed decisions for their constituents. They guide the District and Board in complying with the laws governing Special Districts and Open Meetings. They are also charged with researching and applying for grants to support the efforts of the District. Special Projects also involves tasks such as the Strategic Operational Objectives Plan and other assignments as necessary (accreditation, marketing plan development, etc.).

### Special Projects Personnel Summary

Position	2007/2008	2008/2009	2009/2010
	Actual	Actual	Proposed
Fire Chief	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0
<b>Total Personnel Assigned</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

### Special Projects Management Measures

Description	2008/2009 Estimated	2009/2010 Proposed
<b>Special Projects</b>		
Number of Board Workshops Supported	12	12
Number of Legally Mandated Board Meetings Supported	12	12
Projected Number of Public Hearings/Special Meetings Supported	6	3
Number of Board Policies Administered	86	89
Number Operations Procedures Administered	112	220
Grants Applications Submitted/Value	1/\$321,278	1/\$869,080
Grant Awards Received/Value	1/\$181,624	TBD
Number of Special Projects Managed*/**	4	4

\*FY 2008/2009 Special Projects:

- Annual Review/Revision of Strategic Operational Objectives Plan
- Fire District Accreditation Process
- Fire District Informational Brochure
- November 2008 Election for three (3) Director's Seats

**\*\*FY 2009/2010 Special Projects:**

- Annual Review/Revision of Strategic Operational Objective Plan
- Finalize Fire District Accreditation Process
- Oversight of Fire District Marketing Plan Development
- Completion of Intranet Forms Catalog

**Status of 2008/2009 Performance Goals and Objectives**

- Research possible revision/recommendations for Strategic Operational Objectives Plan including potential creation of stand-alone Strategic Plan – **Process Ongoing**
- Continued to seek alternative revenue opportunities to enhance District funding – **Goal Accomplished / Ongoing**
- Assist with completing Self Assessment Manual and Standards of Coverage for Fire District Accreditation process – **Goal Accomplished**
- Research funding mechanisms to create formalized marketing plan and oversee plan development – **Process Ongoing**
- Oversee November 2008 Fire Board election process – **Goal Accomplished**
- Oversee new Fire Board member orientation update Fire Board member manuals – **Goal Accomplished**
- Research potential grant opportunities – **Goal Accomplished / Ongoing**
- Continue to explore working with a grant writer on a contingency basis to locate and secure grants – **Process Ongoing**

**FY 2009/2010 Performance Goals & Objectives**

- Continue research possible revision/recommendations for Strategic Operational Objectives Plan including potential creation of stand-alone Strategic Plan.
- Continue to seek alternative revenue opportunities to enhance District funding.
- Assist with completing Self Assessment Manual and Standards of Coverage for Fire District Accreditation process completion.
- Continue to research funding mechanisms to create formalized marketing plan and oversee plan development.
- Research potential grant opportunities.
- Continue to explore working with a grant writer on a contingency basis to locate and secure grants
- Create an intranet Fire District Forms Catalog for personnel use.
- Research creating an external survey on Fire District website to solicit community input regarding Strategic Operational Objectives Plan.

**Board of Directors**

The Fire District of Sun City West Board of Directors (Fire Board) is comprised of five elected members who are responsible for the overall budgetary and policy direction of the Fire 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.

Fire 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 Special Projects Section coordinates training for the Elected Board of Directors members to ensure that every opportunity for education is provided. The largest single training entity for Fire District officials is the Arizona Fire District Association (AFDA). AFDA produces conferences generally twice a year, in January, and between the July and September months. Conferences are usually Friday through Sunday and provide a variety of topics by a cadre of qualified educators. Training typically includes representatives from state and local governmental entities to which Fire Districts are required to fulfill 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 through the inception of a certificated program. The 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 Board elections funding as necessary.

### Expenditure Detail – Budget Categories

FY 2009/2010 Fire Board Expenditure Projections				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
5330 · Election Expenditures	\$ 7,685	\$ -	\$ (7,685)	-100.0%
6110 · Educational Expenditures	\$ 1,350	\$ 1,350	\$ -	0.0%
6130 · Travel Expenditures	\$ 6,225	\$ 6,025	\$ (200)	-3.2%
5515 · Meeting Expenditures	\$ 1,000	\$ 1,000	\$ -	0.0%
<b>Total Fire Board:</b>	<b>\$ 16,260</b>	<b>\$ 8,375</b>	<b>\$ (7,885)</b>	<b>-48.5%</b>

- **5330 Election Expenditures:** The District is required by State statute to hold biennial elections for its board members. The next election may be required in FY 2010/2011, when there will be two (2) individuals with completed terms. Maricopa County charges a set fee for each registered voter within the District. This funding also covers the publishing of required election notices.
- **6110 Educational Expenditures:** This budgetary account provides funding for training conference registration for all five (5) Board members to attend both AFDA conferences plus any other potentially beneficial conferences that might arise throughout the fiscal year.
- **6130 Travel Expenditures:** This account allows for the per diem, lodgings, and travel expenditures that are associated with Board members attending educational conferences throughout the fiscal year.
- **5515 Meeting Expenditures:** This funding, which is derived from the overall Customer Relations/Hospitality budgetary line item, covers Fire Board meeting expenses and supplies.

## Special Projects

The following budgetary accounts are used to complete special projects.

### Expenditure Detail – Budget Categories

<b>FY 2009/2010 Special Projects</b>				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
5325 · Consulting	\$ 15,000	\$ 10,000	\$ (5,000)	-33.3%
6310 · Accreditation	\$ 11,000	\$ 11,000	\$ -	0.0%
<b>Total Special Projects:</b>	<b>\$ 26,000</b>	<b>\$ 21,000</b>	<b>\$ (5,000)</b>	<b>-19.2%</b>

- **5325 Consulting:** These funds are used for professional consultant related research during the fiscal year. The District is also required to revise mapping systems and the electronic Computer Aided Dispatch (CAD) dispatching information as new streets and locations are added within its boundaries. This funding allows for these services to be accomplished.
- **6310 Accreditation:** The funds associated under this line item will allow the District to proceed with the next steps necessary in the Center for Public Safety Excellence (CPSE) Accreditation process. Initial exploration regarding the Ambulance Services Accreditation through the Commission on Accreditation of Ambulance Services (CAAS) will also begin during FY 2009/2010.

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## Financial Services Section

The Financial Services Section is managed by the Accounting Supervisor who is supported by an Account Clerk. The Accounting Supervisor answers directly to the Fire Chief and is responsible for all financial matters.

The Financial Services Section administers and maintains all financial systems of the Fire District. These systems include developing and maintaining the Capital Improvement Plan (CIP); focusing on operational funding; cost savings and recovery; revenue generation strategies; accounting; payroll; budget preparation; purchasing; and customer billing services. This section also has the responsibility of ensuring compliance with all applicable State and Federal Financial Reporting Statutes. The section compiles and submits reports to State and local governments regarding the annual budget and the preparation and undergoing of required annual audits in accordance with Generally Accepted Accounting Principles (GAAP), and Governmental Accounting Standards Board (GASB) including the incorporation of GASB 34 requirements into audit & financial presentations.

The Financial Services Section also ensures that the District's financial systems are positioned to satisfy the new Risk Assessment Standards that became effective in FY 2007/2008. As a result of the new standards, the District is modifying the presentation of the General Fund and is publishing a separate Capital Improvement Plan. The Financial Services Section has separated these two funds to ensure autonomy between the two. This separation was initiated at the prompting of the District's Auditor and should allow the District to more clearly allocate funds for specific capital projects that carry over from one fiscal year to another. It will also allow for a more accurate presentation of the District's cash resources and how they are applied in support of the long-term funding goals for large asset replacement.

It is the goal of the Financial Services Section to ensure that the District is fiscally responsible in all areas of operations. This includes budgeting and expending budgeted funds. The Financial Services Section is extensively involved in the preparation of this annual budget document.

### Financial Services Section Personnel Summary

Position	2007/2008 Actual	2008/2009 Actual	2009/2010 Proposed
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
<b>Total Personnel Assigned</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

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## Financial Services Section Management Measures

Description	2008/2009 Estimated	2009/2010 Proposed
<b>Mandated Annual Reports Processed &amp; Filed</b>		
Maricopa County Board of Supervisors	2	2
Maricopa County Treasurer	2	2
Arizona Department of Health Services	1	1
Lending Agencies	3	2
Arizona State Fire Marshal's Office	1	1
United States Department of Commerce	1	1
Arizona Department of Revenue	2	2
Monthly Fire Board Financial Reports	12	12
<b>General Accounting Requirements</b>		
Bank Accounts Managed	11	10
Estimated Warrants/Checks Processed	1,545	1,545
Estimated Deposits Processed	55	55
Arizona State Land Billing Invoices Processed	10	10
1096/1099 Miscellaneous Reports Processed	1-1096 / 14-1099's	1-1096 / 20-1099's
<b>Payroll Requirements</b>		
Employee Payroll Files Managed	82	83
Estimated Payroll Checks Processed	2,369	2,407
Estimated Payroll Liability Checks Processed	522	522
Quarterly Payroll Reports Filed	16	16
W3/W2's Wage and Earnings Statements Processed	1-W3 / 86-W2's	1-W3 / 86-W2's

### Status of FY 2008/2009 Performance Goals & Objectives

- Continue the skillful and responsible management of the District's monetary resources to optimize the public's investment in their organization - **Goal Accomplished**
- Continue the pursuit of strategies that minimize tax levy variations - **Goal Accomplished**
- Continue to refine the accounting system and revise policies and procedures where necessary - **Goal Accomplished**
- Refine the computerized purchase order system to eliminate duplication and encumber funds to increase accuracy of reflected budget activity - **Goal Accomplished**
- Continue to work with the Community Risk Reduction Division to review proposed District Growth/development and determine timelines and future financial impact - **Goal Accomplished**
- Refine payroll process to increase efficiency and decrease required schedule verification - **Goal Accomplished**
- Maintain apparatus, equipment, & facility depreciation schedule - **Goal Accomplished**
- Maintain replacement schedule for vehicles, large equipment, and smaller capital items - **Goal Accomplished**

### FY 2009/2010 Performance Goals & Objectives

- Continue the skillful and responsible management of the District's monetary resources to optimize the public's investment in their organization.
- Continue the pursuit of strategies that minimize tax levy variations.
- Continue to refine the accounting system and revise policies and procedures where necessary.
- Continue work with the Community Risk Reduction Division to review the proposed District growth/development and determine timelines and future financial impact.

- Continue to maintain apparatus, equipment & facility depreciation schedule.
- Continue to maintain replacement schedule for vehicles, large equipment, and smaller capital items.
- Transition the Capital Fixed Asset information into a specialized asset tracking software system.
- Begin the processes required to generate the full Comprehensive Annual Financial Report (CAFR) for the FY 2009/2010 audit presentation.
- Pursue a resolution to the electronic inventory system and commence usage.

### **Personnel Compensation, Benefits and Staffing**

The Financial Services Section is charged with researching, budgeting, and tracking all direct personnel expenses. This includes the Board's goal of ensuring competitive Compensation and Benefits.

Experienced emergency service providers are in great demand. Attracting and retaining highly skilled individuals in order to provide the highest standard of service, while balancing the current economic conditions, continues to be an important goal set by the Governing Board. This budget represents the Fire Board's intent to attract and retain these professionals by providing competitive salary and benefit incentives to encourage long term, committed service to the District, and to reward excellent performance through merit-based compensation increases. The Board's intent could not be accomplished effectively without the cooperation of the Fire District's Financial Services Section whose focus is on the research, coordination, and contracting of many of the District's Human Resource requirements and Benefits.

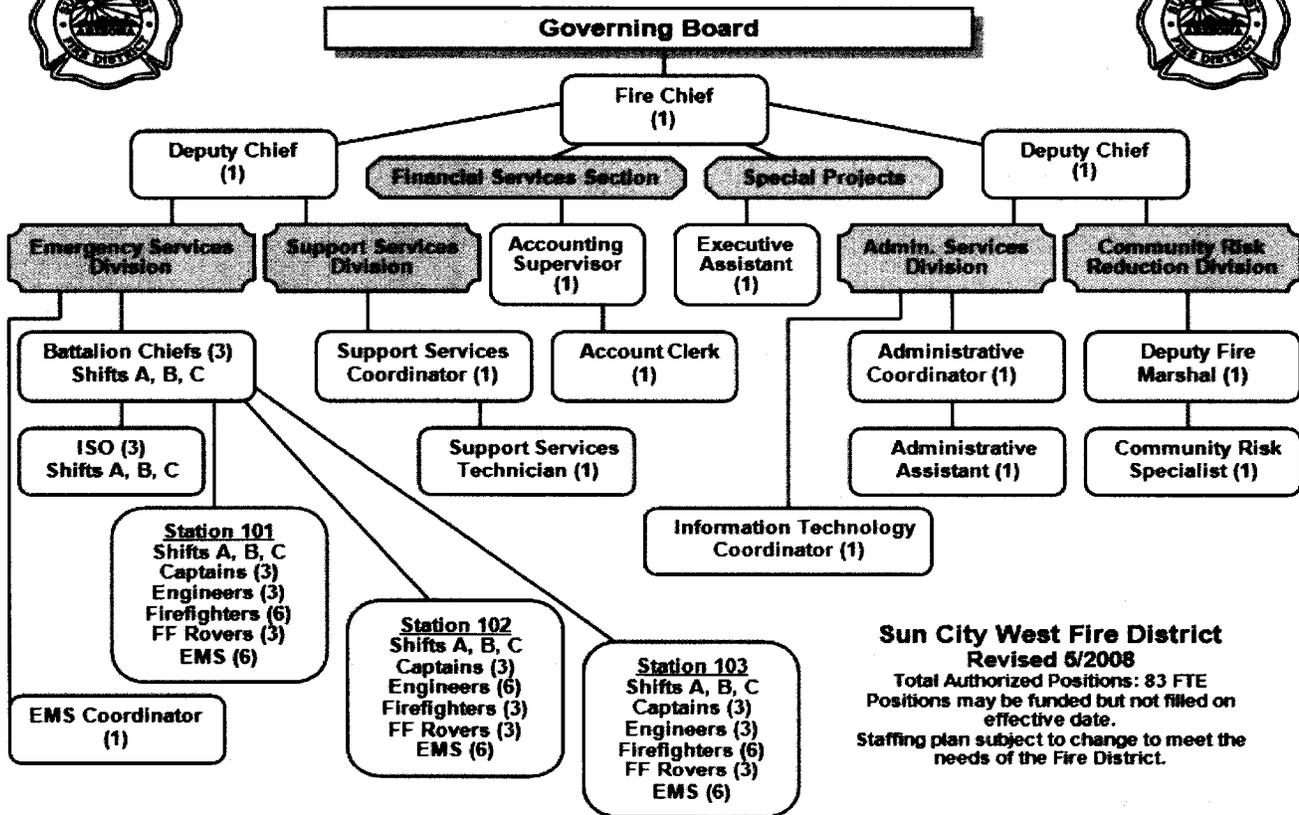
### **Personnel Staffing**

When determining adequate District staffing levels, current and future employee workload, response models, regulatory requirements, and industry standards are explored. The current District staffing levels set forth by the Board are detailed in the Staffing Plan and table presented on the next page.

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# Staffing Plan



Fire District Personnel Staffing Levels - Summary			
Position/Rank	2007/2008 Actual	2008/2009 Actual	2009/2010 Proposed
Fire Chief	1.0	1.0	1.0
Deputy Fire Chief	2.0	2.0	2.0
Executive Assistant	1.0	1.0	1.0
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
Deputy Fire Marshal	1.0	1.0	1.0
Community Outreach Specialist	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Information Technology Coordinator	0.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	1.0	1.0	1.0
Battalion Chief (Shift Sworn)	3.0	3.0	3.0
Captain (Shift Sworn)	12.0	12.0	12.0
Engineer (Shift Sworn)	12.0	12.0	12.0
Firefighter (Shift Sworn)	15.0	15.0	15.0
Firefighter Rover (Shift Sworn)	9.0	9.0	9.0
EMS Personnel (Shift Non-Sworn)	18.0	18.0	18.0
<b>Total District Personnel</b>	<b>82.0</b>	<b>83.0</b>	<b>83.0</b>

The Fire Chief, Deputy Fire Chiefs, Accounting Supervisor, Administrative Coordinator, Information Technology Coordinator, EMS Coordinator, Support Services Coordinator, and Battalion Chiefs are each classified as exempt employees. Day shift employees generally

work Monday through Friday for an average of 40 hours per week. Shift sworn and non-sworn personnel are divided into three (3) platoons and currently work an average of 56 hours per week. Each member of the District's platoons currently work a 24-hour shift every third day.

### **Personnel 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 every possible angle in an attempt to avoid over or under budgeting. These budgeted expenditures have been meticulously calculated ensuring that only appropriate values have been assigned to each line item. Items such as employment taxes, retirements, and Worker's Compensation costs are requirements under Federal and/or State mandates. In order to remain competitive in the local market place, the Board has also dictated that certain benefits be provided to preserve the District's exceptionally skilled labor force. The various District Divisions and Sections also submit budget requests for estimated overtime and other wage related expenditures.

Loss of employees creates financial issues based on the costs associated with training new employees and the vacancies created within the daily staffing model which requires overtime manpower to fill. Another turnover related issue is the loss of experienced as well as paramedic level personnel which can lead to operational deficiencies.

Another factor that is commonly used by the District in determining annual wage scale enhancements has been competitiveness with neighboring emergency service agencies. This is perhaps the most valuable process as wage and benefit competitiveness is vitally important in maintaining a stable and satisfied work force. However, District management does feel that the highly qualified and dedicated personnel in this District, who provide compassionate and expert care to the property owners, deserve to receive wages and benefits that are at least equitable with those of other departments/Districts in the Valley.

The Board of Directors has combated this issue through systematic increases to the District wage and benefit packages over the years. Due to these efforts, the employee benefits package is more competitive when compared with other Valley entities and the District has realized a reduction in employee turnover.

The District's Board of Directors 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 several entities in the Valley and has proven effective in removing subjectivity and also instilling consistency into personnel compensation packages.

District employees are sorted into five (5) general classes for which wages are generated. These classes combine individuals based on work periods under the Fair Labor Standards Act requirements for generation of mandatory overtime hours. The Fire District currently allocates funding for 83 full time employees.

## FY 2009/2010 Compensation and Benefits Significant Changes

Potential compensation and benefits changes for any given fiscal year are heavily weighed against a number of factors. In previous years, it was blatantly obvious that the District's compensation and benefits package was greatly lacking in comparison to that of other Valley agencies. This was reflected in increased employee turnover and through compensation studies conducted both locally and across Arizona which compared wage and benefits packages with other entities similar in size and make-up. In previous years, this process has warranted changes in the District's wage scale and in the benefits that were offered. As a result of the due diligence of the Board, the District has finally obtained a compensation and benefits package of a comparable nature to other entities at our level of professionalism.

Annually, inflationary impacts are one factor used in determining the necessity and extent of annual Cost of Living Allowances (COLA) enhancements which require an adjustment in the District's established wage scale. 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 Fire 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".

On March 18, 2009, the Urban Consumers (CPI-U) Data shows a seasonally adjusted annual rate (SAAR) of inflation at 0.2%, as reported by the Bureau of Labor Statistics of the U.S. Department of Labor. However, for the first three months of 2009, consumer prices increased at a seasonally adjusted annualized rate of 2.2%. The Social Security Administration announced last October that the monthly Social Security and Supplemental Security Income benefits will increase 5.8% in 2009. Social Security and Supplemental Security Income benefits increase automatically each year based on the rise in the Bureau of Labor Statistics' *Consumer Price Index for Urban Wage Earners and Clerical Workers* (CPI-W) from the third quarter of the prior year to the corresponding period of the current year. This year's increase in the CPI-W of 5.8% was the largest increase since 1982.

Every year since the Fire District began operations with its own employees, the Board of Directors has allowed employee input regarding annual wage and benefit changes. This year, the employees were polled by the Sun City West Firefighters Association to ascertain what wage and benefit issues they would like the Board of Directors to consider changing or creating for FY 2009/2010. Given the current state of the economy, District employees have not requested any benefit enhancements for next year.

Therefore, additions to the FY 2009/2010 compensation package expenditures only include wage increases that are projected as part of the annual review/merit process for those employees who have not yet reached the top-step salary for their particular wage scale. Considering all District employees, 38.6% or 32 employees are ineligible for a merit enhancement during FY 2009/2010. In addition, another 7 employees will become ineligible for merit increases during the course of FY 2009/2010 bringing the total to 47.0% of current

District employees. A Cost of Living Adjustment is not programmed for any Sun City West Fire District employee for FY 2009/2010 for the first time since the District began operating with its own employees in 1994.

The table offered on the following page details each account associated with the District's wages and benefits program, followed by detail descriptions of each account.

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FY 2009/2010 ADOPTED BUDGET

### FY 2009/2010 Wages & Benefits Expenditure Projections

Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
<b>5000 General Wages</b>				
5005 · Administrative	\$ 401,869	\$ 419,674	\$ 17,805	4.4%
5010 · EMS	\$ 897,687	\$ 886,697	\$ (10,990)	-1.2%
5015 · Emergency Services	\$ 3,745,859	\$ 3,827,516	\$ 81,657	2.2%
5020 · Community Risk Reduction	\$ 242,107	\$ 251,970	\$ 9,863	4.1%
5025 · Support Services	\$ 107,016	\$ 114,645	\$ 7,629	7.1%
<b>Total 5000 General Wages:</b>	<b>\$ 5,394,538</b>	<b>\$ 5,500,502</b>	<b>\$ 105,964</b>	<b>2.0%</b>
<b>5000 Continued: Additional Compensation</b>				
5030 · Miscellaneous Compensation	\$ 11,750	\$ 18,075	\$ 6,325	53.8%
5035 · Longevity Compensation	\$ 50,971	\$ 58,693	\$ 7,722	15.1%
5050 · Holiday On-Call Compensation	\$ 225,080	\$ 230,206	\$ 5,126	2.3%
5070 · Program Manager Compensation	\$ 2,600	\$ 2,600	\$ -	0.0%
5085 · Coverage Compensation	\$ 401,992	\$ 401,720	\$ (272)	-0.1%
<b>Total 5000 Additional Compensation:</b>	<b>\$ 692,393</b>	<b>\$ 711,294</b>	<b>\$ 18,901</b>	<b>2.7%</b>
<b>Total General Wages:</b>	<b>\$ 6,086,931</b>	<b>\$ 6,211,796</b>	<b>\$ 124,865</b>	<b>2.1%</b>
<b>5100 Employer Taxes &amp; Benefits</b>				
<b>5110 Employer Taxes</b>				
5111 · Social Security Tax - Employer	\$ 97,697	\$ 102,988	\$ 5,291	5.4%
5112 · Medicare Tax - Employer	\$ 90,057	\$ 91,613	\$ 1,556	1.7%
5113 · AZ U/I & Job Training Tax	\$ 4,822	\$ 4,582	\$ (241)	-5.0%
5114 · Workers Compensation Insurance	\$ 169,640	\$ 121,195	\$ (48,445)	-28.6%
<b>Total 5110 Employer Taxes:</b>	<b>\$ 362,216</b>	<b>\$ 320,377</b>	<b>\$ (41,839)</b>	<b>-11.6%</b>
<b>5120 Retirements</b>				
5121 · PSPRS Retirement Contributions	\$ 805,226	\$ 718,904	\$ (86,322)	-10.7%
5122 · ASRS Retirement Contributions	\$ 141,031	\$ 149,390	\$ 8,359	5.9%
5123 · 401(a) Retirement Contributions	\$ 186,326	\$ 189,544	\$ 3,218	1.7%
<b>Total 5120 Retirements:</b>	<b>\$ 1,132,583</b>	<b>\$ 1,057,838</b>	<b>\$ (74,745)</b>	<b>-6.6%</b>
<b>5130 Benefit Insurance</b>				
5131 · Health Insurance	\$ 726,632	\$ 810,120	\$ 83,488	11.5%
5132 · Dental Insurance	\$ 71,897	\$ 73,139	\$ 1,242	1.7%
5133 · Life Insurance	\$ 16,655	\$ 16,897	\$ 242	1.5%
5134 · PSPRS Cancer Insurance	\$ 5,300	\$ 5,300	\$ -	0.0%
5135 · Post Employment Health Plan	\$ 62,111	\$ 62,521	\$ 410	0.7%
5136 · MERP Retiree Med Reimbursement	\$ 4,200	\$ 4,200	\$ -	0.0%
5137 · Long Term Disability	\$ 25,910	\$ 24,719	\$ (1,191)	-4.6%
5138 · Flexible Spending Account	\$ 3,020	\$ 3,230	\$ 210	7.0%
5139 · Vision Insurance	\$ 6,374	\$ 6,384	\$ 10	0.2%
<b>Total 5130 Benefit Insurance:</b>	<b>\$ 922,099</b>	<b>\$ 1,006,511</b>	<b>\$ 84,412</b>	<b>9.2%</b>
<b>5140 Operational Allowances</b>				
5141 · Sick Leave Buy Back	\$ 47,595	\$ 30,056	\$ (17,539)	-36.9%
5142 · Uniform Allowance	\$ 65,450	\$ 65,450	\$ -	0.0%
5143 · Cell Phone Allowance	\$ 10,816	\$ 10,816	\$ -	0.0%
<b>Total 5140 Operational Allowances:</b>	<b>\$ 123,861</b>	<b>\$ 106,322</b>	<b>\$ (17,539)</b>	<b>-14.2%</b>
<b>Total Benefits:</b>	<b>\$ 2,540,759</b>	<b>\$ 2,491,048</b>	<b>\$ (49,711)</b>	<b>-2.0%</b>
<b>Total Combined Wages &amp; Benefits:</b>	<b>\$ 8,627,690</b>	<b>\$ 8,702,844</b>	<b>\$ 75,154</b>	<b>0.9%</b>

The following bullet points provide detailed information regarding all accounts grouped in the 5000 General Wages section of the previous table.

- **5005 Administrative Services Division:** This class of employee generally works a 40-hour work schedule, and includes salaries for the Fire Chief, Administrative Coordinator, and the Accounting Supervisor. Also included in this class are the hourly wages for the Executive Assistant, the Account Clerk, and the Administrative Assistant position.
- **5010 EMS Section:** This class includes Emergency Medical Service personnel including the ranks of Emergency Medical Technician (EMT) and Paramedic. They are considered Shift Non-Sworn employees who staff District ambulances and work one 24-hour shift every third day generating an average of a 56-hour work week. Under the Fair Labor Standards Act, this requires 16 hours of mandatory overtime each work week, which is accounted for in this budget item. This class also includes salary funding for the EMS Coordinator who is assigned to a 40-hour work week schedule.
- **5015 Emergency Services Division:** The ranks of Captain, Engineer, and Firefighter are included in this class. They are classified as Shift Sworn Employees who also work one 24-hour shift every third day generating an average work week of 56 hours. However, these employees fall under a special Fair Labor Standards Act 7(k) Exemption which determines that these personnel receive only three (3) hours of mandatory overtime for each 56-hour work week which is accounted for in this budget item. This class also includes the salaries of one (1) Deputy Chief and three (3) Battalion Chiefs.
- **5020 Community Risk Reduction Division:** Employees in this class generally work a 40-hour work schedule. Budgeted funds contain the salaries of one (1) Deputy Chief, a Deputy Fire Marshal, an Information Technology Coordinator, and the hourly wages of the Community Outreach Specialist.
- **5025 Support Services Division:** This employee classification generally works a 40-hour work week schedule and includes the salary of a Support Services Coordinator, and hourly wages for a Support Services Technician.
- **5030 Miscellaneous Compensation:** These funds contain Out-of-Class Assignment Compensation which is currently earned on a per shift basis after the completion of 120 non-consecutive hours of working in an Out-of-Class capacity. Hours are accumulated on an annual basis and are not carried over from the previous year. Re-qualification must be accomplished each year before compensation is earned. An Out-of-Class Assignment is defined as an employee temporarily working in a position of higher rank/responsibility. For example, an Engineer who must temporarily work in the position of Captain. Employees may only work in this higher ranking capacity if they meet District minimum requirements for the higher ranking position. Currently, employees receive this structured stipend for each full 24-hour shift that is worked under Out-of-Class assignment guidelines after reaching the 120 non-consecutive Out-of-Class hours completed threshold.

- **5035 Longevity Compensation:** This program was designed to encourage long term employment with the Fire District by providing added compensation for tenured employees based on specific policy guidelines. This program, as well as a competitive wage and benefit package, has proven instrumental in helping to slow the trend of excessive and costly employee turnover. The program is designed to reward employee loyalty with the District and has become commonplace in fire departments across the valley.
- **5050 Holiday / On-Call Compensation:** The District's business requires 24-hour service, 7 days a week, 365 days per year including holidays. This requires that Fire District personnel spend time away from their families during established holidays. Various on-call personnel such as the Support Services personnel, District qualified Fire Investigators, and Chief Officers are also required to be on call every day of the year on a 24-hour basis. This program is in place to compensate employees for these mandatory holiday and 24-hour on call responsibilities and is also a common Fire Department benefit.
- **5070 Program Manager Compensation:** This program compensates the Emergency Medical Services (EMS) Supplies and Fitness Program Managers for additional specialized duties above and beyond their normal job requirements. These program managers acquire an in-depth knowledge of their specific programs in order to effectively ensure certain District requirements are adhered to on a daily basis.
- **5085 Coverage Compensation:** This class is a difficult area in which to project budgeted funds. Many unknown circumstances contribute to this expenditure area and can greatly impact the outcome of this budgetary item over the course of the fiscal year. Funds provide for the maintenance of required manpower to effectively meet the needs of the property owners in an emergency response and also to comply with local and Federal standards. Unforeseen events or illnesses, mandatory State and Federal training compliance requirements, unplanned personnel vacancies, or large scale incidents all affect this class. While the District attempts to ensure that there will always be personnel available to cover these gaps in the daily schedule, personnel may be required to provide services during their normal 'off-duty' hours which mandates that these hours be compensated at a rate of one and one half times an employee's normal hourly wage.
- **5111 Social Security Tax:** The District is required to comply with certain Federal, State and local government regulations and statutes which outline specific budgetary requirements. Although the District is required to pay the usual employer taxes, it does receive some exemptions, i.e., some employees are exempt from Social Security due to their required inclusion in the Arizona Public Safety Personnel Retirement System (PSPRS). The District is required to pay a 6.2% tax on all wages paid to employees who are not mandated to be included in PSPRS. This generally represents all employee classes with the exception of most employees in the Sworn Emergency Services class. Eligible employees are also mandated to pay an equivalent portion of their wages for this tax.

- **5112 Medicare Tax:** The District is required to pay a 1.45% tax on all wages paid to all employees. Employees are also mandated to pay an equivalent portion of their wages for this tax.
- **5113 AZ Unemployment & Job Training Tax:** As a governmental entity, the District is given the option of deciding whether to be a contributing employer or a reimbursable employer for Arizona State Unemployment Insurance. The District budgeted a rate of 0.67% during last fiscal year and anticipates that the rate will remain the same for FY 2009/2010. This insurance is based on the first \$7,000 of wages paid to each employee during the calendar year. In addition, a 0.10% Tax is paid on the same wages for the Arizona Job Training Program. In the past several years, the District has had minimal claims for unemployment benefits paid out on its behalf.
- **5114 Worker's Compensation Insurance:** District employees work in an atmosphere where they are faced with potentially life threatening or bodily injury situations on a daily basis. The risk to their lives and livelihoods is greater than that of the average private sector employee. This results in elevated annual premiums for Worker's Compensation Insurance. However, the District focuses on safety both in the field and in its facilities which has resulted in reduced instances of reportable injuries. This allows the District to maintain a steady and more predictable premium.
- **5121 PSPRS Retirement:** The District's sworn (i.e. firefighting) employees are mandated to participate in the Arizona Public Safety Personnel Retirement System (PSPRS). The annual actuarial produced by the PSPRS has determined the District's required contribution rate for FY 2009/2010 year is 17.42% of wages paid to all eligible employees. This rate is a slight decrease when compared to the FY 2008/2009 contribution rate of 18.14%. Despite the slight decrease in the PSPRS rate, this account experienced a significant decrease in required funding due to the transition of three (3) long-term employees into the Deferred Retirement Option Plan (DROP) and the retirement of one (1) employee in February 2008. Participating employees are also mandated to pay a designated portion of their wages, established by statute, to the PSPRS.
- **5122 ASRS Retirement:** All of the District's non-firefighting personnel (non-sworn) participate in the Arizona State Retirement System (ASRS). The annual actuarial produced by the ASRS has set the District's required contribution rates for the FY 2009/2010 at 8.95% of wages paid to all eligible employees which represents a slight decrease from the 9.1% rate of the prior fiscal year. Eligible employees are also mandated to pay a portion of their wages to the ASRS.
- **5123 401(a) Retirement:** This program is a long-term personal retirement account designed to help provide additional retirement funds for District employees. This type of program is common in the fire service and is often referred to as a Deferred Compensation Program. The District currently funds the 401(a) account at a rate of 3.0% per employee. Employees become 100% vested after five years of continuous service with the Fire District.
- **5131 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. Premiums for employees are covered by the District, while premiums for dependent coverage are shared between the employee and the District. To alleviate the issues involved with annual premium increases and to create more support from employees ("if you abuse it, it will cost you more in future premium increases"), the decision was made to adopt an annual 80/20 premium payment arrangement for dependant coverage.

The District's current insurance carrier, United Healthcare initially proposed a 24% increase over last year's premium costs. The District compared the various insurance alternatives available and began negotiations with United Healthcare in an attempt to reduce the requested premium increase. The negotiations proved successful as the requested 24% renewal increase was reduced to 13%, approximately 1% above the market average for 2009. Similar plans from other insurance carriers were quoted however their plan premiums were above the increase requested by United Healthcare.

- **5132 Dental Insurance:** Dental insurance is provided as a benefit to the employees and their dependents in accordance with industry standards. Premiums for employees are covered by the District while premiums for dependent coverage are shared between the employee and the District. Previously, the Fire District Governing Board chose to stabilize the annual employee dental premium amounts. To alleviate the issues involved with annual premium increases and to create more support from employees ("if you abuse it, it will cost you more in future premium increases"), the decision was made to adopt an annual 80/20 premium payment arrangement for dependant coverage. The Fire District was able to extend its contract for a third year with United Concordia Companies, Inc (UCCI) while negotiating a below market increase of 5% over last year's premium rates.
- **5133 Life Insurance:** Life insurance is provided to each employee with a benefit equal to one and one half times their annual salary, up to the maximum value of \$100,000. The District had enjoyed a two-year contract rate with Standard, which expires June 30, 2009. However, the District was able to renew this contract with a two year premium rate guarantee, maintaining the same premium rates until June 30, 2011.
- **5134 PSPRS Cancer Insurance:** This benefit is provided to Arizona Public Safety Personnel Retirement System (PSPRS) participants and is funded through and provided by PSPRS. The District does not have an option to discontinue this insurance, as it is mandated by State statute. Participants become eligible to utilize this benefit from their first day of inclusion under PSPSR. This account funds the required coverage of both the active PSPRS participants and those participants currently enrolled in the Deferred Retirement Option Plan (DROP). The current annual premiums are \$100 per participant.
- **5135 Post Employment Health Plan (PEHP):** This employee benefit plan [Internal Revenue Code Section 501(c)(9) VEBA] is designed to allow the Fire District to invest money for the payment of (post employment) qualified medical premiums that participating former employees will incur upon separation from service to the District. This PEHP benefit is currently funded at rate of 1.0% per employee.

- **5136 MERP Retiree Medical Reimbursement:** The Medical Expense Reimbursement Plan (MERP) became effective July 1, 1999. It was revised by Board Resolution # 7212005 (July, 2005) to disallow any new participants after July 1, 2007. This program reimburses PSPRS or ASRS eligible retirees \$50 per month, not to exceed \$600 annually, for any medical expenses they incur and is issued in January of each year. This benefit terminates when the retiree becomes Medicare eligible. This program currently supports seven District Retirees and will be gradually eliminated when the last eligible retiree reaches Medicare eligibility age in FY 2022/2023.
- **5137 Long Term Disability (LTD):** This benefit is provided through two different entities: Arizona State Retirement System (ASRS) and a private provider (Standard). This fiscal year, ASRS mandates that both the employee and the District pay a premium rate of 0.40% of each participant's wages annually to provide for Long Term Disability. This represents a slight decrease from the 0.5% rate established in previous years. Participants become eligible to utilize this benefit from the first day of their enrollment into ASRS. Because PSPRS participants do not receive this benefit through their retirement system, the District contracts with a vendor to provide a comparable benefit to that of ASRS participants. The Fire District renewed a two year rate guaranteed contract with Standard which is due to expire on June 30, 2011.
- **5138 Flexible Spending Account:** A Flexible Spending Account (FSA) is a tax-advantaged financial account administered through the District's cafeteria plan. An FSA allows an employee to allot a portion of his or her earnings, up to \$2,000 annually, to pay for qualified expenses as established under the cafeteria plan. These types of accounts are most commonly used for medical expenses but can also be utilized for dependent care, up to \$5,000 annually, and other expenses. Money is deducted from an employee's pay and placed into the FSA is not subject to payroll taxes, resulting in a decrease in payroll taxes for both the employee and the District. The District pays a minimal monthly fee for each participant in this program, the anticipated participants for the FY 2009/2010 is estimated to increase from the 29 participants during the previous year to approximately 35 due to the increased program popularity.
- **5139 Vision Insurance:** This account funds vision insurance benefits for the employees of the District. Employees may elect additional coverage for their dependents, but must pay 100% of these dependent costs.
- **5141 Sick Leave Buy Back:** In accordance with the District's Sick Leave Buy-Back / Pay-Out Policy, employees who meet the policy requirements are eligible to sell back sick leave hours accumulated above their minimum requirements at a rate of two (2) days/shifts in exchange for one (1) day/shift (.50 cents on the dollar) at their normal hourly wage. This program was created in an effort to reduce future District liability funding requirements by allowing employees to decrease their sick leave accumulation at current hourly wages rather than continuing to accumulate hours which could be cashed out upon retirement at a greater expense to the District. Another reason is to cut down on sick leave usage. Funding for this expenditure is calculated based on projected usage by District employees. Employees are required to notify the Financial Services Section by March 1<sup>st</sup> if they plan to participate in this program during the next fiscal year.

- **5142 Uniform Allowance:** The District's Uniform Allowance Policy directly governs the funds in this account. In order to ensure that employees maintain a professional appearance and comply with safety standards, the District requires that its employees wear uniforms as outlined in its policies. In order to mandate uniform standard compliance, each employee is provided an annual uniform allowance which is added to the employee's compensation as taxable income. All employees with the exception of the Administrative Staff receive this taxable benefit.
- **5143 Cell Phone Allowance:** Previously, the District issued and maintained cell phones for use by key individuals who are required to be accessible 24 hours a day, 7 days a week. Key employees who fall under this mandate are required to sign contracts and provide proof of continued cellular service ensuring accessibility. In return, these individuals are paid a per pay period allowance to maintain this service requirement.

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## Accounting and Professional Services

Accounting responsibilities include all finance, accounting, payroll, budget preparation, purchasing, and customer billing services. Completion of the annual audit and annual budget report submissions are also tasks performed with the assistance of these funding categories. The District must also periodically seek the services of outside professionals to provide needed services. Those budgetary line items are also contained in this section.

### Expenditure Detail – Budget Categories

<b>FY 2009/2010 Financial Services Section Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change	
5305 · Accounting	\$ 15,000	\$ 12,000	\$ (3,000)	-20.0%	
5315 · Payroll Processing	\$ 1,400	\$ 900	\$ (500)	-35.7%	
5320 · Ambulance Billing	\$ 152,000	\$ 159,708	\$ 7,708	5.1%	
5505 · Memberships & Dues	\$ 13,630	\$ 8,499	\$ (5,131)	-37.6%	
5510 · Professional Subscriptions	\$ 5,350	\$ 3,364	\$ (1,986)	-37.1%	
5595 · Contingency	\$ 250,000	\$ 250,000	\$ -	0.0%	
<b>Total Accounting &amp; Professional:</b>	<b>\$ 437,380</b>	<b>\$ 434,471</b>	<b>\$ (2,909)</b>	<b>-0.7%</b>	

- **5305 Accounting:** State Statute requires the District to hire an outside independent Certified Public Accountant to provide a complete audit of all District financial information on an annual basis. This line item is managed by the Financial Services Section and allows funding for the annual audit process as well as for occasional consultation with a Certified Public Accountant for audit preparations and other financial matters that arise during the fiscal year.
- **5315 Payroll Processing:** Internal payroll processing was implemented on January 1, 2007, and has been extremely successful. This account funds the expenditures required for payroll processing. The requirements include periodic tax table updates through the QuickBooks accounting software, tax form requirements for Federal and State reporting, and miscellaneous supplies. This program is managed by the District's Financial Services Section personnel.
- **5320 Ambulance Billing:** The contract with Mediclaim Data Services (MDS), the District's ambulance transport billing service provider, is managed by the Financial Services Section. The MDS contract was renewed effective July 1, 2009, and is due to expire on June 30, 2012. This contract allows for a fee rate of 9.5% of net ambulance revenues collected by MDS and is calculated based on the estimated ambulance revenues of \$1,681,134 for FY 2009/2010. Should revenue collections either decrease or increase from the estimated budget amount, this expenditure account will be impacted accordingly.
- **5505 Memberships & Dues:** As a professional organization, the District has a responsibility to maintain specific memberships with organizations to ensure the continued education of its employees. Some of these memberships keep the District appraised of the ever-changing legal aspects of emergency service protocols and nuances. Other dues keep the District involved in the local community as well as State

and national associations, again helping to ensure that District personnel have access to the most current information as quickly as it becomes available for distribution. Examples of these professional organizations include the Arizona Fire District Association (AFDA), the National Fire Protection Association (NFPA), the International Code Council, and the Government Financial Officer's Association.

- **5510 Professional Subscriptions:** The District subscribes to local periodicals to accumulate current information and historical data. During FY 2008/2009, the District ceased the purchase of periodicals for all stations with the exception of the Administrative offices which uses them for public relations, historical and current events purposes. It also subscribes to nationally recognized professional materials which provide educational information for the Emergency Medical Services personnel and code enforcement manuals which are utilized by staff on a regular basis.
- **5595 Contingency:** The Contingency section of the District expenditures budget was established through Governing Board action to offset unforeseen expenses and revenue shortages during the fiscal year. Unanticipated expenses can arise at any time. One example is that it is not uncommon for the District to end its fiscal year with a nearly 3% shortage in property tax revenue. Another area of potential revenue shortage is in ambulance collections. This potential shortage can be associated with a wide range of causes including Medicare Reimbursement changes. This expenditure account also acts as an offset to the required capital projects annual funding requirements and, along with any unexpended revenues at fiscal year-end, remaining funds are transferred directly to the Capital Improvement Plan.

There is no increase budgeted for contingency allotment this fiscal year. However, increases will again be necessary in future years. The Government Accounting, Auditing, and Financial Reporting (GAFR) Manual recommends a contingency fund of no less than 5-15% of the required General Fund operational expenditures. Currently, the Fire District's contingency allotment represents approximately 2.5% of these expenditures. Following the GAFR recommendations, the District's contingency fund should be incrementally increased with the ultimate goal of maintaining the recommended minimums.

### **Debt Service**

Large-scale apparatus as well as specialized equipment and facilities have always been immense expenses to Fire Districts and the taxpayers who support them. The District consistently looks for ways to decrease the impact of these major purchases to its property owners through alternative funding sources. The method of alternative funding through Lease-Purchase spreads the costs of a capital asset over the actual useful service life in which the asset actually benefits the taxpayers rather than current residents paying for assets that benefit future taxpayers. As a result, in the past, the Board of Directors has acquired Lease-Purchase proceeds to ease the burden of an immediate funding need through tax levies for significant capital asset purchases. Utilizing bonds, lease-purchases, and other funding mechanisms provides the District with the ability to stretch tax dollars to maximize limited budgets. These alternative funding methods have been used by Fire Districts as well as other local governments throughout the years and remain a key element to stabilizing annual tax rate fluctuations.

During FY 2007/2008, the District refinanced approximately \$2.7 million dollars of the District's previously existing debt, reducing interest rates and repayment obligation timeframes, and also acquiring roughly \$3.5 million in new capital funding. The new debt service program provided the funding necessary to complete the District's immediate capital projects such as the renovation of Fire Station 102 and the replacement of an aging fire pumper and ladder truck. This debt issuance, in conjunction with the District's annual depreciation schedule funding, is expected to significantly reduce the need for future debt funding.

The Fire District of Sun City West continues to issue, retire, and manage debt that was utilized to fund various capital projects during previous fiscal periods. With the recent debt service re-structuring, the District will have approximately \$6.1 million dollars of outstanding indebtedness at the end of FY 2009/2010. This debt is split between two lenders: Marquette Bank with a balance of just over \$122,000 at a 3.75% interest rate and is scheduled to be fully retired as of April 2013 and DeLage Landon with a balance of just under \$6 Million at an interest rate of 4.3% which is scheduled to be fully retired in June of 2023. The combined total annual principal and interest payments equate to roughly \$620,000. The District historically has retired debt early when cash reserves have been adequate. The District will continue to explore options for retiring debt in a timely manner.

### Expenditure Detail – Budget Categories

FY 2009/2010 Debt Service Expenditure Projections					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change	
7230 · Marquette Principal	\$ 163,961	\$ 170,248	\$ 6,287	3.8%	
7235 · Marquette Interest Expenditure	\$ 16,003	\$ 9,716	\$ (6,287)	-39.3%	
7250 · DeLage Landon Principal	\$ 155,241	\$ 174,287	\$ 19,046	12.3%	
7255 · DeLage Landon Interest Expenditure	\$ 281,417	\$ 262,371	\$ (19,046)	-6.8%	
7290 · Capital Projects Funding (Deprc)	\$ 150,000	\$ 150,000	\$ -	0.0%	
<b>Total Debt Service:</b>	<b>\$ 766,622</b>	<b>\$ 766,622</b>	<b>\$ -</b>	<b>0.0%</b>	

- 7230 Marquette Principal:** This account funds the current year's bi-annual principal payment expenditures. This Lease/Purchase Debt is scheduled to be fully retired in April of 2013.
- 7235 Marquette Interest:** This account funds the current year's bi-annual interest payment expenditures. The interest rate associated with this debt is fixed at 3.75% for the term of the debt.
- 7250 DeLage Landon Principal:** This account funds the current year's bi-annual principal payment expenditures. This Lease/Purchase Debt is scheduled to be fully retired in June of 2023.
- 7255 DeLage Landon Interest:** This account funds the current year's bi-annual interest payment expenditures. The interest rate associated with this debt is fixed at 4.3% for the term of the debt.

- **7290 Capital Projects Funding (Depreciation):** This line-item allocates funding for the District's depreciation of capital assets including facilities, apparatus and other costly equipment. Calculations for this account are derived from the District's Capital Improvement Plan - Depreciation Funding Schedule.

### **Capital Improvement Plan Depreciation Funding Schedule**

The District Board has implemented a practice to develop and annually review a separate Capital Improvement Plan (CIP). Although the Fire District will now prepare 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. The Plan includes depreciation schedules, normal replacement schedules, and recommended annual funding requirements.

Through the use of aging and depreciation schedules, and future capital funding projections; the Fire 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.

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## Administrative / Community Risk Reduction Divisions

The Administrative / Community Risk Reduction Divisions are overseen by a Deputy Fire Chief who is supported by an Administrative Coordinator, Administrative Assistant, Information Technology Coordinator, Deputy Fire Marshal, and the Community Outreach Specialist. Each Division and its responsibilities will be detailed in the following pages of this document.

### Administrative Services Division

The Administrative Services Division is supported by the Administrative Coordinator, Administrative Assistant, and the Information Technology Coordinator.

The primary responsibilities of the Administrative Services Division are to provide administrative support in the form of human resources, records management, office management, customer service, and information technology support. The Division's employees are charged with maintaining personnel records and public documents, customer relations with residents seeking services directly from the administrative offices of the District, and maintaining sophisticated computer operations to ensure proper data management.

#### Administrative Services Division Personnel Summary

Position	2007/2008	2008/2009	2009/2010
	Actual	Actual	Proposed
Administrative Coordinator	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Information Technology Coordinator	0.0	1.0	1.0
<b>Total Personnel Assigned</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>

#### Administrative Services Division Management Measures

Description	2008/2009	2009/2010
	Estimated	Proposed
<b>Human Resources</b>		
Number of Employees Supported	83	83
Number of Volunteers Supported	24	39
Retirements and Departures Processed	2	TBD
New Employees Hired and Orientated	2	TBD
Workers Compensation Claims Processed	5	TBD
Employee Benefit Fairs Conducted	3	3
Recruitment Events	0	1
<b>Information Technology</b>		
Number of PC's Supported	43	48
Number of Critical Software Packages Supported	19	21

#### Status of FY 2008/2009 Performance Goals and Objectives

- Successfully conduct orientation for newly hired employees – **Goal Accomplished**
- Enhance the virtual Private Network (VPN) so the District personnel can access the computer system from home through a web based access point with or without a District-owned computer – **Goal Accomplished**
- Complete an employee wage and benefit study – **Goal Accomplished**
- Research/feasibility study regarding alternative work schedules – **Goal Accomplished**

- Design computer work order system to track issues and identify maintenance trends. – **Process Ongoing**
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District desktop PCs and related equipment and PC software – **Goal Accomplished**
- Continue to design and update existing intranet for easier access to pertinent information for employees – **Goal Accomplished**
- Continue support for fire and medical information programs as well as the link from the Communications Center to the District's emergency management reporting system – **Goal Accomplished**
- Continue to support the financial, human resources, EMS, fire, fleet and building maintenance software programs and all other software utilized to operate the District – **Goal Accomplished**
- Refine and computerize performance appraisal instrument – **Process Ongoing**
- Continue to work towards a paperless office environment – **Goal Accomplished/Ongoing**
- Develop and implement enhanced intranet copies of the District Policy and Operations Manuals – **Process Ongoing**
- Implement intranet forms section (**Special Projects Section Goal for FY 09/10**)
- Review workflow management software options – **Goal Accomplished/Ongoing**
- Enhance e-mail productivity and efficiency – **Goal Accomplished**
- Enhance formal meetings/information dissemination – **Goal Accomplished**
- Complete feasibility study regarding recycling for the Fire District including partnerships with existing programs and/or financial impact – **Goal Accomplished**

#### **FY 2009/2010 Performance Goals and Objectives**

- Successfully conduct orientation for newly hired employees.
- Complete an employee wage and benefit study.
- Continue to research/feasibility study regarding alternative work schedules.
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District desktop PCs and related equipment and PC software.
- Continue to design and update existing intranet for easier access to pertinent information for employees.
- Continue support for fire and medical information programs as well as the links from the Communications Center to the District's emergency management reporting system
- Continue to support the financial, human resources, EMS, fire, fleet and building maintenance software programs and all other software utilized to operate the District.
- Refine and computerize performance appraisal instrument.
- Continue to work towards a paperless office environment.
- Develop and implement enhanced intranet copies of the District Policy and Operations Manuals.
- Implement workflow management software options.
- Manage District's recycling program.

#### **Property, Casualty, and Management Liability Insurance**

The District must ensure that its assets are protected to prevent any possible disruption in the services it provides to District property owners. To provide this assurance, the District obtains

insurance policies that will replace property due to damage, theft, or loss. The District also retains insurance coverage to protect against unforeseen or unidentified potential liabilities.

### Expenditure Detail – Budget Categories

FY 2009/2010 Non-Medical District Insurance Expenditure Projections				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
5210 · Facilities/Equipment Insurance	\$ 31,953	\$ 34,833	\$ 2,880	9.0%
5220 · Motor Vehicle Insurance	\$ 16,145	\$ 18,063	\$ 1,918	11.9%
5230 · Umbrella, Errors & Omissions	\$ 8,108	\$ 8,350	\$ 242	3.0%
<b>Total Non-Medical District Insurance:</b>	<b>\$ 56,206</b>	<b>\$ 61,246</b>	<b>\$ 5,040</b>	<b>9.0%</b>

- **5210 Facilities / Equipment Insurance:** This policy ensures repair and / or replacement of any District facilities or equipment that may incur an incident preventing normal service operations due to damage, theft or destruction losses. This line item also includes General and Management Liability Insurances costs.
- **5220 Motor Vehicle Insurance:** This policy ensures that, in the event of an accident or loss, any apparatus belonging to the District will be replaced or repaired as quickly as possible and without a significant and unforeseen expense to the District.
- **5230 Umbrella, Errors & Omissions:** This policy protects the District and its taxpayers against unknown threats of litigation that could potentially have a detrimental financial impact. Arizona Theft Recovery and a \$400,000 Annual Fidelity Bond are also contained in this expenditure item.

### Administrative, Human Resources, and Information Technology

The administrative component of this segment includes the following: 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 information technology component of this section is responsible for District-wide integration and coordination of all technology applications; managing the District's wide area data network; work station computers; e-mail resources; District webpage; Global Information Systems (GIS) and data analysis; employee scheduling software (TeleStaff software); the District's data management systems (i.e. Firehouse and Rampart software) which handle incident reporting and other information; Fire Prevention occupancy and inspection records; and training records. To enhance effectiveness and efficiency, the District is increasingly utilizing technology in all facets of its operations. Correct and reliable statistical information is also vital to the District in terms of grant acquisition, Accreditation accomplishment and growth planning projections.

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 manual maintenance, Milestone Recognition Program, and employee benefits and services. Additional responsibilities include administering 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.

### Expenditure Detail – Budget Categories

<b>FY 2009/2010 Administrative, HR &amp; IT Expenditure Projections</b>				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
5335 · Legal Expenditures	\$ 30,000	\$ 35,000	\$ 5,000	16.7%
5515 · Customer Relations/Hospitality	\$ 3,500	\$ 2,000	\$ (1,500)	-42.9%
5520 · Office Supplies	\$ 11,100	\$ 10,500	\$ (600)	-5.4%
5525 · Office Equipment	\$ 10,000	\$ 9,000	\$ (1,000)	-10.0%
5530 · Postage & Delivery	\$ 3,500	\$ 3,500	\$ -	0.0%
5535 · Publishing & Printing	\$ 9,575	\$ 4,696	\$ (4,879)	-51.0%
5540 · Copier Expenditures	\$ 3,000	\$ 2,534	\$ (466)	-15.5%
5450 · Computer/Systems/Equip R/M	\$ 15,200	\$ 14,800	\$ (400)	-2.6%
5545 · Computer Hardware	\$ 10,000	\$ 10,000	\$ -	0.0%
5550 · Computer Software	\$ 11,450	\$ 11,450	\$ -	0.0%
5610 · Duty Uniforms	\$ 9,600	\$ 7,100	\$ (2,500)	-26.0%
6640 · Employee Events	\$ 10,000	\$ 9,285	\$ (715)	-7.2%
<b>Total Administrative, HR &amp; IT:</b>	<b>\$ 126,925</b>	<b>\$ 119,865</b>	<b>\$ (7,060)</b>	<b>-5.6%</b>

- **5335 Legal Expenditures:** This account encompasses any legal expenditure requirements that may arise during the fiscal year. The budget is estimated based on past usage and current circumstances associated with potential grants, annexations and pending agreements, etcetera.
- **5515 Customer Relations / Hospitality:** This section of the budget is used for the recognition and appreciation of the Fire District's customers, volunteers, and residents. It also allows for ongoing administrative and business meetings hosted by the District. These meetings include Valley Fire Consortium meetings, Westside Fire Chief's meetings, District Budget meetings, District Strategic Planning meetings, etc.
- **5520 Office Supplies:** This section is mainly comprised of items associated with the daily business operations of the administrative office and fire stations and includes miscellaneous office, clerical, filing, and paper supplies.
- **5525 Office Equipment:** These funds are used to provide basic office equipment for use by the District to facilitate operational requirements. This item allocates funding for printers, fax machines, calculators and small computer equipment such as mouse or keyboard replacement.

- **5530 Postage & Delivery:** This account provides the funding necessary to mail or ship materials to other entities or organizations and vendors.
- **5535 Publishing & Printing:** The District is a professional organization and, as such, is required to produce published materials such as business cards, blood pressure cards, and informational and educational brochures that highlight information on safety concerns, injury prevention, etc.
- **5540 Copier Expenditures:** This account allows for the purchase of supplies and the funding of a quarterly maintenance contract for both of the District's copy machines.
- **5450 Computer Systems Equipment Repair / Maintenance (R/M):** The computer systems are a critical component of the District's operations and are used extensively on a daily basis. These systems are managed by the Administrative Services Division and allow personnel to meet the daily management, information recording and reporting, and research and processing requirements of the District.
- **5545 Computer Hardware:** The District's computer hardware and network funding is contained within this account and will be used to purchase new computers as needed and to maintain the current computer network and internet service in good working order.
- **5550 Computer Software:** In order to provide functioning computer equipment and allow the District's personnel to effectively support reporting and presentation requests from various entities and residents, it must ensure that the computer software it utilizes is sustained and functioning with the most current updates. This account ensures that functionality.
- **5610 Duty Uniforms:** This account provides uniforms for the administrative staff mandating that all personnel present a professional appearance at all times. This account also sponsors funding for initial uniforms issued to any newly hired or promoted field personnel which enforces the District's professional operational appearance and safety standards.
- **6640 Employee Events:** These funds are allotted to maintain a productive family environment for the most valuable asset of the District, its employees. This line item includes such items as funding for the purchase of hams and turkeys for the on-duty crews during holidays, funding for the Employee Recognition Events Committee, additional employee recognition opportunities, and/or other non-financial rewards or recognition given to District employees. Current recognition items include the Firefighter of the Year Award and the Service Milestone Award Program. All employee events are critical to maintaining the "family" atmosphere within the District.

### **Administrative Services Division Training**

The Administrative Training section of the budget is managed by a Deputy Fire Chief and provides funding for the administrative personnel within the District. The continued education of personnel within the District is one of the most important missions the District accomplishes on a yearly basis. The District's focus on training continues to contribute to the

highly skilled professionals who provide effective, efficient and safe services to District property owners and visitors.

The Special Projects and Financial Services Sections along with the Administrative Services Division are comprised of professionals in the fields of Fire District management, accounting specialists, business administration, human relations, executive and clerical staff, and information technologies administration. These individuals strive to benefit the District through their knowledge and training.

Personnel charged with the responsibility for managing the District's personnel, finances and information technology systems require annual training regarding changes in Federal and State regulations as well as a cadre of other management, legal and financial and technology and data management related issues. This may include knowledge of human resource issues, tax revenues 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 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.

Recent Federal mandates have forced changes in several areas impacting human resources and benefits administration; specifically, in the areas of withholding taxes and the Consolidated Omnibus Budget Reconciliation Act (COBRA), which pertains to the continuation of health insurance benefits for separated employees.

**Expenditure Detail – Budget Categories**

<b>FY 2009/2010 Administrative Training Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change	
6610 · Educational Expenditures	\$ 12,750	\$ 7,910	\$ (4,840)	-38.0%	
6630 · Travel Expenditures	\$ 7,981	\$ 6,615	\$ (1,366)	-17.1%	
<b>Total Administrative Training:</b>	<b>\$ 20,731</b>	<b>\$ 14,525</b>	<b>\$ (6,206)</b>	<b>-29.9%</b>	

- **6610 Educational Expenditures:** This funding allows for the Special Projects, Financial Services Section and Administrative Services Division personnel to attend AFDA and other beneficial conferences, degree advancement courses, state and federally sponsored employer seminars, and retirement administration symposiums.
- **6630 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures that are associated with attending educational conferences and courses throughout the fiscal year.

**Community Risk Reduction Division**

The Community Risk Reduction Division's mission is to reduce the frequency and magnitude of fires and emergency incidents through cost effective, service oriented fire prevention programs which are developed through participation in local enforcement and regulatory processes. Equally important to this mission is the fire and life safety educational component. The Community Risk Reduction Division is overseen by a Deputy Chief/Fire Marshal and is

responsible for: fire inspections and fire code enforcement, plans review, fire investigations (cause & origin), planning and development of District resources to include potential annexations, community fire and life safety education, and community/media relations.

Community fire and life safety education is the first line of defense in fire prevention. 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 Community Risk Reduction Division 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. The Community Risk Reduction Division 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 influence the community in methods other than call response to maintain and enhance the community's safety message and the positive influence of the District.

Proactive and progressive District planning and development is another important program administered by the Community Risk Reduction Division in projecting new service 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 our 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 crime, terrorism, and disasters of all kinds. Fire Corps Programs build on the successful efforts that are already in place in many of our 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 Reduction Division Personnel Summary**

Position	2007/2008 Actual	2008/2009 Actual	2009/2010 Proposed
Deputy Chief / Fire Marshal	1.0	1.0	1.0
Deputy Fire Marshal	1.0	1.0	1.0
Community Outreach Specialist	1.0	1.0	1.0
<b>Total Community Risk Reduction Personnel</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

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## Community Risk Reduction Division Management Measures

Description	2008/2009 Estimated	2009/2010 Projected
<b>Community Risk Reduction Code Enforcement</b>		
Total Fire Crew Inspections	370	400
Total Community Risk Reduction Staff Inspections	30	64
Inspections Not Completed within 30 Day Variance	0	0
Construction Inspections	40	50
Hazards Noted	50	65
Hazards Abated	50	65
Total Plans Reviewed	40	40
Plans Reviewed within 30 Day Goal	40	40
Consultations	45	20
Permits Issued	40	40
<b>Fire Investigations</b>		
Investigations Performed	4	6
Hours expended in investigation	40	60
<b>Community Education / Relations</b>		
News Releases & Articles	100	125
Public Education Presentations	24	40
Public Education Attendance	4,000	5,500
Public Relations Events / Presentations	60	200
Event Presentation Attendance	500	750
Child Safety Seat Installations	280	300
<b>Volunteer Coordination</b>		
Number of Volunteers	24	45
Number of Volunteer Training Hours	400	600
<b>Planning and Development</b>		
Plat/Development Plan Reviews	3	5
Developer/Owner Consultations	9	15

### FY 2009/2010 Significant Changes

The Community Risk Reduction Division allows the District to focus on the basic targeted functions of the division which are Fire Prevention, Fire and Life Safety Education, 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.

A significant change will be the continued implementation and expansion of the District's new Fire Corps Volunteer Program and Council.

The Fire District is one of many organizations partnering with the Sun City West Citizen Corps Council striving for a safer, stronger, and better prepared community. This partnership affords the District opportunities for additional resources and funding for Community Risk Reduction on a federal, state, county, and local level. For example, the District partnered with the Sun City West Foundation for a smoke alarm grant and the Rotary Club for 10-year lithium batteries. The Fire District will always strive to partner with other organizations for the betterment of the community.

The Citizen Corps Council serves as the umbrella that the "Are You Ready?" and Fire Corps Volunteer Programs fall under to better serve the community and target specific needs of Sun City West residents. The Fire District has long recognized the excellent resources available in

the residents of the communities served by the Fire District. Many citizens possess obvious knowledge, talents, and specialized skills that would be invaluable in assisting the Fire District. The Fire Corps Volunteer Program has been established to assist in the expansion of the Fire District's services to an increased number of residents as well as allowing the Fire District to implement new programs without adding additional paid personnel. The Fire District currently utilizes volunteer nurses for the regular blood pressure checks at the Administrative Office. However, there are several potential areas where expanding the use of such a volunteer corps would be beneficial for both the Fire District and the residents. These areas, include, but are certainly not limited to: lockbox, car seat, and smoke alarm installations, home safety surveys and inspections, commercial fire inspections, community education activities, CPR/AED Community Training, non-hazardous service call response, possible future Community Connector Program, Chaplain Services, etc.

The Community Risk Reduction Division evaluated the District's current CERT/Citizens Academy Programs and designed a multi-faceted Fire Corps Volunteer Program based on that evaluation. Volunteer recruitment efforts have been implemented and the program is underway.

### **Status of 2008/2009 Performance Goals and Objectives**

- Continue with promotional and educational programs for the community – **Goal Accomplished**
- Continue to explore new partnerships to assist in delivering our educational safety messages to the community – **Goal Accomplished**
- Continue to expand "Remembering When" educational program which includes senior fall and fire prevention as well as other components – **Goal Accomplished**
- Increase District personnel participation in Homeowner's Association meetings, community service clubs, Sun City West Citizen's Corps Council, etc. – **Goal Accomplished**
- Develop standardized written community education lesson plans for consistency in presentation – **Process Ongoing**
- Develop formalized evaluation instrument on type & quality of District presentations – **Process Ongoing**
- Coordinate Citizens Academies and Fire Corps Volunteer Program – **Goal Modified**
- Research area Connector Programs as well as potential partnerships and resources – **Goal Accomplished**
- Identify Community Assistance needs within the Fire District – **Goal Accomplished**
- Complete all priority inspections to reduce potential for life loss within a 30 day variance of their scheduled time – **Goal Accomplished**
- Complete all plan reviews and permit/user fee invoices within a 30 day period from the time received – **Goal Accomplished**
- Maintain annual fire prevention / investigation training program for District fire and EMS crews – **Goal Accomplished**
- Assist other Divisions with Material Safety Data Sheets (MSDS), pre-planning, and mapping/GIS requirements – **Goal Accomplished**
- Maintain/update maps of neighboring jurisdictions – **Goal Accomplished**
- Update records and forecast District growth related issues on a quarterly basis – **Goal Accomplished**
- Enhance and continue to develop closer working relationships with land owners and developers in Fire District's annexed areas – **Goal Accomplished**

- Promote District services to other areas not currently in the Fire District but considered to be in the Fire District planning area – **Goal Accomplished**
- Continue to plan for service issues associated with the District's growth planning areas including efforts to define and then secure future station sites and service need timelines in conjunction with accreditation – **Goal Accomplished**
- Continue involvements in legislative issues that affect Fire Districts – **Goal Accomplished**

#### **FY 2009/2010 Performance Goals and Objectives**

- Continue with promotional and educational programs for the community.
- Continue to explore new partnerships to assist in delivering our educational safety messages to the community.
- Continue to expand "Remembering When" educational program which includes senior fall and fire prevention as well as other components.
- Increase District personnel participation in Homeowner's Association meetings, community service clubs, Sun City West Citizen's Corps Council, etc.
- Develop standardized written community education lesson plans for consistency in presentation.
- Develop formalized evaluation instrument on type & quality of District presentations.
- Coordinate Citizens Academies and Fire Corps Volunteer Program.
- Research area Connector Programs as well as potential partnerships and resources.
- Identify Community Assistance needs within the Fire District.
- Complete all priority inspections to reduce potential for life loss within a 30 day variance of their scheduled time.
- Complete all plan reviews and permit/user fee invoices within a 30 day period from the time received.
- Maintain annual fire prevention / investigation training program for District fire and EMS crews.
- Assist other Divisions with Material Safety Data Sheets (MSDS), pre-planning, and mapping/GIS requirements.
- Maintain/update maps of neighboring jurisdictions.
- Update records and forecast District growth related issues on a quarterly basis.
- Enhance and continue to develop closer working relationships with land owners and developers in Fire District's annexed areas.
- Promote District services to other areas not currently in the Fire District but considered to be in the Fire District planning area.
- Continue to plan for service issues associated with the District's growth planning areas including efforts to define and then secure future station sites and service need timelines in conjunction with accreditation.
- Continue to identify and secure resources and alternative funding for programs.
- Monitor and evaluate performance measures for existing and new District Community Risk Reduction programs.

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## Expenditure Detail – Budget Category

<b>FY 2009/2010 Community Risk Reduction Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	%	of Change
5660 · Fire Corps Materials & Supplies	\$ 4,000	\$ 3,480	\$ (520)		-13.0%
6330 · Community Risk Reduction Materials	\$ 14,000	\$ 12,900	\$ (1,100)		-7.9%
6350 · Fire Corps Training	\$ 2,500	\$ 2,000	\$ (500)		-20.0%
<b>Total Community Risk Reduction Section:</b>	<b>\$ 20,500</b>	<b>\$ 18,380</b>	<b>\$ (2,120)</b>		<b>-10.3%</b>

- **5660 Fire Corps Materials & Supplies:** As the Fire District operates its Volunteer Fire Corps Program, it is necessary to provide miscellaneous materials and equipment for their use as they are trained to assist the District. This budgetary account is utilized for that purpose.
- **6330 Community Risk Reduction Materials:** This budget category covers much of the supplies necessary to run existing or projected programs of the Community Risk Reduction Division. Community Education materials, promotional items, and community education supplies include promotional and print materials employed in District community education and relations events to reinforce educational messages and familiarize residents with the Fire District. It also covers promotional items necessary for distribution at Health & Safety Expo events. Expenditures associated with the "Are You Ready?" program are found in this account. Funds also cover any educational / training videos or CD's. These are an excellent tool to make use of during community education presentations and also for in house training on community education or fire prevention topics. Videos and CD's will also be utilized in the District's "Remembering When" Program and various other projects. Plans review, permit, inspection, investigation, Lock Box, and Fire Hydrant Marker supplies are also purchased using this funding.
- **6350 Fire Corps Training:** This account covers expenses in training Fire Corps personnel in the skills needed to accomplish tasks in the office environment and in the field. Such skills include, but are not limited to, computer training, office equipment training, car seat technician training, training needed to install smoke alarms and residential lockboxes, and any software training needed for the volunteers to function efficiently. This account would also cover any "train the trainer" expenses needed for those individuals that would provide support to existing and new programs such as fall prevention, fire and life safety classes and other educational classes that the District offers to residents.

### Community Risk Reduction Division Training

Funding in this category supports continuing education in the areas of code enforcement, arson investigation, community education or other Division related training. Community education related training for employees is also necessary for the continued growth of these programs.

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## Expenditure Detail – Budget Categories

<b>FY 2009/2010 Community Risk Reduction Training Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	%	of Change
6320 · Educational Expenditures	\$ 5,500	\$ 5,385	\$ (115)		-2.1%
6340 · Travel Expenditures	\$ 3,500	\$ 3,070	\$ (430)		-12.3%
<b>Total Community Risk Reduction Section:</b>	<b>\$ 9,000</b>	<b>\$ 8,455</b>	<b>\$ (545)</b>		<b>-6.1%</b>

- **6320 Educational Expenditures:** It is necessary for Division employees to take classes in fire investigation, plans review, building inspections and public education. Also included are classes from the National Fire Academy (NFA). NFA classes are state-of-the art Fire Service classes that are available at a minimal cost to the District. Continuing education is necessary on an ongoing basis to stay current with changes in the fire service and code enforcement. Many of the classes are also required to retain or obtain required certifications. Such courses include, but are not limited to: Fire Code continuing education classes, fire cause and origin classes, Child Safety Seat Technician continuing education classes, Arizona Fire District Association seminars, and Arizona State Fire Marshal's courses.
- **6340 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures that are associated with attending educational requirements as outlined above throughout the fiscal year for the Community Risk Reduction Division.

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## Emergency Services Division

The Emergency Services Division is responsible for providing a safe environment for citizens by minimizing the loss of life and property through effective and innovative emergency response programs. This District component is responsible for ensuring an effective emergency response for all incidents including fire, EMS, specialized rescue, hazardous materials, and major emergencies.

The administrative function for this Division is overseen by a Deputy Chief whose responsibilities include: management of daily operations; identification of training objectives; monitoring quality of service; research and implementation of new programs and technologies; compliance with applicable regulations and standards; and general systems development.

The Division consists of several sub-sections including: the Firefighting and Personal Protective Equipment Section, the Self Contained Breathing Apparatus (SCBA) Section, the Health and Safety Section, the EMS Services Section, and the Mission Readiness – Training/Development, Recruitment Section and Disaster Preparedness.

Personnel assigned within the Emergency Services Division also have particular responsibilities to assure that all District personnel are protected during the performance of their duties. The National Fire Protection Association's (NFPA) Standard 1710 provides a detailed explanation of fire department recommended staffing levels, response times, Emergency Medical Service (EMS) requirements, and legal issues regarding personnel. The goal of the District is to maintain a high level of service while attempting to comply with the recommendations of NFPA 1710.

### Staffing Plan

The staffing plan, as detailed below, addresses many of the recommendations as stated by NFPA 1710. It also addresses daily scheduling issues that arise from attrition, vacation and sick usage, work related injuries, standard operating procedures, OSHA 2 In/2 Out regulations, and automatic-aid consortium recommendations/requirements.

### Emergency Services Division Staffing

Position	2007/2008	2008/2009	2009/2010
	Actual	Actual	Proposed
Deputy Fire Chief	1.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0
Battalion Chiefs	3.0	3.0	3.0
Captains	12.0	12.0	12.0
Engineers	12.0	12.0	12.0
Firefighters	15.0	15.0	15.0
Firefighter Rovers	9.0	9.0	9.0
EMS Personnel	18.0	18.0	18.0
<b>Total Assigned Personnel</b>	<b>71.0</b>	<b>71.0</b>	<b>71.0</b>

## 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 in which they are delivered. Emergency response time is defined as the elapsed time from the time an emergency call is received in the Communications Center until the first unit arrives on scene. Included are the components of alarm processing time, actual dispatch, turnout time, and travel time to the incident.

### District Response Goals

- **Call Processing Time:** Through working with the Regional Communications Center, the District will strive for an emergency call processing time of ninety (90) seconds or less, 90% 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 fire apparatus is en route to the emergency).
  - For all calls the District will strive to maintain a Turnout Time of ninety (90) seconds or less, 90% of the time.
- **Travel Time:** The District will strive to deliver emergency services in a safe and efficient manner, with a response of five (5) minutes and thirty (30) seconds or less, excluding turnout time, on 90% of all incidents.

These goals will help to ensure that the District operates in a manner consistent with the Phoenix Metropolitan Automatic Aid Consortium. Maintaining staffing recommendations and response times within these guidelines will also assist the District in meeting its Certificate of Necessity (CON) mandates for provision of ambulance services, in attaining Accreditation, and in maintaining its current Insurance Services Office (ISO) rating of Class 2. Maintaining this Class 2 ISO rating has a direct impact on lower fire insurance premiums for property owners in the District.

### Firefighting and Personal Protective Equipment

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 Program (PPE) 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 performs other related tasks as required.

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## Firefighting and PPE Section Personnel Summary

Position	2007/2008 Actual	2008/2009 Actual	2009/2010 Proposed
Battalion Chief	1.0	1.0	1.0
Captain	1.0	1.0	1.0
<b>Total Personnel Assigned</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## Firefighting and PPE Section Management Measures

Description	2008/2009 Estimated	2009/2010 Proposed
Number of Turn-Out Ensembles Maintained	70	70
Number of Turn-Out Ensembles Repaired	12	12

### Status of 2008/2009 Performance Goals and Objectives

- Keep all spare fire apparatus in a ready state of use ("turn-key operation") – **Goal Accomplished**
- Maintain an adequate inventory of firefighting equipment and supplies – **Goal Accomplished**
- Maintain the District's Wildland Response Team equipment and supplies – **Goal Accomplished**
- Maintain all equipment in a state of good repair for the safety of all firefighters – **Goal Accomplished**
- Continue to replace PPE items based on manufacturer's recommendations or as a result of irreparable damage – **Goal Accomplished**
- Maintain employee certification for PPE repairs and maintenance – **Goal Accomplished**
- Continue to mentor a second employee to fulfill the duties as the future PPE Manager – **Goal Accomplished**
- Continue the development and management of comprehensive and accurate records concerning PPE training, equipment maintenance, equipment allocations, etc. – **Goal Accomplished**
- Implement computerized PPE equipment and maintenance tracking system – **Goal Accomplished**

### FY 2009/2010 Performance Goals and Objectives

- Continue to keep all spare fire apparatus in a ready state of use ("turn-key operation").
- Continue to maintain an adequate inventory of firefighting equipment and supplies.
- Continue to maintain the District's Wildland Response Team equipment and supplies.
- Continue to maintain all equipment in a state of good repair for the safety of all firefighters.
- Continue to replace PPE items based on manufacturer's recommendations or as a result of irreparable damage.
- Continue to maintain employee certification for PPE repairs and maintenance.
- Continue the management of comprehensive and accurate records concerning PPE training, equipment maintenance, equipment allocations, etc.

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

## Expenditure Detail – Budget Categories

<b>FY 2009/2010 Firefighting and PPE Section Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change	
5430 · Firefighting Equipment R/M	\$ 3,000	\$ 3,000	\$ -	0.0%	
5710 · Firefighting Equipment	\$ 7,400	\$ 7,400	\$ -	0.0%	
5730 · Protective Equipment	\$ 32,150	\$ 30,910	\$ (1,240)	-3.9%	
<b>Total Firefighting &amp; PPE Section:</b>	<b>\$ 42,550</b>	<b>\$ 41,310</b>	<b>\$ (1,240)</b>	<b>-2.9%</b>	

- **5430 Firefighting Equipment Repair / Maintenance (R/M):** This account allows personnel from the Emergency Services Division to complete minor repairs to firefighting equipment such as turnouts, chainsaws, hoses, etc.
- **5710 Firefighting Equipment:** This account provides funding for the replacement of disposable and reusable firefighting equipment damaged from repeated use. Items include, but are not limited to: saw blades and chains, fire suppression foam, hose couplings and appliances, and hand tools such as shovels, halogen tools, pike poles, and axes.
- **5730 Protective Equipment:** The dangers inherent in firefighting require specialized personal protective equipment for District personnel which can withstand extreme conditions. Although the District is able to perform minor repairs to this equipment, some items require replacement due to excessive wear or damage which cannot be economically or properly repaired to meet minimum NFPA safety standards.

## Self Contained Breathing Apparatus (SCBA)

The Self Contained Breathing Apparatus (SCBA) program ensures all necessary 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 Section Personnel Summary

Position	2007/2008 Actual	2008/2009 Actual	2009/2010 Proposed
Battalion Chief	1.0	1.0	1.0
SCBA Technicians	3.0	3.0	3.0
Program Coordinator	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

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## Self Contained Breathing Apparatus Management Measures

Description	2008/2009 Actual	2009/2010 Proposed
Total Number of SCBA Units	31	31
Number of Annual Fit Tests Performed	130	130
Total SCBA Units Maintained (M)/Repaired (R)	33(M)/25(R)	33(M)/25(R)
Total number of Clear Command Systems Maintained	24	24
Total SCBA Air Compressors Maintained	1	1
Total SCBA Training Sessions Conducted	2	2

### Status of FY 2008/2009 Performance Goals and Objectives

- Continue with annual SCBA fit testing for all line personnel – **Goal Accomplished**
- Continue to assure that state and national standard procedures are followed (i.e. NFPA, OSHA, ANSI, etc.) – **Goal Accomplished**
- Perform annual maintenance inspections and repairs – **Goal Accomplished**
- Maintain and manage all inventories and equipment for the SCBA program – **Goal Accomplished**
- Attempt to forecast industry changes as they may apply to the District – **Goal Accomplished**
- Attend seminars, conferences, and classes to upgrade knowledge of SCBA practices and to obtain ideas for improving and developing new programs – **Goal Accomplished**
- Maintain required certifications in order to ensure that proper maintenance and safety skills are current – **Goal Accomplished**
- Maintain accurate and comprehensive records including SCBA training, maintenance, equipment allocations, etc. – **Goal Accomplished**

### FY 2009/2010 Performance Goals and Objectives

- Continue with annual SCBA fit testing for all line personnel.
- Continue to assure that state and national standard procedures are followed (i.e. NFPA, OSHA, ANSI, etc.).
- Perform required maintenance inspections and repairs.
- Maintain and manage all inventories and equipment for the SCBA program.
- Attempt to forecast industry changes as they may apply to the District.
- Maintain required certifications in order to ensure that proper maintenance and safety skills are current.
- Maintain accurate and comprehensive records including SCBA training, maintenance, equipment allocations, etc.

### Expenditure Detail – Budget Categories

FY 2009/2010 SCBA Equipment Section Expenditure Projections					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change	
5435 · SCBA Equipment R/M	\$ 3,050	\$ 5,284	\$ 2,234	73.2%	
5740 · SCBA Equipment	\$ 22,290	\$ 19,410	\$ (2,880)	-12.9%	
<b>Total SCBA Equipment Section:</b>	<b>\$ 25,340</b>	<b>\$ 24,694</b>	<b>\$ (646)</b>	<b>-2.5%</b>	

- **5435 SCBA Equipment Repairs / Maintenance (R/M):** Mandatory testing of current SCBA equipment requires annual air compressor testing and preventative maintenance, quarterly air quality testing of the cascade system used to refill SCBA air cylinders expended during training or an incident, and Posi-Check III maintenance and calibration. OSHA requires Hydrostatic testing of SCBA Cylinders every three years and DOT Cascade Storage Cylinders every five years. This testing was last performed on the SCBA Cylinders in September of 2006 and in 2004 on the Cascade Cylinders. Therefore, this testing must be performed in September 2009 to satisfy both requirements.
- **5740 SCBA Equipment:** Maintenance of the District's Self Contained Breathing Apparatus (SCBA) equipment is vital for District personnel's safety on an emergency scene. These funds cover maintaining and repairing SCBA units, and the periodic hydrostatic testing mandated for all SCBA cylinders including the four (4) DOT storage cylinders that are part of the cascade system. The District has also implemented a program requiring that all mask face pieces are serviced and rebuilt on an annual basis to assure proper safety performance.

## Health and Safety

The Health and Safety Section is responsible for overseeing the general safety and health of the District employees. The goal of the Health and Safety 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. 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.

### Health & Safety Section Personnel Summary

Position	2007/2008	2008/2009	2009/2010
	Actual	Actual	Proposed
Battalion Chief	1.0	1.0	1.0
Incident Safety Officer	1.0	1.0	1.0
Fire Captain	2.0	2.0	2.0
Program Manager	2.0	2.0	2.0
Facility Technician	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

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## Health and Safety Section Management Measures

Description	2008/2009 Actual	2009/2010 Proposed
Wellness Program Participation by Employees (%)	75%	100%
Annual Physicals for Shift Personnel	72	72
Exercise Participation by Shift Personnel (%)	100%	100%
Yearly Fitness Assessments for Shift Personnel	100%	100%

### Status of FY 2008/2009 Performance Goals and Objectives

- Facilitate and provide yearly physicals for required District personnel – **Goal Accomplished**
- Facilitate and provide annual drivers' training and driver's license checks for District personnel. Provide initial drivers' training programs for new employees – **Goal Accomplished**
- Audit District facilities and equipment for regulatory agency compliance and safety – **Goal Accomplished**
- Use captured information pertaining to the nature and number of on-the-job injuries sustained by personnel for the purpose of developing and implementing focused prevention initiatives – **Goal Accomplished**
- Monitor personnel who have repeatedly emerged in Workers' Compensation claims – **Process Ongoing**
- Continue to develop and implement programs designed to reduce the incidence of on-the-job injuries (e.g., flyers/brochures, incentives, awareness campaigns, training) – **Goal Accomplished**
- Maintain peer fitness program - complete fitness assessments for shift personnel – **Process Ongoing**
- Maintain guidelines for exercise and nutrition for shift personnel - **Goal Accomplished**
- Implement annual fitness reviews for all shift personnel with a peer fitness trainer - **Goal Accomplished**
- Implement and maintain Fitness Award Program - **Goal Modified**
- Continue to work with Glendale Fire Department regarding utilization of auxiliary health center - **Goal Accomplished**
- Publish quarterly educational topics for District newsletter with topics dealing with fitness, nutrition, safety and general health and wellness - **Goal Accomplished**
- Conduct periodic Health & Safety Section self assessment and program audit - **Goal Accomplished**
- Work with the Administrative Services Division to provide pre-hire physicals for new District personnel – **Goal Accomplished**
- Facilitate return to work and fit for duty issues for District personnel – **Goal Accomplished**
- Investigate all employee injuries and accidents – **Goal Accomplished**
- Evaluate Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs – **Goal Accomplished**
- Evaluate and maintain quality pre- and post-exposure services – **Goal Accomplished**
- Evaluate and revise District safety policies and procedures where needed – **Goal Accomplished**
- Evaluate and possibly implement employee safety handbook – **Goal Modified**

- Continue to administer required annual employee inoculation program – **Goal Accomplished**
- Explore other community based inoculation programs for possible implementation – **Process Ongoing**
- Continue to evaluate current Critical Incident Stress Debriefing needs. Explore options and develop a plan to deal with current as well as future needs including utilizing CISD teams from neighbor jurisdictions – **Process Ongoing**
- Review and Revise Infection Control Plan as necessary – **Process Ongoing**
- Implement District Safety Manual - **Goal Modified**

### **FY 2009/2010 Performance Goals and Objectives**

- Continue to facilitate and provide yearly physicals for required District personnel.
- Continue to facilitate and provide annual drivers' training and driver's license checks for District personnel. Provide initial drivers' training programs for new employees and volunteers.
- Continue to audit District facilities and equipment for regulatory agency compliance and safety.
- Continue to use captured information pertaining to the nature and number of on-the-job injuries sustained by personnel for the purpose of developing and implementing focused prevention initiatives.
- Continue to monitor personnel who repeatedly emerge in Workers' Compensation claims.
- Continue to develop and implement programs designed to reduce the incidence of on-the-job injuries (e.g., flyers/brochures, incentives, awareness campaigns, training).
- Continue to maintain peer fitness program - complete fitness assessments for shift personnel.
- Continue to maintain guidelines for exercise and nutrition for shift personnel.
- Continue annual fitness reviews for all shift personnel with a peer fitness trainer.
- Implement and maintain Fitness Award Program.
- Continue to work with the Glendale Fire Department regarding utilization of auxiliary health center.
- Publish quarterly educational information for District newsletter with topics dealing with fitness, nutrition, safety, and general health and wellness.
- Conduct periodic Health & Safety Section self assessment and program audit.
- Work with the Administrative Services Division to provide pre-hire physicals for new District personnel.
- Facilitate return to work and fit for duty issues for District personnel.
- Investigate all employee injuries and accidents.
- Evaluate Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs.
- Evaluate and maintain quality pre- and post-exposure services.
- Evaluate and revise District safety policies and procedures where needed.
- Evaluate and possibly implement employee safety handbook.
- Continue to administer required annual employee inoculation program.
- Explore other community based inoculation programs for feasibility.
- Continue to evaluate current Critical Incident Stress Debriefing needs. Explore options and develop a plan to deal with current as well as future needs including utilizing CISD teams from neighboring jurisdictions.
- Review and revise Infection control plan as necessary.

## Expenditure Detail – Budget Categories

<b>FY 2009/2010 Health and Safety Section Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	%	of Change
5340 · Physicals/Vaccinations/Testing	\$ 62,020	\$ 58,912	\$ (3,108)		-5.0%
5470 · Fitness Equipment R/M	\$ 2,000	\$ 1,750	\$ (250)		-12.5%
5650 · Safety Materials & Supplies	\$ 2,500	\$ 1,500	\$ (1,000)		-40.0%
5750 · Health & Safety Equipment	\$ 2,000	\$ 900	\$ (1,100)		-55.0%
5070 · Program Manager Compensation	\$ 1,300	\$ 1,300	\$ -		0.0%
<b>Total Health and Safety Section:</b>	<b>\$ 69,820</b>	<b>\$ 64,362</b>	<b>\$ (5,458)</b>		<b>-7.8%</b>

- **5340 Physicals/Vaccinations/Testing:** In order to ensure compliance with National Fire Protection Association (NFPA) Standards, the District began a mandatory physical examination program in 1994 and has been committed to maintaining a high level of employee preventative health analysis since that time. This program has proven to be effective with the early detection of many employee health conditions that required either medication or alternative treatment procedures. The goal of this program is to keep District employees' health and fitness level above average. By monitoring employee health, the District is, in essence, saving money due to a reduction in potential Worker's Compensation claims and sick time usage as well as avoiding possible untimely and very costly medical retirements. Expenditures in this area commonly include physicals and lab fees, an annual infection control program, and annual inoculations, testing and titers.
- **5470 Fitness Equipment Repair / Maintenance (R/M):** With regular use of current physical fitness equipment, maintenance and repair are to be expected. These funds will assist in maintaining the equipment in good working condition for ongoing use.
- **5650 Safety Materials & Supplies:** This account funds the OSHA required health and safety signs and materials that are posted at each of the District stations, affixed to apparatus, and dispersed to personnel throughout the fiscal year.
- **5750 Health & Safety Equipment:** By providing fitness equipment, the District both supports and promotes the maintenance of employee health through daily muscle conditioning and stress relief programs. Peer fitness instructors train the District's employees in effective and safe fitness routines. The proposed funds will allow the replacement of training equipment if necessary due to normal wear and tear or should an item become damaged beyond repair.
- **5070 Program Manager Compensation:** This funding compensates the program manager for added responsibilities in maintaining the requirements of the health and safety program.

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## Mission Readiness: Recruitment, Training, Development and Disaster Preparedness

The Training / Development Section 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 section is to provide ongoing training for emergency personnel (with the exception of Emergency Medical Services training which will be reviewed later in this budget document). 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). The Training and Development Section also coordinates instruction on any new organizational procedures and guidelines.

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 District's Disaster Preparedness Program is also funded in this area of the budget. The District must be prepared in the event of a major disaster at the strategic as well as task level. The District is currently undergoing a Train-the-Trainer course of study through the Department of Homeland Security which provides training in the areas of weapons of mass destruction and domestic terrorism and self awareness/preparedness in events of natural disaster. These courses are provided at a minimal cost to the District. This area also provides funding for the Emergency Operations Center (EOC) which continues to be explored for possible establishment at the Administrative offices.

### Mission Readiness: Recruitment, Training, Development and Disaster Preparedness Section Personnel Summary

Position	2007/2008 Actual	2008/2009 Actual	2009/2010 Proposed
Deputy Chief	1.0	1.0	1.0
Battalion Chief	1.0	1.0	1.0
Incident Safety Officer	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

*(Intentionally left blank)*

**Mission Readiness: Recruitment, Training & Development and Disaster Preparedness  
Section Management Measures**

Description	2008/2009 Estimated	2009/2010 Proposed
<b>Training and Development</b>		
Engine/Ladder Company Training Hours	48	48
Company, Multiple-Company & Night Drills Hours	774	774
Officer Training Hours	180	180
Driver/Operator Training Hours	880	880
Hazardous Materials Training Hours	69	69
Pre-Fire Planning Inspections Hours	144	144
Entry Level Recruit Academy Personnel	4	4
<b>Recruitment</b>		
Shift Sworn Employee Recruitment Processes	1	1
Shift Non-Sworn Recruitment Processes	1	1
<b>Disaster Preparedness</b>		
DHS Disaster Preparedness Courses Attended	2	3
Number of Personnel in Attendance	5	6

**Status of 2008/2009 Performance Goals and Objectives**

- Provide and document the necessary mandated and compliance training for all District personnel (10 hours minimum per month) including Wildland, PPE and SCBA training requirements – **Goal Accomplished**
- Continue to facilitate and provide continuing education training to all positions to ensure high levels of competency, efficiency, and safety in the areas of incident management, strategy and tactics and the mitigation of all types of incidents – **Goal Accomplished**
- Continue fostering career-long learning among employees by offering professional development consultations, independent study courses, community college tuition reimbursement as well as conference and outside seminar opportunities – **Goal Accomplished**
- Continue to evaluate and implement a new training module within the FireHouse software system to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking – **Goal accomplished**
- Continue to provide monthly reports detailing employee training type and hours – **Goal Accomplished**
- Continue to research and build partnerships with public agencies to promote joint coordination of training props, academies, facilities and instructors – **Goal Accomplished**
- Continue to work closely with the Administrative Services Division in the areas of the promotional processes, supervisor and management training, succession planning, and on-going employee professional development – **Goal Accomplished**
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's training programs – **Goal Accomplished**
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future training policies and standards – **Goal Accomplished**
- Continue to work with the Regional Operations Consistency Committee (ROCC) to maintain regional consistency and coordination – **Goal Accomplished**

- Maintain an adequate incident critique program – **Goal Accomplished**
- Create plan to possibly implement a Fire District Cadet / Membership Program - **Goal Modified**
- Continue to utilize the Target Safety Training Program to its full potential - **Goal Accomplished**
- Maintain adequate number of Red Card Certified personnel in the District and assist with advanced Wildland certifications for interested employees - **Goal Accomplished**
- Continue to work closely with the Administrative Services Division in the areas of selecting, hiring and training of new employees - **Goal Accomplished**
- Continue to develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's recruitment programs - **Goal Accomplished**
- Continue evaluating current joint firefighter recruitment process for value/efficiency - **Goal Accomplished**
- Maintain affiliation with other agencies for Candidate Physical Ability Test (CPAT) testing – **Goal Accomplished**
- Initiate more aggressive, energetic, and targeted racial/ethnic and gender minority recruitment programs designed to attract greater quantities of quality applicants for sworn positions – **Process Ongoing**
- Develop and implement written guidelines for new employee recruitment and selection activities – **Process Ongoing**
- Research alternative methods for high standard recruit firefighting training - **Goal Accomplished**
- Continue to develop a plan to guide the District in developing an Emergency Operations Center. Alternative funding sources should be explored and included in final plan – **Process Ongoing**
- Continue to update / revise District Disaster Plan. Final plan should integrate with Maricopa County Disaster Plan and, upon adoption, should be distributed to affected agencies (i.e. Maricopa County, Maricopa County Sheriff, etc.) – **Process Ongoing**
- Continue to identify target hazards and audit community response needs – **Goal Accomplished**
- Develop Citizens Corp and a training program to sustain it - **Goal Modified**
- Continue to maintain a training and exercise plan to evaluate and improve the major emergency response plan of the District – **Process Ongoing**
- Continue the fostering of hazard mitigation throughout the District via public education and plan development – **Process Ongoing**

#### **FY 2009/2010 Performance Goals and Objectives**

- Provide and document the necessary mandated and compliance training for all District personnel (10 hours minimum per month) including wildland, PPE and SCBA training requirements.
- Continue to facilitate and provide continuing education training to all positions to ensure high levels of competency, efficiency, and safety in the areas of incident management, strategy and tactics, and the mitigation of all types of incidents.
- Continue fostering career-long learning among employees by offering professional development consultations, independent study courses, community college tuition reimbursement as well as conference and outside seminar opportunities.

- Continue use of the training module within the FireHouse software system to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking.
- Continue to provide monthly reports detailing employee training type and hours.
- Continue to research and build partnerships with public agencies to promote joint coordination of training props, academies, facilities and instructors.
- Continue to work closely with the Administrative Services Division in the areas of selecting, hiring and training of new employees, promotional processes, supervisor and management training, succession planning, and on-going employee professional development.
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's training programs.
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future training policies and standards.
- Continue to work with the Regional Operations Consistency Committee (ROCC) to maintain regional consistency and coordination.
- Maintain an adequate incident critique program.
- Create plan to possibly implement a Fire District Cadet/ Mentorship Program.
- Continue to utilize the Target Safety Training Program to its full potential.
- Maintain adequate number of Red Card certified personnel in the District and assist with advanced wildland certifications for interested employees.
- Continue to work closely with the Administrative Services Division in the areas of selecting, hiring and training of new employees.
- Continue evaluating current joint firefighter recruitment process for value/efficiency.
- Maintain affiliation with other agencies for Candidate Physical Ability Test (CPAT) testing.
- Initiate more aggressive, energetic, and targeted racial/ethnic and gender minority recruitment programs designed to attract greater quantities of quality applicants for sworn positions.
- Develop and implement written guidelines for new employee recruitment and selection activities.
- Research alternative methods for high standard recruit firefighting training.
- Continue to develop a plan to guide the District in developing an Emergency Operations Center. Alternative funding sources should be explored and included in final plan.
- Continue to update/revise District Disaster Plan. Final plan should integrate with Maricopa County Disaster Plan and, upon adoption, should be distributed to affected agencies (i.e. Maricopa County, Maricopa County Sheriff, etc.).
- Continue to identify target hazards and audit community response needs.
- Continue to maintain a training and exercise plan to evaluate and improve the major emergency response plan of the District.
- Continue the fostering of hazard mitigation throughout the District via public education and plan development.
- Continue to maintain a seat on the Regional Wireless Cooperative Counsel.

The following table details the budgetary accounts associated with the District's Mission Readiness Program:

## Expenditure Detail – Budget Categories

<b>FY 2009/2010 Mission Readiness Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	%	of Change
5345 · Hiring, Testing & Recruitment	\$ 9,946	\$ 8,334	\$ (1,612)		-16.2%
6210 · Promotional Testing	\$ 1,750	\$ 1,500	\$ (250)		-14.3%
6220 · Fitness & Safety Training	\$ 3,750	\$ 3,100	\$ (650)		-17.3%
6230 · Educational Expenditures	\$ 25,125	\$ 23,375	\$ (1,750)		-7.0%
6235 · Wildland Expenditures	\$ 7,071	\$ 11,465	\$ 4,394		62.1%
6240 · Training Materials	\$ 11,000	\$ 7,180	\$ (3,820)		-34.7%
6250 · Travel Expenditures	\$ 8,500	\$ 5,000	\$ (3,500)		-41.2%
6255 · Disaster Preparedness	\$ 2,000	\$ 2,000	\$		0.0%
<b>Total Mission Readiness:</b>	<b>\$ 69,142</b>	<b>\$ 61,954</b>	<b>\$ (7,188)</b>		<b>-10.4%</b>

- **5345 Hiring, Testing, & Recruitment:** Funding in this area covers the new employee recruitment processes and allows the District to test potential candidates through extensive interview panels, written examinations, and pre-employment screenings.
- **6210 Promotional Testing:** Promotional testing opportunities for Battalion Chief, Captain, and Engineer are offered biennially to establish a promotional list. The promotional testing process requires a written exam, a practical test, and an interview panel. During this fiscal year, the District is anticipating the completion of a Captain's promotional testing process. Funds in this budget item are allocated for expenses associated with those promotional tests.
- **6220 Fitness & Safety Training:** Training of District Safety personnel is mainly accomplished through the Fire Department Safety Officers Association which focuses on training mandated for personnel to maintain their certification and skill level. Critical Incident Stress Debriefing (CISD) and Occupational Safety and Health Act (OSHA) training are also budgeted in this area.
- **6230 Educational Expenditures:** This budgetary account provides funding for all suppression training mandated by multiple local, state and federal agencies and includes: Westside Training Consortium sponsored training, District multi-company drills, engine and ladder company evolutions, station and night drills, officer development, Arizona State Fire Marshal Training, seminars, tuition reimbursement, degree enhancement programs, driver's training, hazardous materials training and recruit training.
- **6235 Wildland Expenditures:** This budgetary account provides funding for all Wildland training and deployment expenditures. This account has been newly created to detail true expenditures associated with this revenue generating program. Expenditures associated with this account include annual "Red Card" Training necessary to maintain Wildland certifications and attendance to the annual state sponsored Wildland Academy. Other expenditures include replacement tools and equipment and deployment costs such as travel to and from deployments which are usually reimbursed. These costs are generally off-set by the revenues this program produces.

- **6240 Training Materials:** This funding, for a proportionate share of the costs of building props and acquiring rentals (i.e., dumpsters), etc. is used to support the Westside Training Consortium. Expenditures also include funds to maintain facility resource libraries including required training manuals and videos and additional training items such as salvaged vehicles and props for fire training.
- **6250 Travel Expenditures:** This account allows for per diem, lodgings and travel expenditures associated with attending educational opportunities throughout the fiscal year.
- **6255 Disaster Preparedness:** Expenditures from this category provide for the preparation, planning, coordination, and delivery of disaster preparedness training. The goal is to ensure the preparedness to properly perform the tasks which will be assigned as well as ensuring the preparedness of our residents for catastrophic events and/or possible activation of the District's Emergency Operations Center (EOC).

**Emergency Medical Services Section**

The Emergency Medical Services (EMS) Section is responsible for ensuring that the highest quality of medical care and transportation is delivered to patients on emergency scenes and also for ensuring that District personnel uphold strict training standards. The EMS Section also provides community CPR/AED and first-aid training assistance.

**Emergency Medical Services Personnel Summary**

Position	2007/2008 Actual	2008/2009 Actual	2009/2010 Proposed
EMS Coordinator	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Emergency Medical Services Management Measures**

Description	2008/2009 Actual	2009/2010 Proposed
EMT Refresher Training Courses	14	14
Paramedic Refresher Training Courses	23	23
Employee CPR Training	42	42
Public CPR Training	100	100
Documentation Quality Assessment	100%	100%

**FY 2009/2010 Significant Changes**

As part of the Valley fire department consortium, the District participated in the acquisition of a paperless EMS reporting program that is being implemented in many Valley departments. The system was implemented in the Fire District near the end of FY 2008/2009. This new software increases the accuracy and consistency of data collection at emergency incidents further enhancing the quality of patient care. An additional advantage of the program is the statistical analysis capability which allows the EMS Section to easily identify and analyze significant and pertinent incident data. The statistical capabilities of the system will aid in the

data collection and analysis frequently required for grant submissions. The EMS section is also involved in pursuing ambulance accreditation and the statistical analysis capability will assist in that process.

As a direct result of the recent receipt of new Phillips Heart Monitors obtained through a grant during FY 2008/2009, the District was able to decrease both the EMS equipment repairs and maintenance account and the EMS equipment account by eliminating the annual maintenance contract and required replacement of batteries and attachments previously required for the District's previous heart monitors.

The most significant increase in this section of the budget is the addition of a new expenditure account associated with the purchase of Fire District administered pharmaceuticals. This change is discussed in detail later in this section of the budget document.

### **Status of FY 2008/2009 Performance Goals and Objectives**

- Continue to facilitate and provide continuing education training to all positions to ensure extremely high levels of competency, efficiency, and safety in the area of EMS – **Goal Accomplished**
- Continue to provide annual performance reports to all SCW paramedics – **Goal Accomplished**
- Continue to maintain accurate database on all employee certification types and expiration dates – **Goal Accomplished**
- Maintain paperless reporting/documentation system – **Goal Modified**
- Maintain training programs on usage of the paperless system for all District employees – **Goal Modified**
- Complete EMS Policy Manual revisions – **Goal Accomplished**
- Complete renewal process for District ambulances – **Goal Accomplished**
- Continue preparations for the self-assessment phase of the EMS Accreditation Process – **Process Ongoing**
- Continue to maintain cost effectiveness through explorative EMS supply purchasing program – **Goal Accomplished**
- Continue to monitor the established measurable set of standards to evaluate the productivity and performance of the District's EMS programs – **Goal Accomplished**
- Continue to work with Del Webb Hospital to provide a seamless and efficient patient transfer process – **Goal Accomplished**
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future EMS policies and standards – **Goal Accomplished**
- Assist with the continued development of District Inventory System – **Process Ongoing**
- Maintain the database created to track all CPR/AED and First-Aid courses given by the District and their attendees – **Goal Accomplished**
- Initiate review of Ambulance Services Accreditation Process – **Goal Modified**
- Evaluate participation of District personnel in summary 2007 "Critical Care Transport Paramedic" program – **Goal Accomplished**
- Update District intranet with Continuing Medical Education (CME) and training opportunities (dates/descriptions) – **Goal Accomplished**

- Review and, if necessary, revise criteria for Quality Assurance of EMS Charts – **Goal Accomplished**
- Coordinate EMS data storage and retrieval – **Goal Accomplished**
- Assist with ensuring that all pertinent EMS equipment is included on the District capital equipment replacement schedule – **Goal Accomplished**
- Maintain preventative maintenance schedule on all EMS equipment – **Goal Accomplished**

#### **FY 2009/2010 Performance Goals and Objectives**

- Continue to facilitate and provide continuing education training to all positions to ensure extremely high levels of competency, efficiency, and safety in the area of EMS.
- Continue to provide annual performance reports to all SCW paramedics.
- Continue to maintain accurate database on all employee certification types and expiration dates.
- Continue to maintain paperless reporting/documentation system.
- Continue to maintain training programs on usage of the paperless system for all District employees.
- Continue EMS Policy Manual revisions where necessary.
- Complete certification renewal process for District ambulances.
- Continue preparations for the self-assessment phase of the EMS Accreditation Process.
- Continue to maintain cost effectiveness through explorative EMS supply purchasing program.
- Continue to monitor the established measurable set of standards to evaluate the productivity and performance of the District's EMS programs.
- Continue to work with Del Webb Hospital to provide a seamless and efficient patient transfer process.
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future EMS policies and standards.
- Continue to maintain the database created to track all CPR/AED and First-Aid courses given by the District and their attendees.
- Continue to update District intranet with Continuing Medical Education (CME) and training opportunities (dates/descriptions).
- Continue to review and, if necessary, revise criteria for Quality Assurance of EMS Charts.
- Continue to coordinate EMS data storage and retrieval.
- Assist with ensuring that all pertinent EMS equipment is included on the District capital equipment replacement schedule.
- Maintain preventative maintenance schedule on all EMS equipment.

The following accounts outline the expenditures associated with the delivery of EMS services by the District:

*(Intentionally left blank)*

## Expenditure Detail – Budget Categories

<b>FY 2009/2010 EMS Operations Expenditure Projections</b>				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
5440 · EMS Equipment R/M	\$ 11,441	\$ 2,875	\$ (8,566)	-74.9%
5810 · EMS Ambulance Registrations	\$ 1,650	\$ 1,425	\$ (225)	-13.6%
5820 · EMS Equipment	\$ 18,870	\$ 9,260	\$ (9,610)	-50.9%
5830 · EMS Supplies	\$ 91,400	\$ 91,400	\$ -	0.0%
5840 · EMS Pharmaceutical Supplies	\$ -	\$ 11,000	\$ 11,000	100.0%
5070 · Program Manager Compensation	\$ 1,300	\$ 1,300	\$ -	0.0%
<b>Total EMS Operations:</b>	<b>\$ 124,661</b>	<b>\$ 117,260</b>	<b>\$ (7,401)</b>	<b>-5.9%</b>

- **5440 EMS Equipment Repair / Maintenance:** EMS equipment requires verification of proper operability; sometimes on a daily basis. There are various necessary requirements to inspect, calibrate and perform preventative maintenance on items such as heart monitors, PowerPro gurneys, suction units, and glucose monitors, etc.
- **5810 EMS Ambulance Registrations:** This account funds the various annual Arizona Department of Health Services inspection and registration of the District's five (5) operating ambulances and the biennial re-certifications associated with providing ambulance services under our Certificate of Necessity (CON).
- **5820 EMS Equipment:** To provide superior quality pre-hospital emergency care to District patients, it is necessary to provide equal quality equipment to the EMS emergency personnel. This account replaces items with a limited service life as well as the normal "wear and tear" items such as oxygen regulators and cylinders, heart monitor batteries and cables, backboards, and gurney mattresses, etc. This account also funds the purchase of a spare ToughBook for use with the new ePCR system to ensure continued processing should one of the active units become temporarily disabled.
- **5830 EMS Supplies:** This budget category provides for the emergency medical disposable or consumable supplies used by the District throughout the fiscal year. These include, but are not limited to, medical oxygen, intravenous catheters, tubing and fluids, bandaging materials, sterile gloves, immobilization gear, intubation and airway tools, etc. This line item includes supplies for the new Electronic Patient Care Reports (ePCR) paperless documentation system. Approximately \$9,000 of the projected funds in this line item will be used to cover the fee per patient chart as required by the ePCR system.
- **5840 EMS Pharmaceutical Supplies:** This is a new budgetary account added for FY 2009/2010. Previously, the District was able to obtain its pharmaceutical supplies through a direct drug-for-drug exchange at the receiving medical facility. The facility would then bill the patient's account for any medications administered in the pre-hospital setting. Recent changes prevent the receiving medical facility from billing for any medications not directly administered by that entity. As a result, the District must now purchase any replacement pharmaceuticals utilized during the course of providing

emergency patient care. This account has been estimated based on past usage records.

- **5070 Program Manager Compensation:** This funding compensates the EMS program manager for the added responsibilities of maintaining the consumable inventory requirements of the EMS program.

## Emergency Medical Services Training

The EMS Section coordinates emergency medical training for District personnel and for the community Cardiac Pulmonary Resuscitation (CPR), Automated External Defibrillation (AED) and First Aid training. 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 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.

### Expenditure Detail – Budget Categories

FY 2009/2010 EMS Training Expenditure Projections					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change	
6510 · Educational Expenditures	\$ 7,796	\$ 7,235	\$ (561)	-7.2%	
6520 · Training Materials	\$ 6,000	\$ 5,800	\$ (200)	-3.3%	
6530 · Travel Expenditures	\$ 2,940	\$ 1,215	\$ (1,725)	-58.7%	
<b>Total EMS Training:</b>	<b>\$ 16,736</b>	<b>\$ 14,250</b>	<b>\$ (2,486)</b>	<b>-14.9%</b>	

- **6510 Educational Expenditures:** This account provides tuition costs for Paramedic and Emergency Medical Technician certification / re-certification. Funding for the annual paramedic refresher education includes any certification fees, such as for International Trauma Life Support (ITLS), and PEPP (pediatric emergencies) courses, as well as fees paid to guest instructors. This funding also provides ongoing training for EMS instructors and CPR trainers to ensure that they are knowledgeable in current standards of care. Training also includes attendance at symposiums and conferences held statewide. Funds are also included for transitional training of EMT-B's to Paramedics.
- **6520 Training Materials:** This funding covers training materials required for various EMS classes including manuals, Automated External Defibrillation (AED) training apparatus, CPR and AED training mannequins, CPR cards, training videos, CD's and on-line training aids, etc.
- **6530 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with attending educational classes throughout the fiscal year.

## Support Services Division

The Support Services Division is managed by a Deputy Chief and is comprised of two (2) full time employees supporting the District's facilities and fleet maintenance needs. This Division maintains all facilities, including assisting in the design and construction of new and/or the renovation of existing facilities. The Division services five (5) permanent structures totaling more than 51,000 square feet and one (1) temporary structure totaling roughly 1,440 square feet. All six (6) structures are located on six (6) different property sites. The Division also performs and supervises minor remodeling work and is responsible for facility inventory. Personnel are challenged to project facility strengths and weaknesses utilizing preventative maintenance and accurate assessments of equipment/facility component life expectancy. Facility supplies are also requisitioned and tracked by the Support Services Division.

The fleet maintenance portion of the Support Services Division ensures that preventative maintenance and repair work is performed on all District emergency apparatus, light trucks, automobiles, and specified communications equipment. Personnel also project apparatus strengths and weaknesses to estimate apparatus life expectancy for the vehicle aging/replacement schedule.

### Support Services Division Personnel Summary

Position	2007/2008	2008/2009	2009/2010
	Actual	Actual	Proposed
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

### Support Services Management Measures

Description	2008/2009 Actual	2009/2010 Proposed
<b>Facilities Maintained</b>		
Square Footage Maintained for five (5) permanent District Facilities and one (1) temporary structure (approx)	<b>48,264</b>	<b>52,440</b>
<b>Apparatus Maintained</b>		
Emergency Response Vehicles	19	19
Non-Emergency Response Vehicles	6	8
Total Vehicles Maintained	25	27
Estimated Response Apparatus Miles Per Year	186,700	200,300

### Status of 2008/2009 Performance Goals and Objectives: Facilities

- Continue to evaluate and modify the District's "facilities work order" system to improve reporting and efficiency – **Goal Accomplished**
- Continue to monitor the measurable set of standards developed previously to evaluate the productivity and performance of the District's facilities maintenance programs – **Goal Accomplished**
- Maintain the District facilities preventative maintenance schedule – **Goal Accomplished**
- Complete all preventative maintenance services within a 20-day variance of scheduled date – **Goal Accomplished**

- Continue to respond to all corrective maintenance requests within one business day – **Goal Accomplished**
- Continue to assist with the District inventory system – **Goal Modified**
- Complete all budgeted maintenance and repair projects – **Goal Accomplished**
- Continue to provide District-wide intra-departmental mail and delivery services – **Goal Accomplished**
- Continue to manage the District's Surplus Property Program – **Goal Accomplished**
- Initiate Station 102 Construction Phase – **Goal Accomplished**

**FY 2009/2010 Performance Goals and Objectives: Facilities**

- Continue to evaluate and modify the District's "facilities work order" system to improve reporting and efficiency.
- Continue to monitor the measurable set of standards developed previously to evaluate the productivity and performance of the District's facilities maintenance programs.
- Maintain the District facilities preventative maintenance schedule
- Complete all preventative maintenance services within a 20-day variance of scheduled date.
- Continue to respond to all corrective maintenance requests within one business day
- Continue to assist with the District inventory system
- Complete all budgeted maintenance and repair projects.
- Continue to provide District-wide intra-departmental mail and delivery services
- Continue to manage the District's Surplus Property Program.
- Coordinate installation of new evaporative coolers for Station 101 bays.

**Status of 2008/2009 Performance Goals and Objectives: Fleet**

- Maintain non-capital fleet maintenance costs under set costs per mile of operation, as detailed below: **Goal Accomplished**

▪ Pumpers	\$1.85/mile
▪ Quint/Ladder	\$2.95/mile
▪ Ambulance	\$1.35/mile
▪ Ladder Tender	\$1.35/mile
▪ Misc. Response	\$1.00/mile
▪ Autos	\$.45/mile

- Maintain preventative maintenance schedules for all apparatus: **Goal Accomplished**

▪ Pumpers	3 months/5,000 miles
▪ Quint/Ladder	3 months/5,000 miles
▪ Ambulance	3 months/5,000 miles
▪ Ladder Tender	3 months/5,000 miles
▪ Misc. Response	3 months/5,000 miles
▪ Autos	3 months/5,000 miles
▪ Ladder Inspections	Annually
▪ Pump Test	Annually

- Complete all fleet preventative maintenance services within a 20-day variance of scheduled date – **Goal Accomplished**

- Respond to all corrective fleet maintenance requests within 1 business day – **Goal Accomplished**
- Maintain fleet availability above 95% – **Goal Accomplished**
- Maintain average turnaround times for scheduled services – **Goal Accomplished**
  - Response Apparatus 48 Hours
  - Auto/Staff Vehicles 8 Hours
- Evaluate and modify the District's "fleet work order" system to improve reporting and efficiency – **Goal Accomplished**
- Continue to monitor a measurable set of standards to evaluate the productivity and performance of the District's fleet management program – **Process Ongoing**

**FY 2009/2010 Performance Goals and Objectives: Fleet**

- Continue to maintain non-capital fleet maintenance costs under set costs per mile of operation, as detailed below:
  - Pumpers \$1.85/mile
  - Quint/Ladder \$2.95/mile
  - Ambulance \$1.35/mile
  - Ladder Tender \$1.35/mile
  - Misc. Response \$1.00/mile
  - Autos \$.45/mile
- Continue to maintain preventative maintenance schedules for all apparatus as follows:
  - Pumpers 4 months/4,000 miles
  - Quint/Ladder 4 months/4,000 miles
  - Ambulance 4 months/4,000 miles
  - Ladder Tender 4 months/4,000 miles
  - Misc. Response 4 months/4,000 miles
  - Autos 3 months/5,000 miles
  - Ladder Inspections Annually
  - Pump Test Annually
- Complete all preventative maintenance services within a 20-day variance of scheduled date.
- Respond to all corrective maintenance requests within 1 business day.
- Maintain fleet availability above 95%.
- Maintain Apparatus Technician training and certifications.
- Research and add appropriate Preventative Maintenance equipment to Capital Replacement Schedule.
- Maintain average turnaround times for scheduled services of:
  - Response Apparatus 48 Hours
  - Auto/Staff Vehicles 8 Hours
- Equip and place new Engine, Ladder and other replacement vehicles into full service upon receipt.

The Following table outlines details regarding the Facilities Maintenance Expenditures for the coming fiscal year:

## Expenditure Detail – Budget Categories

<b>FY 2009/2010 Facilities Maintenance Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	%	of Change
5381 · Outsourced Facilities Maintenance	\$ 6,000	\$ 6,000	\$ -		0.0%
5382 · Custodial Services	\$ 7,950	\$ 5,766	\$ (2,184)		-27.5%
5383 · Landscaping Services	\$ 3,600	\$ 4,500	\$ 900		25.0%
5384 · Pest Control	\$ 4,500	\$ 5,200	\$ 700		15.6%
5385 · Fire & Security System Monitoring	\$ 2,740	\$ 3,520	\$ 780		28.5%
5391 · Electricity	\$ 69,180	\$ 85,404	\$ 16,224		23.5%
5392 · Natural Gas	\$ 4,284	\$ 3,102	\$ (1,182)		-27.6%
5393 · Water & Sewer	\$ 13,645	\$ 17,424	\$ 3,779		27.7%
5394 · Telephone	\$ 15,840	\$ 15,114	\$ (726)		-4.6%
5395 · Refuse Services	\$ 2,550	\$ 2,654	\$ 104		4.1%
5396 · Cable Services	\$ 1,800	\$ 300	\$ (1,500)		-83.3%
5410 · Internal Facility R/M	\$ 12,400	\$ 9,000	\$ (3,400)		-27.4%
5620 · Janitorial Supplies	\$ 10,000	\$ 7,500	\$ (2,500)		-25.0%
5630 · Facilities Supplies	\$ 5,250	\$ 3,900	\$ (1,350)		-25.7%
<b>Facilities Maintenance:</b>	<b>\$ 159,739</b>	<b>\$ 169,384</b>	<b>\$ 9,645</b>		<b>6.0%</b>

- **5381 Outsourced Facilities Maintenance:** The Support Services staff is able to accomplish much of the general maintenance requirements for each of the District's facilities. However, major maintenance issues that arise may be beyond the expertise of District staff. This budget account reserves funding for those situations.
- **5382 Custodial Services:** This budget area provides for one weekly custodial service at the Administration building and is based on a recently re-negotiated fee structure. Scheduled annual carpet cleaning at each facility is also expended from this account.
- **5383 Landscaping Services:** This account supports semi-annual weed control for all facilities and for any monthly landscape maintenance for the Administrative/Maintenance building not provided by District personnel.
- **5384 Pest Control:** Funding in this section ensures that all facilities receive pest control services monthly and is based on acquired quotes for services.
- **5385 Fire & Security System Monitoring:** This funding allows for the monitoring of fire sprinkler and burglar alarm systems at all District facilities. An additional expenditure in this account is the required annual inspections of the fire extinguishing hood systems in the kitchens at Fire Station 101 & 102.
- **5391 Electricity:** This account provides funding for all District facilities. Budgeted funding for this account has been increased due to the yearly analysis of actual costs, anticipated rate increases and anticipated costs for newly renovated Station 102.
- **5392 Natural Gas:** This account funds all natural gas expenditure requirements for all District facilities. This funding is based on actual costs and also includes an estimated cost for natural gas consumption by newly renovated Station 102.

- **5393 Water & Sewer:** This account manages all water and sewer services provided to all District facilities and reflects a significant increase due to an unanticipated increase in fees experienced during the current fiscal year which will carry forward into the coming year.
- **5394 Telephone:** This funding allows for continued telephone service at all District facilities and has been decreased based on historical averages and negotiated service modifications.
- **5395 Refuse Services:** This item funds the collection and removal of refuse at District facilities and is based on a fee agreement negotiated in 2007. This agreement requires a 10% increase of monthly collection fees each fiscal year until the District reaches the monthly collection fee of \$57.00 during FY 2011/2012.
- **5396 Cable Services:** This account provides funding for basic cable services at the District's facilities including the Phoenix Fire Network (PFN). This service provides District personnel with access to current news and weather data as well as 24-hour fire related information and training offered through the PFN. This account shows a significant decrease resulting from an agreement with the Firefighter's Association to pay for a majority of these services.
- **5410 Internal Facility Repair / Maintenance (R/M):** This funding covers minor repairs or maintenance that may affect any of the District's facilities. It also allocates individual station supply monies for minor emergency repairs that can be accomplished by station personnel during hours that the Support Services Division personnel would generally be unavailable. This allows repairs to be completed in a timely manner and avoids requesting the services of off duty Support Services personnel or not making the repair until maintenance personnel are available.
- **5620 Janitorial Supplies:** This line item funds the cleaning and janitorial supplies for the basic upkeep of the District's facilities and is based on historical averages.
- **5630 Facilities Supplies:** As the District facilities are multi-purpose in nature and personnel are on duty 24-hours a day, this account provides consumable items such as coffee, sugar, and creamer as well as cups, plates, pans, and other kitchen related items.

## Fleet Management

In order to successfully and professionally provide services to residents, the District has a number of apparatus which require periodic repair and preventative maintenance. This account group allows for these necessary repairs and is managed by personnel from the Support Services Division.

## Expenditure Detail – Budget Categories

<b>FY 2009/2010 Fleet Maintenance Expenditure Projections</b>				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
5350 · Outsourced Apparatus Maintenance	\$ 12,000	\$ 11,400	\$ (600)	-5.0%
5420 · Internal Apparatus R/M	\$ 50,000	\$ 47,500	\$ (2,500)	-5.0%
5460 · Support Svc Equip R/M	\$ 500	\$ 500	\$ -	0.0%
5640 · Support Svc/Shop Supplies	\$ 13,000	\$ 10,300	\$ (2,700)	-20.8%
5680 · Fuel (Gasoline/Diesel)	\$ 80,000	\$ 75,000	\$ (5,000)	-6.3%
<b>Total Fleet Maintenance:</b>	<b>\$ 155,500</b>	<b>\$ 144,700</b>	<b>\$ (10,800)</b>	<b>-6.9%</b>

- **5350 Outsourced Apparatus Maintenance:** With the availability of the maintenance facility located at the Administrative offices, the District has continued to experience a decrease in this funding area. However, there service requirements exist that cannot be performed by District Support Services personnel which must be outsourced.
- **5420 Internal Apparatus Repairs and Maintenance (R/M):** This funding is available for use by the Support Services Division to purchase materials necessary to accomplish all in-house apparatus preventative maintenance and minor repairs. Items purchased under this account include, but are not limited to, replacement lighting, alternators, water pumps, filters, brakes, tires and apparatus batteries.
- **5460 Support Services Equipment Repair and Maintenance (R/M):** In order to perform their tasks, the Support Services personnel must utilize specialized equipment. This funding allows for the maintenance or repair of essential equipment (air compressor, drill press, engine hoist, etc.).
- **5640 Support Services/Shop Supplies:** This budget account provides for the purchase of minor parts and supplies utilized by the Support Services Division. Items funded here include, but are not limited to, miscellaneous batteries, shop tools, towels, paint, penetrating oils, etc.
- **5680 Fuel (Gasoline/Diesel):** Fuel is one the District's single largest consumables and the cost is dictated primarily by existing fuel prices. Fire apparatus have a low mile-per-gallon fuel consumption yet must respond to an ever increasing call volume. However, it is recognized that fuel conservation is a responsibility of the District. Various fuel conservation techniques implemented by the District will continue to be utilized during FY 2009/2010. These efforts include continuing to shop fuel prices from various vendors and distributors, continuing to utilize fuel efficient non-emergency vehicles (i.e. Ford Escapes, etc.) for out-of-service functions (i.e. annual physicals, vehicle repair shuttle, training, etc.) and other District business; limiting non-emergency travel to first due areas (mail and station supply pickup and delivery is provided by Support Services personnel as well as utilizing the Support Services Maintenance Vehicle to perform minor vehicle repairs at individual stations rather than driving larger apparatus to the maintenance facility); and providing a secondary fueling station at Station 103 to limit traveling for fuel. Due to the recent stabilization of fuel costs, this account has not been slightly reduced for FY 2009/2010.

## Emergency Communications

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

### Emergency Communications Management Measures

Description	2008/2009 Estimated	2009/2010 Proposed
<b>Radio's Maintained</b>		
Portable Radios	71	71
Mobile Radios	26	26
Total Radio's Maintained	100	100
<b>MCT/AVL Systems</b>		
MCT's Maintained	13	13
AVL's Maintained	9	9
<b>Pre-Emption Systems</b>		
Intersections	15	15
Apparatus	21	21
<b>Paging Service</b>		
Pagers Maintained	34	28

### Status of FY 2008/2009 Performance Goals and Objectives

- Continue to ensure response to all corrective communications maintenance requests within one (1) business day – **Goal Accomplished**
- Continue development and monitoring of a measurable set of standards to evaluate the productivity and performance of the District's Emergency Communications Program – **Goal Accomplished**
- Continue upkeep of the current VHF radio system for daily usage – **Goal Accomplished**
- Continue evaluation and implement suitable pre-emption lighting on appropriate apparatus – **Goal Accomplished**
- Continue working with Maricopa County to ensure proper operation of pre-emption systems as well as system installations at all District intersections – **Goal Accomplished**
- Complete all budgeted maintenance and repair projects – **Goal Accomplished**
- Oversee the communication needs for the remodeling work being conducted at Fire Station 102 – **Goal Accomplished**

### FY 2009/2010 Performance Goals and Objectives

- Continue to ensure response to all corrective communications maintenance requests within one (1) business day.
- Continue development and monitoring of a measurable set of standards to evaluate the productivity and performance of the District's Emergency Communications Program.
- Continue upkeep of the current VHF radio system for daily usage.

- Continue evaluation and implement suitable pre-emption lighting on appropriate apparatus.
- Continue working with Maricopa County to ensure proper operation of pre-emption systems as well as system installations at all District intersections.
- Complete all budgeted maintenance and repair projects.

The following table details the expenditure accounts associated with the District's Emergency Communications section of the FY 2009/2010 budget:

### Expenditure Detail – Budget Categories

<b>FY 2009/2010 Emergency Communications Expenditure Projections</b>				
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
5910 · Dispatching Services	\$ 277,775	\$ 316,964	\$ 39,189	14.1%
5920 · Cellular & ePCR Connections	\$ 9,960	\$ 14,800	\$ 4,840	48.6%
5930 · Pagers	\$ 2,400	\$ 2,100	\$ (300)	-12.5%
5940 · Radio Repair	\$ 2,500	\$ 2,000	\$ (500)	-20.0%
5950 · Communications Parts/Equipment	\$ 11,000	\$ 7,000	\$ (4,000)	-36.4%
<b>Total Emergency Communications:</b>	<b>\$ 303,635</b>	<b>\$ 342,864</b>	<b>\$ 39,229</b>	<b>12.9%</b>

- **5910 Dispatching Services:** Funding provides for 24-hour dispatching and technical services through the City of Phoenix. It also covers the costs associated with maintenance of the station dispatch packages, Mobile Communications Terminals (MCTs), Automatic Vehicle Locators (AVLs), and printer systems. Increases here are directly related to the cost per dispatch as determined by Phoenix Fire Regional Dispatch Center.
- **5920 Apparatus Cellular & ePCR Connections:** Emergency medical responders must communicate preliminary medical assessments to physicians at receiving medical facilities, who then advise and prescribe pre-hospital care treatments that must be completed en-route by District personnel. Therefore, cellular communication with base hospitals is essential to providing a quality standard of care. This communications capability also ensures on scene coordination of all emergency situations with the Communications Center and other personnel that may need immediate appraisals and updates of incident situations. The ePCR (paperless EMS Patient Care Reporting) system which was implemented in FY 2008/2009 also requires monthly fees associated with the cellular connections required by the new system hardware. Additionally, the annual subscription fees associated with the DriveCam systems are now included within this budgetary account.
- **5930 Pagers:** This budgetary account ensures that responding personnel have more than one communications dispatching data resource. Decreases in this account are contributed to the stabilization of monthly service delivery fees and a reduction in the number of personnel utilizing pagers.
- **5940 Radio Repair:** This funding ensures continued operation of all small communications equipment as well as the maintenance of telephone systems and traffic pre-emption equipment.

- **5950 Communications Parts/Equipment:** This budgetary item allows for the purchase of radio batteries, radio replacements and / or parts for VHF radio equipment, traffic light pre-emption equipment, and other emergency communications equipment.

## Support Services Training

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

### Expenditure Detail – Budget Categories

<b>FY 2009/2010 Support Services Training Expenditure Projections</b>					
Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change	
6410 · Educational Expenditures	\$ 1,295	\$ 1,000	\$ (295)	-22.8%	
6430 · Travel Expenditures	\$ 2,400	\$ 1,500	\$ (900)	-37.5%	
<b>Total Support Services Training:</b>	<b>\$ 3,695</b>	<b>\$ 2,500</b>	<b>\$ (1,195)</b>	<b>-32.3%</b>	

- **6410 Educational Expenditures:** Training in this budgetary account funds Mechanic Certification requirements as well as other appropriate training classes attended by Support Services Personnel.
- **6430 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with Support Services personnel attending training classes throughout the fiscal year.

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## CONCLUSION

The Fire District Board of Directors and personnel are proud to present this completed budgetary document to Fire District property owners for review and comment. The Fire District of Sun City West is a unique entity which has a history of using an innovative approach to delivering excellent quality and highly efficient services to its citizens. The District believes the FY 2009/2010 budget fully supports that innovative spirit.

The Fire District of Sun City West prides itself on being one of the largest fire districts in the State of Arizona, providing services to approximately 42,000 residents and operating with a full time professional staff of 83. The District is also one of the few fire districts providing emergency ambulance services within Maricopa County. The residents of the Fire District of Sun City West can also be proud that it has been recognized among the top 1% of professional firefighting organizations nationwide by maintaining its Class 2 ISO rating.

The District works diligently, in conjunction with its Board of Directors and staff, to produce each fiscal year's budget; striving to minimize the financial impact to its residents through a well managed and efficient budget. Upon the adoption of this budget, the District's Board Members and professional staff will 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 FY 2009/2010 Budget presented in this document outlines in detail the minimum financial requirements to maintain the professional services District residents have become accustomed to expect.

The Fire District of Sun City West believes this budget document provides funding only for those expenditures that support our 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.

The following pages combine the projected operating expenses of each section within the proposed Fiscal Year 2009/2010 Budget. This format allows for a complete overview of the entire expenditure budget by account numbers and also allows for comparison with the FY 2008/2009 approved budget totals.

# Fiscal Year 2009/2010 - Budget Expenditure Detail

Fiscal Year 2009/2010 ADOPTED Annual Budget & Operational Plan Summary					
Page #	Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
<b>Wage &amp; Benefit Expenditures</b>					
<b>5000 Wage Expenditures</b>					
19	5005 · Administrative	\$ 401,869	\$ 419,674	\$ 17,805	4.4%
19	5010 · EMS	\$ 897,687	\$ 886,697	\$ (10,990)	-1.2%
19	5015 · Emergency Services	\$ 3,745,859	\$ 3,827,516	\$ 81,657	2.2%
19	5020 · Community Risk Reduction	\$ 242,107	\$ 251,970	\$ 9,863	4.1%
19	5025 · Support Services	\$ 107,016	\$ 114,645	\$ 7,629	7.1%
19	5030 · Miscellaneous Compensation	\$ 11,750	\$ 18,075	\$ 6,325	53.8%
19	5035 · Longevity Compensation	\$ 50,971	\$ 58,693	\$ 7,722	15.1%
19	5050 · Holiday On-Call Compensation	\$ 225,080	\$ 230,206	\$ 5,126	2.3%
19	5070 · Program Manager Compensation	\$ 2,600	\$ 2,600	\$ -	0.0%
19	5085 · Coverage Compensation	\$ 401,992	\$ 401,720	\$ (272)	-0.1%
<b>Total 5100 Wages:</b>		<b>\$ 6,086,931</b>	<b>\$ 6,211,796</b>	<b>\$ 124,865</b>	<b>2.1%</b>
<b>5100 Employer Taxes &amp; Benefits Expenditures</b>					
<b>5110 Employer Taxes</b>					
19	5111 · Social Security Tax - Employer	\$ 97,697	\$ 102,988	\$ 5,291	5.4%
19	5112 · Medicare Tax - Employer	\$ 90,057	\$ 91,613	\$ 1,556	1.7%
19	5113 · AZ UI & Job Training Tax	\$ 4,822	\$ 4,582	\$ (241)	-5.0%
19	5114 · Workers Compensation Insurance	\$ 169,640	\$ 121,195	\$ (48,445)	-28.6%
<b>Total 5110 Employer Taxes:</b>		<b>\$ 362,216</b>	<b>\$ 320,377</b>	<b>\$ (41,839)</b>	<b>-11.6%</b>
<b>5120 Retirements</b>					
19	5121 · PSPRS Retirement Contributions	\$ 805,226	\$ 718,904	\$ (86,322)	-10.7%
19	5122 · ASRS Retirement Contributions	\$ 141,031	\$ 149,390	\$ 8,359	5.9%
19	5123 · 401(a) Retirement Contributions	\$ 186,326	\$ 189,544	\$ 3,218	1.7%
<b>Total 5120 Retirements:</b>		<b>\$ 1,132,583</b>	<b>\$ 1,057,838</b>	<b>\$ (74,745)</b>	<b>-6.6%</b>
<b>5130 Benefit Insurance</b>					
19	5131 · Health Insurance	\$ 726,632	\$ 810,120	\$ 83,488	11.5%
19	5132 · Dental Insurance	\$ 71,897	\$ 73,139	\$ 1,242	1.7%
19	5133 · Life Insurance	\$ 16,655	\$ 16,897	\$ 242	1.5%
19	5134 · PSPRS Cancer Insurance	\$ 5,300	\$ 5,300	\$ -	0.0%
19	5135 · Post Employment Health Plan	\$ 62,111	\$ 62,521	\$ 410	0.7%
19	5136 · MERP Retiree Med Reimb	\$ 4,200	\$ 4,200	\$ -	0.0%
19	5137 · Long Term Disability	\$ 25,910	\$ 24,719	\$ (1,191)	-4.6%
19	5138 · Flexible Spending Account	\$ 3,020	\$ 3,230	\$ 210	7.0%
19	5139 · Vision Insurance	\$ 6,374	\$ 6,384	\$ 10	100.0%
<b>Total 5130 Benefit Insurance:</b>		<b>\$ 922,099</b>	<b>\$ 1,006,511</b>	<b>\$ 84,412</b>	<b>9.2%</b>
<b>5140 Operational Allowances</b>					
20	5141 · Sick Leave Buy Back	\$ 47,595	\$ 30,056	\$ (17,539)	-36.9%
20	5142 · Uniform Allowance	\$ 65,450	\$ 65,450	\$ -	0.0%
20	5143 · Cell Phone Allowance	\$ 10,816	\$ 10,816	\$ -	0.0%
<b>Total 5140 Operational Allowances:</b>		<b>\$ 123,861</b>	<b>\$ 106,322</b>	<b>\$ (17,539)</b>	<b>-14.2%</b>
<b>Total Employer Taxes &amp; Benefits:</b>		<b>\$ 2,540,759</b>	<b>\$ 2,491,048</b>	<b>\$ (49,711)</b>	<b>-2.0%</b>
<b>Total Wages &amp; Benefit Expenditures:</b>		<b>\$ 8,627,690</b>	<b>\$ 8,702,844</b>	<b>\$ 75,154</b>	<b>0.9%</b>

# FY 2009/2010 - Budget Expenditure Detail, Continued

FY 2009/2010 ADOPTED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
<b>Operating Expenditures</b>					
<b>5200 Insurance</b>					
33	5210 · Facilities/Equipment Insurance	\$ 31,953	\$ 34,833	\$ 2,880	9.0%
33	5220 · Motor Vehicle Insurance	\$ 16,145	\$ 18,063	\$ 1,918	11.9%
33	5230 · Umbrella, Errors & Omissions	\$ 8,108	\$ 8,350	\$ 242	3.0%
<b>Total 5200 Insurance:</b>		<b>\$ 56,206</b>	<b>\$ 61,246</b>	<b>\$ 5,040</b>	<b>9.0%</b>
<b>5300 Professional Services</b>					
27	5305 · Accounting	\$ 15,000	\$ 12,000	\$ (3,000)	-20.0%
27	5315 · Payroll Processing	\$ 1,400	\$ 900	\$ (500)	-35.7%
27	5320 · Ambulance Billing	\$ 152,000	\$ 159,708	\$ 7,708	5.1%
12	5325 · Consulting	\$ 15,000	\$ 10,000	\$ (5,000)	-33.3%
11	5330 · Election Expenditures	\$ 7,685	\$ -	\$ (7,685)	100.0%
34	5335 · Legal Expenditures	\$ 30,000	\$ 35,000	\$ 5,000	16.7%
52	5340 · Physicals/Vaccinations/Testing	\$ 62,020	\$ 58,912	\$ (3,108)	-5.0%
57	5345 · Hiring, Testing & Recruitment	\$ 9,946	\$ 8,334	\$ (1,612)	-16.2%
69	5350 · Outsourced Apparatus Maintenance	\$ 12,000	\$ 11,400	\$ (600)	-5.0%
67	5381 · Outsourced Facilities Maintenance	\$ 6,000	\$ 6,000	\$ -	0.0%
67	5382 · Custodial Services	\$ 7,950	\$ 5,766	\$ (2,184)	-27.5%
67	5383 · Landscaping Services	\$ 3,600	\$ 4,500	\$ 900	25.0%
67	5384 · Pest Control	\$ 4,500	\$ 5,200	\$ 700	15.6%
67	5385 · Fire & Security System Monitoring	\$ 2,740	\$ 3,520	\$ 780	28.5%
67	5391 · Electricity	\$ 69,180	\$ 85,404	\$ 16,224	23.5%
67	5392 · Natural Gas	\$ 4,284	\$ 3,102	\$ (1,182)	-27.6%
67	5393 · Water & Sewer	\$ 13,645	\$ 17,424	\$ 3,779	27.7%
67	5394 · Telephone	\$ 15,840	\$ 15,114	\$ (726)	-4.6%
67	5395 · Refuse Services	\$ 2,550	\$ 2,654	\$ 104	4.1%
67	5396 · Cable Services	\$ 1,800	\$ 300	\$ (1,500)	-83.3%
<b>Total 5300 Professional Services:</b>		<b>\$ 437,140</b>	<b>\$ 445,238</b>	<b>\$ 8,098</b>	<b>1.9%</b>
<b>5400 District Repairs &amp; Maintenance</b>					
67	5410 · Internal Facility R/M	\$ 12,400	\$ 9,000	\$ (3,400)	-27.4%
69	5420 · Internal Apparatus R/M	\$ 50,000	\$ 47,500	\$ (2,500)	-5.0%
47	5430 · Firefighting Equipment R/M	\$ 3,000	\$ 3,000	\$ -	0.0%
49	5435 · SCBA Equipment R/M	\$ 3,050	\$ 5,284	\$ 2,234	73.2%
61	5440 · EMS Equipment R/M	\$ 11,441	\$ 2,875	\$ (8,566)	-74.9%
34	5450 · Computer/Systems/Equip R/M	\$ 15,200	\$ 14,800	\$ (400)	-2.6%
69	5460 · Support Svc Equip R/M	\$ 500	\$ 500	\$ -	0.0%
52	5470 · Fitness Equipment R/M	\$ 2,000	\$ 1,750	\$ (250)	-12.5%
<b>Total 5400 District Repairs &amp; Maint:</b>		<b>\$ 97,591</b>	<b>\$ 84,709</b>	<b>\$ (12,882)</b>	<b>-13.2%</b>

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# FY 2009/2010 - Budget Expenditure Detail, Continued

FY 2009/2010 ADOPTED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
<b>5500 District Administration</b>					
27	5505 · Memberships & Dues	\$ 13,630	\$ 8,499	\$ (5,131)	-37.6%
27	5510 · Professional Subscriptions	\$ 5,350	\$ 3,364	\$ (1,986)	-37.1%
11/34	5515 · Customer Relations/Hospitality	\$ 4,500	\$ 3,000	\$ (1,500)	-33.3%
34	5520 · Office Supplies	\$ 11,100	\$ 10,500	\$ (600)	-5.4%
34	5525 · Office Equipment	\$ 10,000	\$ 9,000	\$ (1,000)	-10.0%
34	5530 · Postage & Delivery	\$ 3,500	\$ 3,500	\$ -	0.0%
34	5535 · Publishing & Printing	\$ 9,575	\$ 4,696	\$ (4,879)	-51.0%
34	5540 · Copier Expenditures	\$ 3,000	\$ 2,534	\$ (466)	-15.5%
34	5545 · Computer Hardware	\$ 10,000	\$ 10,000	\$ -	0.0%
34	5550 · Computer Software	\$ 11,450	\$ 11,450	\$ -	0.0%
27	5595 · Contingency	\$ 250,000	\$ 250,000	\$ -	0.0%
<b>Total 5500 District Administration:</b>		<b>\$ 332,105</b>	<b>\$ 316,543</b>	<b>\$ (15,562)</b>	<b>-4.7%</b>
<b>5600 District Operational Supplies</b>					
34	5610 · Duty Uniforms	\$ 9,600	\$ 7,100	\$ (2,500)	-26.0%
67	5620 · Janitorial Supplies	\$ 10,000	\$ 7,500	\$ (2,500)	-25.0%
67	5630 · Facilities Supplies	\$ 5,250	\$ 3,900	\$ (1,350)	-25.7%
69	5640 · Support Svc/Shop Supplies	\$ 13,000	\$ 10,300	\$ (2,700)	-20.8%
52	5650 · Safety Materials & Supplies	\$ 2,500	\$ 1,500	\$ (1,000)	-40.0%
42	5660 · Fire Corps Materials & Supplies	\$ 4,000	\$ 3,480	\$ (520)	100.0%
69	5680 · Fuel (Gasoline/Diesel)	\$ 80,000	\$ 75,000	\$ (5,000)	-6.3%
<b>Total 5600 Dist Operational Supplies:</b>		<b>\$ 124,350</b>	<b>\$ 108,780</b>	<b>\$ (15,570)</b>	<b>-12.5%</b>
<b>5700 Emergency Service Operations</b>					
47	5710 · Firefighting Equipment	\$ 7,400	\$ 7,400	\$ -	0.0%
47	5730 · Protective Equipment	\$ 32,150	\$ 30,910	\$ (1,240)	-3.9%
49	5740 · SCBA Equipment	\$ 22,290	\$ 19,410	\$ (2,880)	-12.9%
52	5750 · Health & Safety Equipment	\$ 2,000	\$ 900	\$ (1,100)	-55.0%
<b>Total 5700 Emergency Svc Ops:</b>		<b>\$ 63,840</b>	<b>\$ 58,620</b>	<b>\$ (5,220)</b>	<b>-8.2%</b>
<b>5800 EMS Operations</b>					
61	5810 · EMS Ambulance Registrations	\$ 1,650	\$ 1,425	\$ (225)	-13.6%
61	5820 · EMS Equipment	\$ 18,870	\$ 9,260	\$ (9,610)	-50.9%
61	5830 · EMS Supplies	\$ 91,400	\$ 91,400	\$ -	0.0%
61	5840 · EMS Pharmaceutical Supplies	\$ -	\$ 11,000	\$ 11,000	100.0%
<b>Total 5800 EMS Operations:</b>		<b>\$ 111,920</b>	<b>\$ 113,085</b>	<b>\$ 1,165</b>	<b>1.0%</b>
<b>5900 Communications</b>					
71	5910 · Dispatching Services	\$ 277,775	\$ 316,964	\$ 39,189	14.1%
71	5920 · Cellular & ePCR Connections	\$ 9,960	\$ 14,800	\$ 4,840	48.6%
71	5930 · Pagers	\$ 2,400	\$ 2,100	\$ (300)	-12.5%
71	5940 · Radio Repair	\$ 2,500	\$ 2,000	\$ (500)	-20.0%
71	5950 · Communications Parts/Equipment	\$ 11,000	\$ 7,000	\$ (4,000)	-36.4%
<b>Total 5900 Communications:</b>		<b>\$ 303,635</b>	<b>\$ 342,864</b>	<b>\$ 39,229</b>	<b>12.9%</b>
<b>Total Operating Expenditures:</b>		<b>\$ 1,526,787</b>	<b>\$ 1,531,085</b>	<b>\$ 4,298</b>	<b>0.3%</b>

# FY 2009/2010 - Budget Expenditure Detail, Continued

FY 2009/2010 ADOPTED Annual Budget & Operational Plan Summary Continued						
Page #	Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	%	of Change
<b>District Training &amp; Development Expenditures</b>						
<b>6100 Fire Board Training</b>						
11	6110 · Educational Expenditures	\$ 1,350	\$ 1,350	\$ -		0.0%
11	6130 · Travel Expenditures	\$ 6,225	\$ 6,025	\$ (200)		-3.2%
<b>Total 6100 Fire Board Training:</b>		<b>\$ 7,575</b>	<b>\$ 7,375</b>	<b>\$ (200)</b>		<b>-2.6%</b>
<b>6200 Emergency Services Training</b>						
57	6210 · Promotional Testing	\$ 1,750	\$ 1,500	\$ (250)		-14.3%
57	6220 · Fitness & Safety Training	\$ 3,750	\$ 3,100	\$ (650)		-17.3%
57	6230 · Educational Expenditures	\$ 25,125	\$ 23,375	\$ (1,750)		-7.0%
57	6235 · Wildland Expenditures	\$ 7,071	\$ 11,465	\$ 4,394		62.1%
57	6240 · Training Materials	\$ 11,000	\$ 7,180	\$ (3,820)		-34.7%
57	6250 · Travel Expenditures	\$ 8,500	\$ 5,000	\$ (3,500)		-41.2%
57	6255 · Disaster Preparedness	\$ 2,000	\$ 2,000	\$ -		0.0%
<b>Total 6200 Emergency Svcs Tng:</b>		<b>\$ 59,196</b>	<b>\$ 53,620</b>	<b>\$ (5,576)</b>		<b>-9.4%</b>
<b>6300 Community Risk Reduction Training</b>						
12	6310 · Accreditation	\$ 11,000	\$ 11,000	\$ -		0.0%
43	6320 · Educational Expenditures	\$ 5,500	\$ 5,385	\$ (115)		-2.1%
42	6330 · Community Risk Reduction Materials	\$ 14,000	\$ 12,900	\$ (1,100)		-7.9%
43	6340 · Travel Expenditures	\$ 3,500	\$ 3,070	\$ (430)		-12.3%
42	6350 · Fire Corps Training	\$ 2,500	\$ 2,000	\$ (500)		-20.0%
<b>Total 6300 Community Risk Reduction Training:</b>		<b>\$ 36,500</b>	<b>\$ 34,355</b>	<b>\$ (2,145)</b>		<b>-5.9%</b>
<b>6400 Support Services Training</b>						
73	6410 · Educational Expenditures	\$ 1,295	\$ 1,000	\$ (295)		-22.8%
73	6430 · Travel Expenditures	\$ 2,400	\$ 1,500	\$ (900)		-37.5%
<b>Total 6400 Support Services Tng:</b>		<b>\$ 3,695</b>	<b>\$ 2,500</b>	<b>\$ (1,195)</b>		<b>-32.3%</b>
<b>6500 EMS Training</b>						
62	6510 · Educational Expenditures	\$ 7,796	\$ 7,235	\$ (561)		-7.2%
62	6520 · Training Materials	\$ 6,000	\$ 5,800	\$ (200)		-3.3%
62	6530 · Travel Expenditures	\$ 2,940	\$ 1,215	\$ (1,725)		-58.7%
<b>Total 6500 EMS Training:</b>		<b>\$ 16,736</b>	<b>\$ 14,250</b>	<b>\$ (2,486)</b>		<b>-14.9%</b>
<b>6600 Administrative Training</b>						
37	6610 · Educational Expenditures	\$ 12,750	\$ 7,910	\$ (4,840)		-38.0%
37	6630 · Travel Expenditures	\$ 7,981	\$ 6,615	\$ (1,366)		-17.1%
34	6640 · Employee Events	\$ 10,000	\$ 9,285	\$ (715)		-7.2%
<b>Total 6600 Administrative Training:</b>		<b>\$ 30,731</b>	<b>\$ 23,810</b>	<b>\$ (6,921)</b>		<b>-22.5%</b>
<b>Total District Training &amp; Development:</b>		<b>\$ 154,433</b>	<b>\$ 135,910</b>	<b>\$ (18,523)</b>		<b>-12.0%</b>

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# FY 2009/2010 - Budget Expenditure Detail, Continued

FY 2009/2010 ADOPTED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2008/2009 ADOPTED	FY 2009/2010 ADOPTED	Variance	% of Change
<b>Debt Service Expenditures</b>					
30	7230 · Marquette Principal	\$ 163,961	\$ 170,248	\$ 6,287	3.8%
30	7235 · Marquette Interest Expenditure	\$ 16,003	\$ 9,716	\$ (6,287)	-39.3%
30	7250 · DeLage Landon Principal	\$ 155,241	\$ 174,287	\$ 19,046	100.0%
30	7255 · DeLage Landon Interest Expenditure	\$ 281,417	\$ 262,371	\$ (19,046)	100.0%
30	7290 · Capital Projects Funding (Deprc)	\$ 150,000	\$ 150,000	\$ -	0.0%
<b>Total Debt Service:</b>		<b>\$ 766,622</b>	<b>\$ 766,622</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Capital Projects Expenditures</b>					
32	8020 · Bldg Construction & Improvements	\$ 500,000	\$ -	\$ (500,000)	-100.0%
32	8030 · Apparatus	\$ 535,000	\$ -	\$ (535,000)	-100.0%
32	8050 · Fire Equipment	\$ 21,195	\$ -	\$ (21,195)	100.0%
32	8060 · Medical Equipment	\$ -	\$ -	\$ -	0.0%
32	8070 · Fitness & Wellness Equipment	\$ 70,000	\$ -	\$ (70,000)	0.0%
32	8080 · Office Equipment	\$ -	\$ -	\$ -	100.0%
32	8090 · Grant Match Expenditures	\$ 32,128	\$ -	\$ (32,128)	-100.0%
<b>Total Capital Projects:</b>		<b>\$ 1,158,323</b>	<b>\$ -</b>	<b>\$ (1,158,323)</b>	<b>-100.0%</b>
<b>Total Combined Expenditures::</b>		<b>\$ 12,233,855</b>	<b>\$ 11,136,461</b>	<b>\$ (1,097,394)</b>	<b>-9.0%</b>

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## Fiscal Year 2009/2010 - Wage Scale

(Includes 0.0% Cost of Living Adjustment)

<u>Salaried Classes</u>	<u>Salary Range</u>	
Fire Chief	\$ 101,085	\$ 142,237
Deputy Fire Chief	\$ 93,351	\$ 125,099
Battalion Chief	\$ 88,032	\$ 112,354
EMS Coordinator	\$ 57,716	\$ 77,345
Accounting Supervisor	\$ 51,369	\$ 72,281
Administrative Coordinator	\$ 50,261	\$ 70,722
Information Technology Coordinator	\$ 48,753	\$ 68,600
Support Services Coordinator	\$ 49,532	\$ 69,697

<u>Administrative Classes</u>	<u>Hourly Range</u>	
Deputy Fire Marshal	\$ 25.37	\$ 35.70
Executive Assistant	\$ 22.52	\$ 31.69
Community Outreach Specialist	\$ 20.06	\$ 28.22
Account Clerk	\$ 17.12	\$ 24.09
Support Services Technician	\$ 17.24	\$ 24.27
Administrative Assistant	\$ 14.52	\$ 20.43

<u>Suppression Classes</u>	<u>Hourly Range</u>	
Captain - EMT	\$ 23.73	\$ 27.48
Engineer - EMT	\$ 19.50	\$ 23.71
Firefighter - EMT	\$ 15.10	\$ 21.24
Firefighter - Recruit	\$ 20.68	\$ 20.68

<u>EMT Classes</u>	<u>Hourly Range</u>	
EMS Division - CEP	\$ 12.83	\$ 18.05
EMS Division - EMT	\$ 10.27	\$ 13.76

### Current Specialty Pays:

- **Paramedic Incentive:** Non-Exempt Shift sworn positions, are paid an additional \$2.01 per hour if they are currently working in a Paramedic position.
- **Program Manager Incentive:** Approved Program Managers are eligible to receive an additional \$50.00 per pay period. There are currently two approved Program Managers positions in the District; Health & Safety Program Manager and Emergency Medical Services Program Manager.

## Fiscal Year 2009/2010 Proposed Budget Summary and Budget Adoption Resolution

The following condensed version of the Fire District budget is to be posted for public inspection / comment and sent to the Maricopa County Board of Supervisor's Office upon formal adoption by the Fire Board as required under State Statute.

The Board of Directors Budget Adoption Resolution is slated for adoption following the final Public Budget Hearing which is currently scheduled for Tuesday, June 23, 2009 at 9 A.M.

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Published Budget Detail

**Fire District of Sun City West  
Fiscal Year 2009/2010 ADOPTED Annual Budget & Operational Plan  
July 1, 2009 Through June 30, 2010**

**General Fund Revenues:**

Tax Revenue	\$ 8,964,672
Fire District Assistance Tax	\$ 300,000
Ambulance Insurance Billing Revenue	\$ 1,681,134
Program Revenues	\$ 33,265
Miscellaneous Revenues	\$ 157,390
<b>Total General Fund Revenues:</b>	<b>\$ 11,136,461</b>

**General Operations Expenditures:**

Wages & Benefits	\$ 8,702,844
Operations	\$ 1,281,085
Training & Development	\$ 135,910
Contingencies	\$ 250,000
<b>Total General Operations Expenditures:</b>	<b>\$ 10,369,839</b>

**Debt Service Expenditures:**

Debt Services Expenditures	\$ 766,622
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**Total Combined General Ops, Debt Service Expenditures:**

**\$ 11,136,461**

**Public Budget Hearing:**

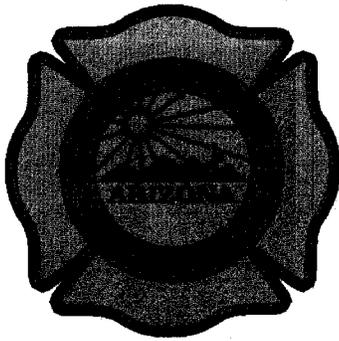
Copies of the proposed budget are available upon request through the Fire District of Sun City West Administrative Offices by calling the phone number listed below or by visiting the District Website at [www.scwfire.org](http://www.scwfire.org). The initial Public Budget Hearing was held on Tuesday, May 19, 2009 at 9:00 a.m. and the final Public Budget Hearing was held on Tuesday, June 23, 2009 at 9:00 a.m. Both meetings took place at the District's Administrative Offices located at:

18818 North Spanish Garden Drive  
Sun City West, Arizona 85375  
Administrative Office Phone Number: 623-584-3500

**PLEASE NOTE – Signatures on Original Document**

\_\_\_\_\_  
David Wilson, Board Chairman

\_\_\_\_\_  
William Hamel, Board Clerk



...Caring People Providing Quality Service

## **FIRE DISTRICT OF SUN CITY WEST**

**18818 N. Spanish Garden Drive, Sun City West, Arizona 85375**

Business: (623) 584-3500 – Facsimile: (623) 546-8613 – [www.scwfire.org](http://www.scwfire.org)

### **FIRE DISTRICT OF SUN CITY WEST BOARD OF DIRECTORS RESOLUTION #09-0623-03**

A RESOLUTION OF THE ELECTED OFFICIALS OF THE FIRE DISTRICT OF SUN CITY WEST ADOPTING AN OPERATING BUDGET FOR FISCAL YEAR 2009/2010 IN THE AMOUNT OF \$11,136,461.

WHEREAS, Arizona Revised Statutes, Title 48 require the Fire District of Sun City West to adopt an annual operating budget, and;

WHEREAS, the Fire District of Sun City West has posted and published its proposed annual operating budget in compliance with State Law, and;

WHEREAS: a Public Hearing was held in compliance with State Law on the Proposed Fiscal Year 2009/2010 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 AND ADOPTED at a duly noticed public meeting of the Fire Board of the Fire District of Sun City West adopts the Fiscal Year 2009/2010 Operating Budget in the amount of \$11,136,461 (attached), on Tuesday, June 23, 2009, by a majority of the Fire Board Members.

APPROVED:

ATTEST:

***PLEASE NOTE – Signatures on Original Document***

\_\_\_\_\_  
David Wilson, Board Chairman

\_\_\_\_\_  
William Hamel, Board Clerk