

Fire District of Sun City West



Fiscal Year 2010/2011

ADOPTED

Annual Budget and Operational Plan

INDEX

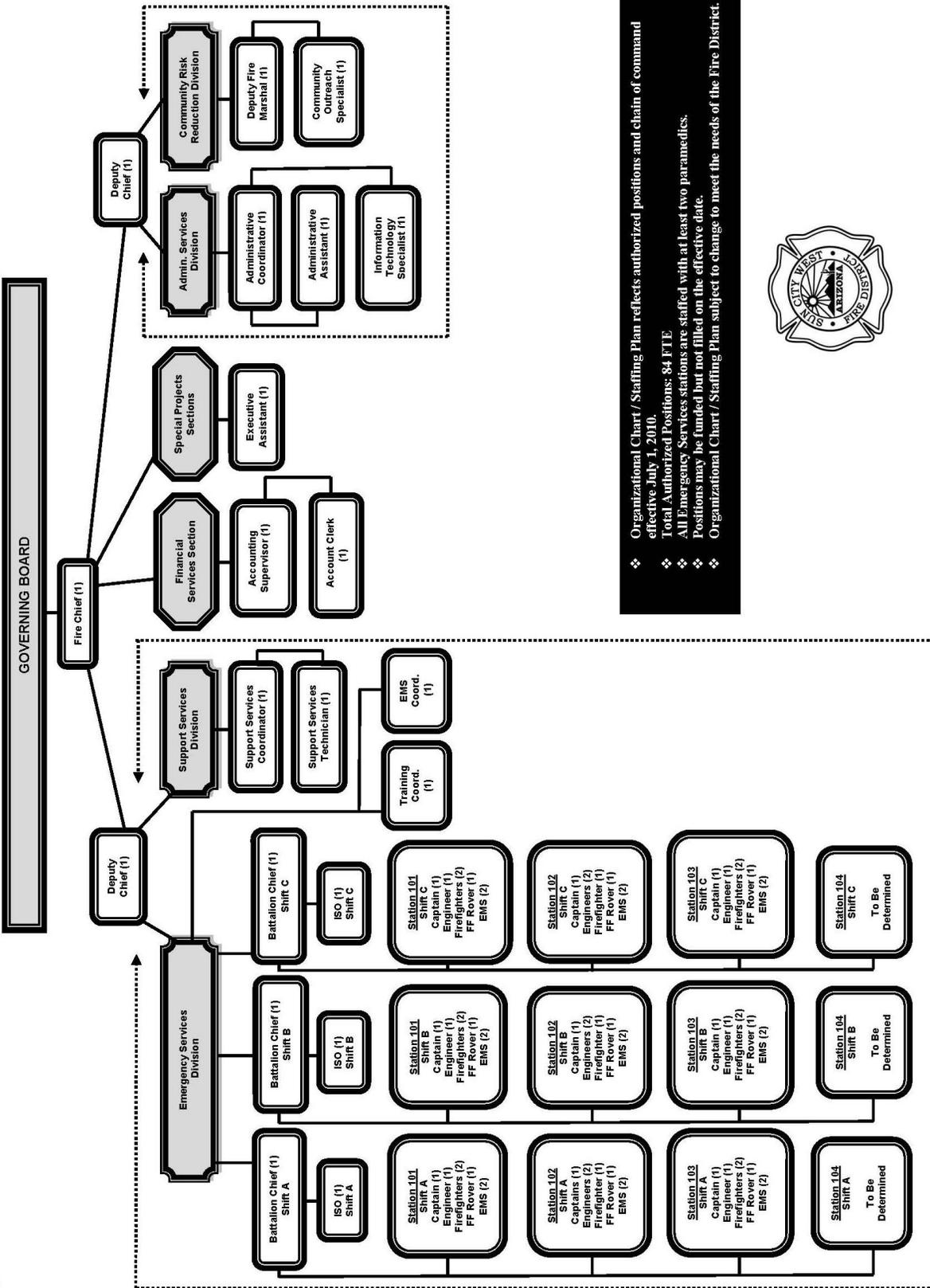
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District Organizational Chart

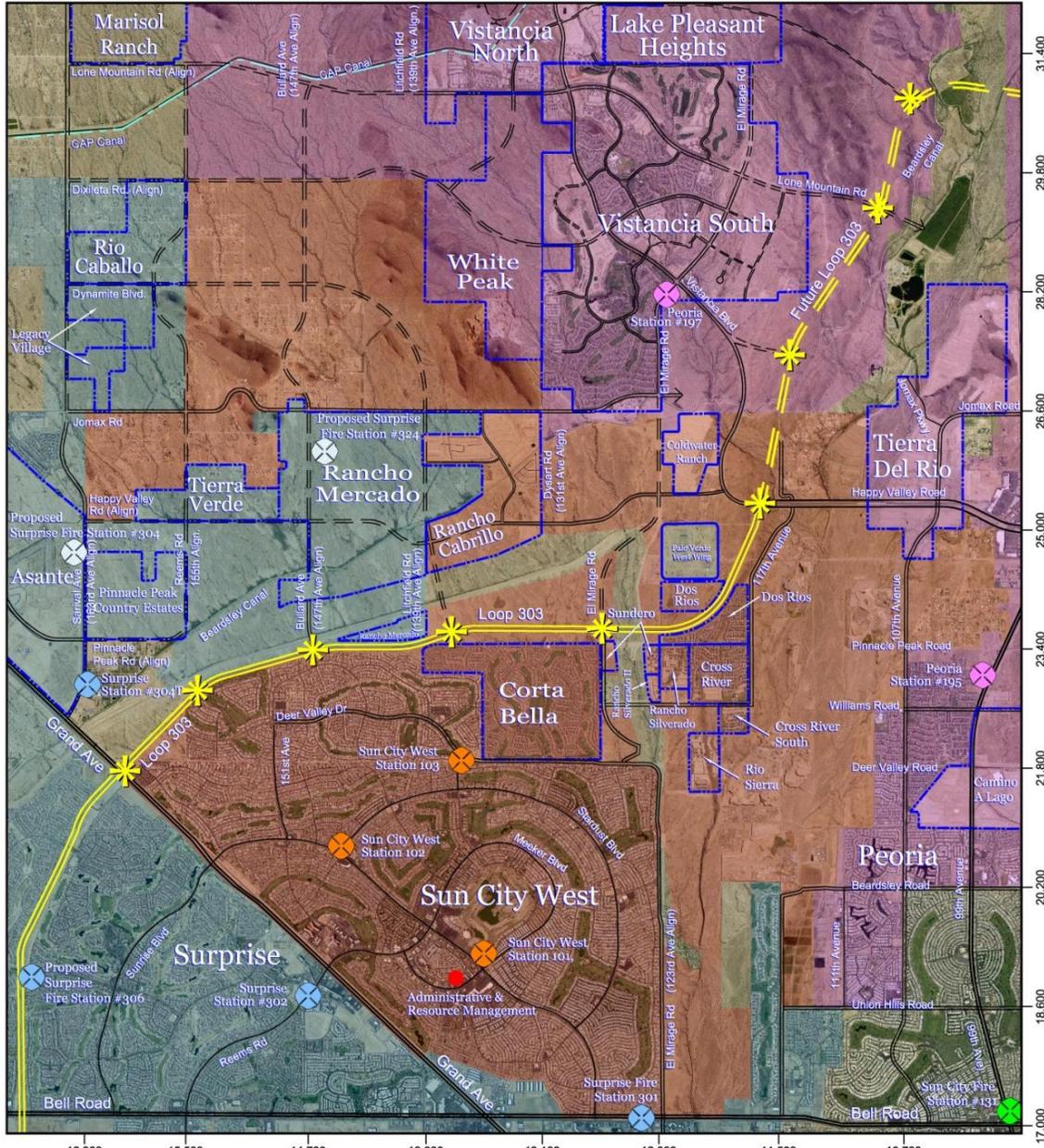
FIRE DISTRICT ORGANIZATIONAL CHART / STAFFING PLAN



❖ Organizational Chart / Staffing Plan reflects authorized positions and chain of command effective July 1, 2010.
 ❖ Total Authorized Positions: 84 FTE
 ❖ All Emergency Services stations are staffed with at least two paramedics. Positions may be funded but not filled on the effective date.
 ❖ Organizational Chart / Staffing Plan subject to change to meet the needs of the Fire District.



District Map



	Sun City West Fire Station		Existing Arterial
	Surprise Fire Station		Loop 303
	Proposed Fire Station		Proposed Roadway
	Peoria Fire Station		Future Loop 303
	Sun City Fire Station		Planned Community
	Administrative/Maintenance Building		Sun City West Fire District
	Proposed 303 Interchange		City of Peoria
			City of Surprise

Aerial photo flown October, 2007
Map created November, 2009

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Sun City West Fire District Service Area Map



District Profile

The community of Sun City West was established in 1978 as an unincorporated master planned area for active adults 55 years of age or older by the Del E. Webb Corporation. Sun City West was initially, and continues to be, comprised mainly of residents 55 and older. As an unincorporated community in Maricopa County, Sun City West property owners did not receive emergency services from either the county or a municipal based fire department. Prompted by a large house fire in 1981, a group of Sun City West residents formed a committee to address the specific needs of Sun City West regarding emergency services. Subsequently, the Sun City West Fire District was formed.

On April 17, 1981, an election pursuant to ARS §48-261 was held for the purpose of creating the Sun City West Fire District. At a duly noticed meeting on May 12, 1981, the Maricopa County Board of Supervisors resolved that the Sun City West Fire District be organized and established based on the results of the April election. Shortly thereafter, the newly appointed Governing Board voted to hire the private "for profit" fire protection services provider known as Rural Metro Corporation to supply fire and emergency medical service for the District's estimated 9,000 residents. The original contract for service included five firefighters and a mini-pumper. These original firefighters worked out of a temporary structure located near the intersection of Meeker and RH Johnson Boulevard.

The Fire District built and opened its first fire station in 1982 (Fire Station 101 – RH Johnson Boulevard and Camino Del Sol). An ambulance was then stationed in Sun City West and two fire pumpers were purchased.

The Fire District built and opened its second fire station in 1990 (Fire Station 102 - RH Johnson Boulevard and Stardust Boulevard). A second ambulance was added to the contract with Rural Metro and the total number of firefighters working within the Fire District increased to twenty. The estimated Sun City West population climbed to approximately 19,000 that year.

In 1992, the Del E. Webb Corporation expanded the community of Sun City West. This expansion added another two square miles and brought the total area protected by the Fire District to roughly twelve square miles. In 1993, the contract with Rural Metro was scheduled for renewal. Rural Metro proposed a ten year contract with no additional personnel or services to be added to support the recently expanded District boundaries. As a result, the Fire District Governing Board voted to end the contract and hire its own employees.

In July of 1994, the Sun City West Fire District began operations with its own personnel (most of the Rural Metro employees that had been working in the community remained during this transition). Computer aided dispatching services and recruit fire training was contracted through the Phoenix Fire Department and the Fire District established mutual-aid agreements with nearly all of the Phoenix Metropolitan area fire departments.

In 1998, the U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) issued the "2 in 2 out" regulation which led to the addition of nine new firefighters and construction on the third Sun City West fire station began. By 1999, Fire Station 103 (135th Avenue and Deer Valley Road) was in operation and the population of the Fire District was well over 30,000.

In September of 2001, the Fire District began the transition from sworn firefighters manning its ambulances to non-sworn EMS personnel. Over the course of the next several years, the District successfully transitioned permanent positions on District ambulances to non-sworn EMS

personnel. The Fire District boundaries continued to expand and approximately ten square miles of state trust land and private property were annexed.

In 2003, the Fire District completed a comprehensive evaluation from the Insurance Services Office (ISO) and as a result, the District's rating was reduced from a Class 5/9 to a Class 2 Public Protection Classification. The District is one of only five fire departments in the state rated as ISO Class 2 or better.

In early 2010, the Fire District completed the process to annex an additional ten square miles of privately owned property to the north and east of the current District boundaries. The completion of this annexation increased the size of the District to roughly thirty-five square miles with a population of approximately 45,000 residents.

The main source of the District's funding is derived from an ad valorem tax on real property. The District levies the amount of property tax revenue necessary to fund its maintenance and operations within statutorily imposed limitations. The property tax system within the State of Arizona is a function of legislative mandate and the District is required to operate within a complex property tax arrangement. Arizona fire districts are prohibited from levying a tax that exceeds \$3.25 per \$100.00 of assessed property valuation. In addition, the 49th Arizona Legislature enacted a law to strictly limit the total amount of a fire district's year-over-year secondary property tax levy. This law establishes a secondary property tax levy limit cap of 8%, plus growth, over the previous year's total levy and further inhibits an Arizona fire district's ability to fund improvements and or additions to the emergency response system. Other Sun City West Fire District funding sources include ambulance transportation fees; various state, federal, and private grants as well as fees generated from state wildland firefighting and other contracts. ARS §48-805 and §48-807 outline most of the Arizona fire district statutory funding processes and requirements.

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Board Member Introduction

The Fire District of Sun City West is administered by a five member elected Board of Directors in accordance with Arizona Revised Statute §48-803. The District's Governing Board members serve without compensation and are elected to four year terms of office. The terms of two board members are scheduled to expire in November 2010 and the remaining three board members' terms expire in November 2012.

Some of the responsibilities of the Board of Directors include:

- Electing a Board Chairman and Clerk.
- Holding public meetings at least once each calendar month.
- Hiring a Fire Chief to manage the District's operations.
- Adopting an Annual Budget / Operational Plan

The following paragraphs provide a short biography of each of the District's board members:



David Wilson, Board Chairman:

Elected: November 2004

Completed Terms: 1

Current Term Expires: November 2012

Board Chairman Wilson has lived in Sun City West since retiring in 1998. Previously, he was employed by the State of Colorado working as a Parole/Probation Officer for over twenty years. During the last several years of his career, he was the Administrative Officer in charge of federal funding for the Division of Youth Services, Department of Human Services. During Board Chairman Wilson's career, he served on numerous community boards and commissions. He takes pleasure in working with his fellow citizens to ensure

responsive and cost effective management of governmental programs and resources.



William Hamel, Board Clerk:

Elected: November 2002

Completed Terms: 1

Current Term Expires: November 2010

Board Clerk Bill Hamel spent 1947-50 in the U.S. Navy as an electronics technician, then three years at Hill Air Force Base in Utah installing radar equipment in B-29 bombers. He then moved to California where he worked for thirty-five years for General Dynamics. Board Clerk Hamel held several positions with this company including Senior Missile Flight Test Engineer, Project Engineer, and Project Manager of Naval Weapons Stations Missile Test Equipment. The

Project Manager position included preparation, negotiation, and then managing many contracts/budgets involving several million dollars each. The last contract proposed and negotiated with the Navy Department of Defense was a \$58 million contract.

During Board Clerk Hamel's years at General Dynamics, he moved to a small desert community in California where he served as the Vice President of the Chamber of Commerce, was a volunteer firefighter, served three terms as honorary mayor, and was selected to serve on the San Bernadino Urban Development Advisory Board. In this position, Board Clerk Hamel was able to secure a

federal grant for a community center and a “fast” response fire engine for the local fire department. Board Clerk Hamel also served on the California Volunteer Draft Board. He moved to Sun City West in June of 1990 and was initially elected to the Fire Board in 2002.



Dusty Rhodes, Board Member:

Elected: November 2004

Completed Terms: 1

Current Term Expires: November 2012

Board Member Rhodes’ Fire Board campaign theme was “Give Me Your Trust and I Won’t Disappoint You.” With this theme, he was first elected as a director to the Fire Board in 2004. Since arriving in Sun City West in 1994, Board Member Rhodes has served the community with honesty and integrity in many capacities. He was president of the Volunteer Bureau, served on the Interfaith Community Care Board, and was a Board Member and Officer of PORA for eight years. As Membership Chairman for PORA, Board

Member Rhodes personally increased PORA’s membership by 2,000 members. Board Member Rhodes feels the Fire Board offers him the opportunity to continue to serve the taxpayers of the community with the same integrity.

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



Jack Meyer, Board Member:

Elected: November 2006

Completed Terms: 0

Current Term Expires: November 2010

Board Member Jack Meyer was born and raised in Michigan. He attended Delta College and Saginaw Valley State University in Michigan and later the University of Maryland (USAFI) pursuing a business curriculum. He spent four years active duty in the United States Air Force serving in the elite Strategic Air Command (SAC) under the famed General Curtis LaMay. He also served with Colonel Paul Tibbets, the famed pilot of the Enola Gay who is credited with ending World War II when he flew the B-29 which dropped the bomb

on Hiroshima. Board Member Meyer was also an avid basketball player and played on the opposing team of the Harlem Globetrotters basketball show. He was a member of the Saginaw Fire Department in Saginaw, Michigan until he joined the General Motors Corporation Plant Protection Department where he worked until his retirement in 1998. Plant protection was the arm of the General Motors Corporation that supplied the in-house emergency response for fire and medical services, as well as protection of the employees and the corporate owned property of General Motors.

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



Dennis Lake, Board Member:

Elected: November 2008

Completed Terms: 0

Current Term Expires: November 2012

Board Member Lake attended District Board workshops and meetings as a member of the public for over a year before deciding to run for a seat on the Board. He was sworn in on November 26, 2008 as the newest member of the Board. Board Member Lake believes that the Tuesday Workshops are very valuable for anyone interested in what is going on in the District. He vows to do his best to be a strong, independent voice on the Board in order to represent the residents of

Sun City West effectively.

Board Member Lake was born in Bowling Green, Ohio in 1940. He moved to San Diego, California in 1953 where he graduated from San Diego State University in 1975, majoring in Philosophy with minors in English, Political Science, and Public Administration. He worked as a Janitorial Contract Specialist for the County of San Diego for more than 30 years. He became a full time resident of Sun City West in 2003. He was a Member of Toastmasters International for ten years, the San Diego County and Imperial County District 5 New Club Chairman and Organizational Lieutenant Governor. He retired as a United States Soccer Federation Soccer Referee after sixteen years, during which time he also served as the Assignment Secretary for eight years. He also has previously held the position of President of the Sun City West Men's Social Club in 2009.

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Budget Process

The Sun City West Fire District's budget process is a very detailed process, relying on numerous participants to accomplish this vital document. Participants include the Governing Board, Fire Chief, administrative staff, division and program managers, partner agencies such as the Phoenix Fire Regional Dispatch Center, state and local governmental agencies [i.e., Property Tax Oversight Commission (PTOC), Maricopa County] and residents of the District. Additionally, the budget process encompasses the service goals outlined in the Strategic Operational Objectives Plan (SOOP) and also may be influenced by capital outlays approved in the Capital Improvement Plan (CIP). Both documents are approved by the Board prior to budget adoption. These documents are important components in the production and ultimate adoption of the Annual Budget and Operational Plan.

The Fiscal Year (FY) 2010/2011 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. These meetings take place between January 19 and June 22, 2010. After completing the public budget hearings, the Board will publish and adopt a final budget and tax levy consistent with Arizona state law. As depicted on the District's Budget Development Schedule, the FY 2010/2011 final budget adoption is planned for June 22, 2010.

The annual budget process begins with an Operational Budget and Capital Improvement Plan Process Overview during the January Board Workshop. During that time, the Governing Board outlines its expectations and identifies critical priorities for the coming fiscal year. This is the Board's opportunity to provide key policy directives and goals for consideration during the budget process. After this workshop, the Board approves the Budget Development Schedule and the budget process officially begins.

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

Upon compilation of the tentative budget, the Annual Budget and Operational Plan is presented in detail by District staff to the Board and the public over the course of one to four days of public hearings during the last week of April. During these hearings, each responsible division and program manager presents their proposed line-item budgets in great detail. The Board and public attendees are encouraged to ask questions and discuss the tentative budget and its contribution to supporting the District's established service levels. Upon completion of this thorough examination of the tentative budget, any modifications are assimilated into the document for finalization.

Once final changes are integrated into the tentative budget and prior to adoption, the proposed budget must also be made available to the general public. This requires a public notice to be

published in a newspaper of general circulation, and posted in three public locations at least thirty days prior to the public hearing held at a meeting called by the Governing Board for adoption. Copies of the proposed budget are also be made available to members of the public upon written request to the District. Following the public hearing, the Governing Board adopts the Annual Budget and Operational Plan for the ensuing fiscal year. The adoption of the budget sets the maximum appropriation for the fiscal year. The adopted budget is then submitted to the Maricopa County Board of Supervisors, the Maricopa County Assessor, and the Maricopa County Treasurer in accordance with state law. The Board of Supervisors office works with the Assessor's office to create the tax levy and generate the millage rate to be used for the new fiscal year. Amendments to the operating budget which do not increase the bottom line appropriation for the overall operating budget can be processed in accordance with District policy. Revenues received over expenditures resulting in general fund savings from one budget year to the next, by Board policy, are transferred into the Capital Improvement Plan and kept in reserve for future capital projects.

The FY 2010/2011 Annual Budget and Operational Plan approved Budget Development Schedule is presented on the following page:

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Fiscal Year 2010/2011 Budget Development Schedule

- Tuesday, January 19, 2010** – Regular Board Workshop (9 A.M. – Fire Administration)
 - Fiscal Year 2010/2011 Operational Budget & Capital Improvement Plan Process Overview
 - Board of Director's initial budget process requests.
- Monday, January 25, 2010**
 - Report Certified Tax Year 2010 Boundary Changes & Annexations to the Property Tax Oversight Commission for inclusion in the Secondary Levy Limit Worksheet (Deadline February 10th, 2010)
- Wednesday, February 10, 2010**
 - Obtain Finalized Secondary Levy Limit Worksheet from Maricopa County Assessor's Office
- Monday, March 1, 2010**
 - Fire District Division Manager & Section Head Budget Request Deadline
- Tuesday, March 16, 2010** – Regular Board Workshop (9 A.M. – Fire Administration)
 - Fiscal Year 2010/2011 Operational Budget & Capital Improvement Plan Process Update
- Tuesday, April 13, 2010** – Regular Board Workshop (9 A.M. – Fire Administration)
 - Draft Operational Budget & Capital Improvement Plan Progress Update
- Tuesday, April 27, 2010** – **SPECIAL Board Meeting (9 A.M. – Fire Administration)**
 - Fiscal Year 2009/2010 Budget Review Year-End Projections - Accounting Supervisor Poland
 - Fiscal Year 2010/2011 Draft Budget Presentation
 - Emergency/Support Services Divisions - Deputy Chief
 - Division Overview
 - Fire Equipment and Supplies Section
 - Personal Protective Equipment Section
 - Self Contained Breathing Apparatus Section
 - Health and Safety Section
 - Mission Readiness, Recruitment, Training, and Development
 - Emergency Medical Services Section
 - Support Services Section
- Wednesday, April 28, 2010** – **SPECIAL Board Meeting (9 A.M. – Fire Administration)**
 - Fiscal Year 2010/2011 Draft Budget Presentation Continued
 - Administrative Services/Community Risk Reduction Divisions - Deputy Chief Heger
 - General Division Overview
 - Administrative Services Section – Administrative Coordinator Brands
 - Community Risk Reduction Division– Inspector, Tanner
 - Special Projects Section - Executive Assistant Johnson
 - Special Projects Overview
 - Board of Directors
 - Financial Services Section - Accounting Supervisor Poland
 - Financial Services Overview
 - Compensation, Benefits and Staffing Section
 - General Fund Section
 - Capital Improvement Plan
 - Fiscal Year 2010/2011 Fund Overview and Revenue Analysis
- Thursday, April 29, 2010** – **SPECIAL Board Meeting (9:00 A.M. – Fire Administration)**
 - Fiscal Year 2010/2011 Proposed Operational Budget & Capital Improvement Plan Finalization (If Needed)
- Friday, April 30, 2010** – **SPECIAL Board Meeting (9:00 A.M. – Fire Administration)**
 - Fiscal Year 2010/2011 Proposed Operational Budget & Capital Improvement Plan Finalization (If Needed)



Fiscal Year 2010/2011 Budget Development Schedule

- Tuesday, May 18, 2010** – **SPECIAL Board Meeting (9:00 A.M. – Fire Administration)**
 - Fiscal Year 2010/2011 Public Operational Budget Hearing
 - Fire Board Proposed Fiscal Year 2010/2011 Operational Budget & Capital Improvement Plan Approval for Public Posting (Saturday, May 22nd through Monday, June 21st, 2010)
- Tuesday, June 15, 2010** – **Regular Board Workshop (9:00 A.M. – Fire Administration)**
 - Fiscal Year 2010/2011 Final Operational Budget & Capital Improvement Plan Review
- Tuesday, June 22, 2010** – **SPECIAL Board Meeting (9:00 A.M. – Fire Administration)**
 - Fiscal Year 2010/2011 Public Operational Budget Hearing
 - Fire Board Final Fiscal Year 2010/2011 Operational Budget & Capital Improvement Plan Adoption
- Wednesday, June 23, 2010**
 - Submit Certified Adopted Fiscal Year 2010/2011 Operational Budget and Affidavit of Publication to Maricopa County's Board of Supervisor's and Department of Finance (Deadline August 1st, 2010)
- Thursday, July 1, 2010**
 - Begin Operations under the Adopted Fiscal Year 2010/2011 Operational Budget & Capital Improvement Plan

Budget Introduction

The Fiscal Year (FY) 2010/2011 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 and 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 (SOOP) which is developed prior to the construction of the Budget and Operational Plan each fiscal year. The Budget and Operational Plan 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 District currently uses the zero-based, line-item form of budgeting. In this type of budget, expenditure types are identified and grouped in general categories. Within the categories, specific line items are detailed. Each line item begins with a zero-based budget and expenditures are detailed to determine the required funding necessary to operate during the coming fiscal year. The District's budgeting system is linked directly to the District's computerized accounting system.

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 each program and the organization as a whole.

Financial Assessment:

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.

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Financial Goals

The development of guidelines for the District's overall fiscal planning and management should foster and support the continued financial strength and stability of the Sun City West Fire District and its financial goals. Through the establishment of sound financial policies, the District seeks to:

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

Financial Policies:

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

The District's budget is closely aligned with the financial policies established by the Governing Board. These policies serve to strengthen the current and long-term financial health of the organization and are visited, at a minimum, on an annual basis to ensure they represent the most current and realistic framework for decision-making. A balanced budget is the foundation of the District's financial policies. The Board and District staff members define a balanced budget as one that matches required expenditures necessary to provide the District's established service goals with available, sustainable resources. The Board and the staff spend an extensive period of time detailing expenditures and identifying and verifying the revenue sources that are available to support those expenditures. As revenues fluctuate, so must expenditures. However, the Board and staff must strive to ensure that these fluctuations do not negatively impact emergency service levels.

Fund Balance: During the beginning months of each fiscal year, generally between July and October, the District receives little or no property tax revenues. This is a direct result of the State of Arizona's property tax billing and collection cycle. Property taxes are levied and billed to taxpayers annually and payments are due in two installments. The first installment is due during October and the balance is due in April of each fiscal year. The Board and administrative staff are charged with determining, on a monthly basis during these times of revenue shortfalls, if the District should utilize the general fund balance or short-term borrowing. The general fund balance, identified during the annual audit process as "Unreserved, Undesignated, General Fund Balance" may be used to serve as working capital for the first few months of the fiscal year. The District may also choose to use short-term borrowing or Registered Warrants obtained through the Maricopa County Treasurer's Office. A combination of both options has been used in recent years. During times of low earnings interest rates, it is generally more beneficial for the District to use general fund balance than to pay the interest costs associated with registered warrants. During times where the District can invest funds to earn higher interest rates, short-term borrowing usually results in lower costs when compared against the high interest revenues produced from the investment of funds. After sufficient property taxes are received through Maricopa County to support monthly expenditures, these unreserved, undesignated funds are placed into the Capital Projects Fund to support the Capital Improvement Plan.

Capital Improvement Plan: The purpose of the Capital Improvement Plan (CIP) is to systematically identify, plan, schedule, finance, track capital assets, and to monitor capital projects to ensure cost effectiveness as well as conformance with established policies and priorities. The CIP is reviewed and updated annually, at a minimum, and outlines direct costs associated with capital projects and asset purchases. Required ongoing operational costs are identified and presented as a part of each project allowing the Board the opportunity to determine the feasibility of each project. Funding sources for each project or purchase are acknowledged within the plan.

Long Range Forecasting: The District has utilized consultants and internal studies to assist in the development of long range financial forecasting programs. District staff reviews and updates these programs based on identified legislative and economic factors and their potential impact on the District's financial and strategic goals for the future. The Strategic Operational Objectives Plan (SOOP) is a five-year, long range forecast of planned service levels for the District. The SOOP is reviewed quarterly and revised annually. During the annual revision, input from financial forecasting is a vital tool to help shape and define the District's vision for the future, to identify critical issues, and to seek out revenue sources to support services and outline future service priorities.

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

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

Expenditure Control: The District has established policies which govern the compliance of the legally adopted budget by instituting processes for setting and modifying appropriation and expenditure limits and safeguarding the organization from possible "overspending". The operating budget is controlled at the organizational level, but the Capital Improvement Plan is controlled at the project level.

Revenues: District policy encourages diversification of the District's revenue base, and regular monitoring of all revenues. The ultimate goal of the District is to ease the burden to District taxpayers while maintaining established services. The District estimates its annual revenues utilizing an objective, analytical process whenever possible and makes every effort to forecast revenues by individual category for subsequent years. This process is completed annually.

Grants: District policies establish under what conditions grants will be pursued and with what administrative or legislative approvals. The District shall apply for those grants that are consistent with the objectives and needs of the District. The potential for incurring ongoing costs, including the

support for grant-funded positions from local revenues, will be considered prior to applying for a grant. The District shall attempt to recover all allowable costs, direct and indirect, associated with the administration and implementation of programs funded through grants. The District may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant. All grant submittals shall be reviewed for their cash requirements, their potential impact on the operating budget, and the extent to which they meet the District's objectives.

User Fee Cost Recovery and Indirect Cost Allocations: District policy encourages full cost recovery of most publically provided services that benefit specific individuals or organizations and the utilization of user fees to augment general tax revenues. The District has established user fees and charges for certain services provided to users receiving a specific benefit. Examples of these services fees include Cardio Pulmonary Resuscitation (CPR), Heart Saver Adult/First Aid Training, and Heart Saver Automated External Defibrillator (AED) Training Certification classes and Plan Review and Permit issuances provided by the District. Fees and charges are established by specific action of the Governing Board in an attempt to recover the full cost of service. User fees are reviewed on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary. The District's current fee schedule was adopted under Board Resolution # 07-1115-5 on November 15, 2007.

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

The District's Debt Management policy sets parameters for when the District will take on debt and with what limitations. Arizona State Statutes governing fire districts (Arizona Revised Statute §48-806) limits the total amount of bond indebtedness to six percent of the value of taxable property in the District. In its history, the District has not pursued bond financing although it may at some point in the future. Other legal debt limitations are not specified for Arizona fire districts.

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

Current outstanding obligations consist of \$122,163 payable to Marquette Bank with a maturity date of April 2013 and \$5,970,472 payable to DeLage Landon with a maturity date of June 2023. Both are Lease-Purchase Contracts with single investor bank financing. The FY 2010/2011 operating budget identifies \$616,624 in principal and interest payments for the before mentioned obligations. It is expected that short-term borrowing in the form of registered warrants through the Maricopa County Treasurer to meet cash flow from July through November will be utilized only minimally due to a sufficient beginning fund balance that will meet operating requirements.

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

Accounting, Auditing, and Financial Reporting: District policy dictates the system of internal accounting and internal and external financial reporting that will be adhered to as the District

conducts its financial transactions. The District will comply with accounting principles generally accepted in the United States in its accounting and financial reporting, as contained in the following publications:

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

Monthly financial reports are provided for the Governing Board and all District division and program managers. The reports summarize the District's financial activity comparing actual revenues and expenditures with budgeted amounts. A system of internal accounting controls and procedures are maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions. A comprehensive financial audit is performed annually by an independent public accounting firm with the objective of expressing an opinion on the District's financial statements and their validity. The District annually reviews federal grant proceeds to determine if an additional comprehensive financial audit of federal grant programs according to the Single Audit and the Federal Office of Management and Budget (OMB) Circular A-133 is required.

Cash Management and Investing: The Maricopa County Treasurer serves as the District's fiduciary agent, and is responsible for its management of tax revenues. Maricopa County collects real property taxes and Fire District Assistance Taxes (FDAT) on behalf of the District and the District recognizes tax receipts after notification by the Maricopa County Treasurer. Tax revenues are deposited by the Maricopa County Treasurer and invested in a pooled account called the Local Government Investment Pool (LGIP). The District maintains a Secondary General Fund account for fees for services collected, a Payroll Fund account for payroll processing, an Ambulance Fund account for ambulance transport fees collected, and the Capital Projects Fund account at a locally accessible banking institution. The District participates in Automated Clearing House (ACH) and check fraud protection, as well as collateralization of its accounts and Federal Deposit Insurance Corporation (FDIC) insurance protection through its financial institutions.

Capital Expenditures (Fixed Assets): The Governing Board has adopted a District Property Stewardship and Capitalization Policy in accordance with parameters as outlined in Governmental Accounting, Auditing and Financial Reporting Manual (GAAFR). This policy establishes a capitalization threshold of \$5,000 and a minimum useful life of more than one year for all fixed assets. All fixed assets are purchased through Capital Improvement Plan (CIP) funding. Typically, fixed assets are replacement items as well as new capital items necessary to provide personnel with the tools necessary to support the District's mission, vision, and values in the most efficient and productive manner. All assets are depreciated utilizing the straight-line method and based on useful lives as outlined in the capitalization policy. Fixed assets purchases are reviewed annually based on need and in correlation with the Strategic Operational Objectives Plan (SOOP) and the Aging/Replacement Schedule contained in the CIP.

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Fund Overviews

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

Each fund is considered to be a separate accounting entity which may or may not carry a fund balance. Fund balance is generally defined as the difference between a fund’s assets and liabilities. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures as appropriate. The District reports each of these funds as major governmental funds in its financial statements. All District audited financial statements are presented using the modified accrual basis of reporting.

General Fund:

The General Fund, or working fund, outlines, in detail, anticipated revenues and expenditures for FY 2010/2011. This fund’s activities represent the true financial plan for the Sun City West Fire District during the fiscal year. This fund does not maintain a fund balance in accordance with Arizona Revised Statutes §48-807-L.

Special Revenue Fund:

The Special Revenue Fund outlines, in detail, anticipated revenues and expenditures for FY 2010/2011 associated with special programs managed by the District. These programs are usually self-sustaining and include the District’s Fire Corps Program, child safety car seat lending program, paramedic training grant program, special purpose grants, etc. This is a new fund which was initiated during FY 2009/2010. This account will carry a fund balance from year-to-year, as any revenues received for a specific purpose must only be expended for that purpose. These programs may be extended from year to 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. This account will carry a fund balance from year to year, as capital projects may encompass many years.

Beginning with the FY 2009/2010 fiscal year, the Fire District publishes a separate Capital Improvement Plan (CIP) document that outlines specific projected capital expenditures.

Fiscal Year 2010/2011 PROPOSED Fund Balance Summary				
Fund	June 30, 2010 Estimated Fund Balance	FY 2010/2011 Estimated Revenues	FY 2010/2011 Estimated Expenditures	June 30, 2011 Estimated Fund Balance
General Fund	\$ -	\$ 11,851,562	\$ (11,851,562)	\$ -
Special Revenues Fund	\$ 5,000	\$ 5,000	\$ (2,500)	\$ 7,500
Capital Projects Fund	\$ 3,006,499	\$ 1,357,834	\$ (1,000,526)	\$ 3,363,807
Total All Funds:	\$ 3,011,499	\$ 13,214,396	\$ (12,854,588)	\$ 3,371,307

Budget Message

The FY 2010/2011 budget process began in the midst of continuing significant economic challenges at national, state, and local levels. Major budget highlights in recent years began in 2007 during which there were significant increases in property tax values and robust development activity. This trend reversed in 2008 with declines in development-related fee revenues, property values, and falling interest rates. These declines were coupled with higher inflation and increases in gasoline and commodities prices. These trends, in conjunction with the continued economic downturn, provide a sobering outlook for the next several years.

The Fire District cannot and will not ignore the fact that tough financial times continue to be experienced by many District property owners and sustained economic challenges are predicted. The persisting weakness in the overall economy presented a considerable challenge in developing the FY 2010/2011 budget.

The Board has provided key policy directives and goals for consideration during the FY 2010/2011 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 continues to exclude any “non-essentials.” It was emphasized to section managers that the expectation was that staff and employees would continue to be expected to do more with less.

Many factors were considered when preparing the District’s financial plan for the FY 2010/2011 Budget and Operational Plan. Some of these factors included:

- Fluctuation of property tax revenues and millage rates due to changes in the economic environment.
- Changes in population or other service-level indicators.
- Changes in political environment.
- Anticipated continuation of declining property values within the District.
- Recent changes to Arizona Revised Statutes regarding Fire District Funding, specifically the Property Tax Levy Limits.
- Recent changes in medical reimbursement laws resulting from the passing of the Health Care Reform Bill affect Medicare and health insurance companies, impacting ambulance service revenues as a result.
- Recent annexations contributing to the expansion of the District’s service boundaries.

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 in the pages that follow outline the overall financial plan for FY 2010/2011. The total expenses are estimated at \$11.8 million, which includes a contingency/reserve of approximately \$675,000. Altogether, this is an overall increase from FY 2009/2010 of approximately 6.4%. District owners should realize a reduction in their Fire District taxes. The remaining pages within this budget document provide the details surrounding the FY 2010/2011 Budget and Operational Plan.

The FY 2010/2011 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 budget document.

According to the Maricopa County Assessor's Office, the Fire District's projected assessed valuation for FY 2010/2011 is anticipated to decrease by approximately 4.8%. The projected decrease in District valuation can be largely attributed to the significant decline in the assessed valuations of properties within the Fire District. However, the affect of this decline in assessed valuations on the Fire District was significantly reduced as a direct result of the annexations the District completed in January 2010. These annexations attributed an additional \$40,918,582 in assessed value to the previous valuation of the District. Without this annexation, the District would have experienced an approximate 14% decrease in its assessed value.

The FY 2010/2011 budget seeks to sustain core services while reducing expenditures that may be considered discretionary. With this goal in mind, the District has developed a balanced budget that is anticipated to reduce the tax burden paid by the median valued homeowners of the District. This decrease in tax burden, despite a roughly 9% increase in the tax levy, was accomplished as a direct result of the recent property annexations. The increased number of property owners share in a smaller property tax bill and the tax revenue generated still meets the operational needs of the District. Additional alternative revenues generated through service programs total \$2,065,243. The total operating budget is presented in the amount of \$11,851,562 which is an overall increase of 6.4%.

It is important to note that the District's budgeting is done on a modified accrual basis of accounting, described as the act of recording expenditures at the time liabilities are incurred and recording revenues when measurable and available. This coincides with the District's audited financial statements, which are also presented using the modified accrual basis of reporting.

Non Financial Goals and Objectives

Financial policies are essential to the effective fiscal management of the District; however, they must be coupled with strategic, long-term non-financial planning processes in order to support an effective organization. The District uses a strategic planning process to update its goals and objectives annually in conjunction with the annual budget process. The goals and objectives, identified under strategic priorities as set forth in the Strategic Operational Objectives Plan (SOOP), determine the framework for prioritization of budget requests and the overall allocation of resources. The SOOP is developed collaboratively through participation and input from the Board, administrative and management staff, employee representatives, and the public. Progress towards planned goals is evaluated on a quarterly basis and during the update process. External factors such as the national or regional economy, demographic changes, statutory changes, legislation, and mandates are all considered when updating or setting new goals and objectives. The District also uses a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) to guide the development of the strategic priorities, and the goals and objectives detailed in the SOOP. During the previous fiscal year and in preparation for the 2010–2015 SOOP update, the District incorporated recommendations resulting from the Center for Public Safety Excellence (CPSE)/Commission on Fire Accreditation International (CFAI) Fire District Accreditation Evaluation Process. The following are the 2010-2015 Strategic Priorities as outlined in the SOOP:

1. Develop and Manage District Resources.
2. Deploy District Resources Effectively.
3. Improve District Infrastructure.
4. Develop District Employees and the Organization.
5. Reach Out to the Community.

The District's SOOP Strategic Priorities are detailed through a series of Action Items used as benchmarks to measure progress towards goal completion. Each Strategic Priority and the associated Action Items are listed as follows:

Strategic Priority #1: Develop and Manage District Resources

- Action Item 1.1 – Strategic/Operational Objective Plan (SOOP)
- Action Item 1.2 – District Policies and Standard Operating Procedures
- Action Item 1.3 – Capital Improvement Plan (CIP)
- Action Item 1.4 – Merger / Functional Consolidation / Partnerships
- Action Item 1.5 – Operational Funding / Cost Savings & Recovery
- Action Item 1.6 – Planning / Forecasting / Service Area Expansion

Strategic Priority #2: Deploy District Resources Effectively

- Action Item 2.1 – Incident Response Quality Assurance
- Action Item 2.2 – Emergency Response / Effective Deployment of Resources
- Action Item 2.3 – Fire District Accreditation
- Action Item 2.4 – CFAI Accreditation Evaluations / Recommendations
- Action Item 2.5 – Ambulance Service Accreditation
- Action Item 2.6 – Mapping / GIS

Strategic Priority #3: Improve District Infrastructure

- Action Item 3.1 – Facilities Preventative Maintenance Program
- Action Item 3.2 – Facilities Renovation / Expansion Program
- Action Item 3.3 – Apparatus Preventative Maintenance Program
- Action Item 3.4 – 800 MHz Communications System
- Action Item 3.5 – Training Site

Strategic Priority #4: Develop District Employees and the Organization

- Action Item 4.1 – Review and Enhance Internal Communication Mechanisms
- Action Item 4.2 – Human Resources / Personnel Retention
- Action Item 4.3 – Recruitment
- Action Item 4.4 – Alternative Work Schedules or Locations
- Action Item 4.5 – Employee Fitness and Wellness
- Action Item 4.6 – Risk Management / Health and Safety
- Action Item 4.7 – Fire Service Leadership / Regional Consistency & Coordination
- Action Item 4.8 – EMS Standards and Legislation
- Action Item 4.9 – Personnel Training
- Action Item 4.10 – Management & Leadership / Succession Plan
- Action Item 4.11 – Data and Records Management
- Action Item 4.12 – Administration Paperless System
- Action Item 4.13 – Fire Equipment
- Action Item 4.14 – EMS Equipment
- Action Item 4.15 – Disaster Preparedness
- Action Item 4.16 – Special Operations
- Action Item 4.17 – Recycling/Conservation Program

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Strategic Priority #5: Reach Out to the Community

- Action Item 5.1 – Fire District Marketing Plan
- Action Item 5.2 – Community Education & Relations
- Action Item 5.3 – Connector Program
- Action Item 5.4 – Fire Corps Volunteer Program
- Action Item 5.5 – Fire Prevention / Investigations

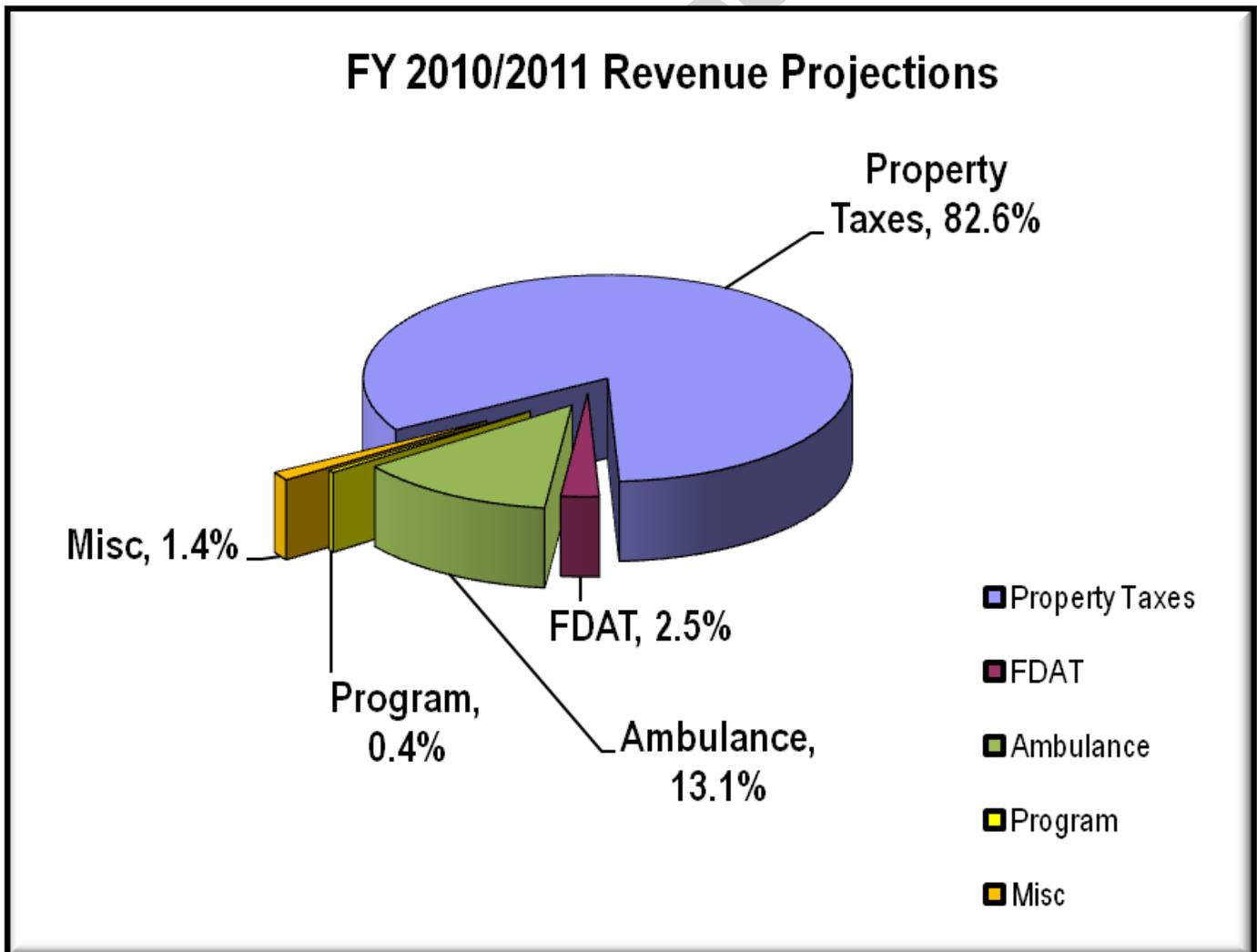
FY 2010/2011 Adopted Budget

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Revenue Analysis

General Fund Revenues are anticipated using available information and historical projections. The FY 2010/2011 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, Lock Box Sales, Wildland Revenues, etc.); and Miscellaneous Revenues (Interest Revenues, Sale of Surplus Property, Donations, and Firefighter 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 were separated into the Capital Improvement Plan Document. Staff has included the FY 2008/2009 actual revenues received and the FY 2009/2010 estimated revenues for budget-to-actual comparisons against the proposed FY 2010/2011 proposed budget.

FY 2010/2011 Revenue Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
4110 · Property Taxes	\$ 8,837,614	\$ 8,964,672	\$ 8,901,919	\$ 9,786,319	\$ 821,647	9.2%
4120 · Fire District Assistance Tax (FDAT)	\$ 291,383	\$ 300,000	\$ 294,300	\$ 300,000	\$ -	0.0%
4200 · Ambulance Revenues	\$ 1,432,415	\$ 1,681,134	\$ 1,465,970	\$ 1,553,781	\$ (127,353)	-7.6%
4300 · Program Revenues	\$ 205,425	\$ 33,265	\$ 38,675	\$ 47,690	\$ 14,425	43.4%
4400 · Miscellaneous Revenues	\$ 197,403	\$ 157,390	\$ 197,967	\$ 163,772	\$ 6,382	4.1%
Total Revenues:	\$ 10,964,240	\$ 11,136,461	\$ 10,898,831	\$ 11,851,562	\$ 715,101	6.4%



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 Maricopa County Treasurer's Office generates and issues the property tax bills, usually by September of each year. 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 considered delinquent after May 1.

As previously stated, the Fiscal Year 2010/2011 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 2010/2011 of approximately \$2.2555 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 \$173,300 in 2009 to a value of \$147,700 for 2010, a reduction of approximately 14.8% of assessed value in one year. Given the projected tax rate for FY 2010/2011 of approximately \$2.2555 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 2010.

Historically, the District has established a tax rate that is among the lowest in the Phoenix Metropolitan area for fire districts of equivalent size, while providing services that are among the highest in that same area. The District has generated a budget it hopes will maintain that lower tax rate for the coming fiscal year. Of the eight other fire districts that are similar in size to the Fire District of Sun City West, only three other entities provide both fire suppression and ambulance transport services. Residents of the other five entities must pay a for-profit provider for their ambulance transport needs. The FY 2009/2010 established tax rates for those comparison entities, as well as the Fire District of Sun City West, are listed below:

Other Phoenix Metropolitan Area Fire District tax rates for FY 2009/2010 included:

- Buckeye Valley Fire District* - \$2.5458
- Sun City Fire District - \$2.3861
- Sun Lakes Fire District* - \$2.3288
- Apache Junction Fire District - \$2.0000
- **Sun City West Fire District* - \$1.9660**
- Daisy Mountain Fire District* - \$1.9121
- Circle City / Morristown Fire District - \$1.8908
- Rio Verde Fire District - \$1.8572
- Laveen Fire District - \$1.4086

*Entities who provide ambulance transport services.

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Fire 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

For the first time since the inception in 1994, staff is anticipating a decrease (7.6%) in ambulance billing revenues in comparison to the previous year's budgeted amount. This reduction in revenue is attributed to a decrease in ambulance transports, coupled with an anticipated FY 2009/2010 ambulance transportation inflationary rate increase that was not issued by the Arizona Department of Health Services. These factors, combined with recent changes in federal laws governing Medicare payments of ambulance transports, have had a significant impact on these revenues. Included in the Medicare changes was an increase in deductibles paid by the patient. It is important to remember that the Fire District does not charge its residents 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 as possible which are incurred as a result of providing this invaluable service.

Program Revenue

The Community Risk Reduction Division provides the services associated with the District's Program Revenues which are anticipated to increase during FY 2010/2011. These revenues are derived from Building Permits, Plan Reviews, Fire Permits, CPR Instruction Fees, False Alarm Fees, Lock Box Program sales, etc. A large portion of this revenue source is a direct result of the Fire District's expansion efforts. The most significant increase in these revenues is in the area of lock box sales. Historically, the sale of lock boxes was not budgeted for due to the minimal amount of sales. However, since the Property Owner's and Resident's Association (PORA) no longer sells lock boxes, combined with the potential lock box sales projected for the new annexation areas and the recent focus by the District to increase this program throughout the District, this revenue stream has been added. The District is projecting an approximate 43.4% increase 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. Using a three-year averaging methodology, staff is projecting an increase in miscellaneous revenues for FY 2010/2011 of approximately 4.1%.

Grant / Alternative Funding

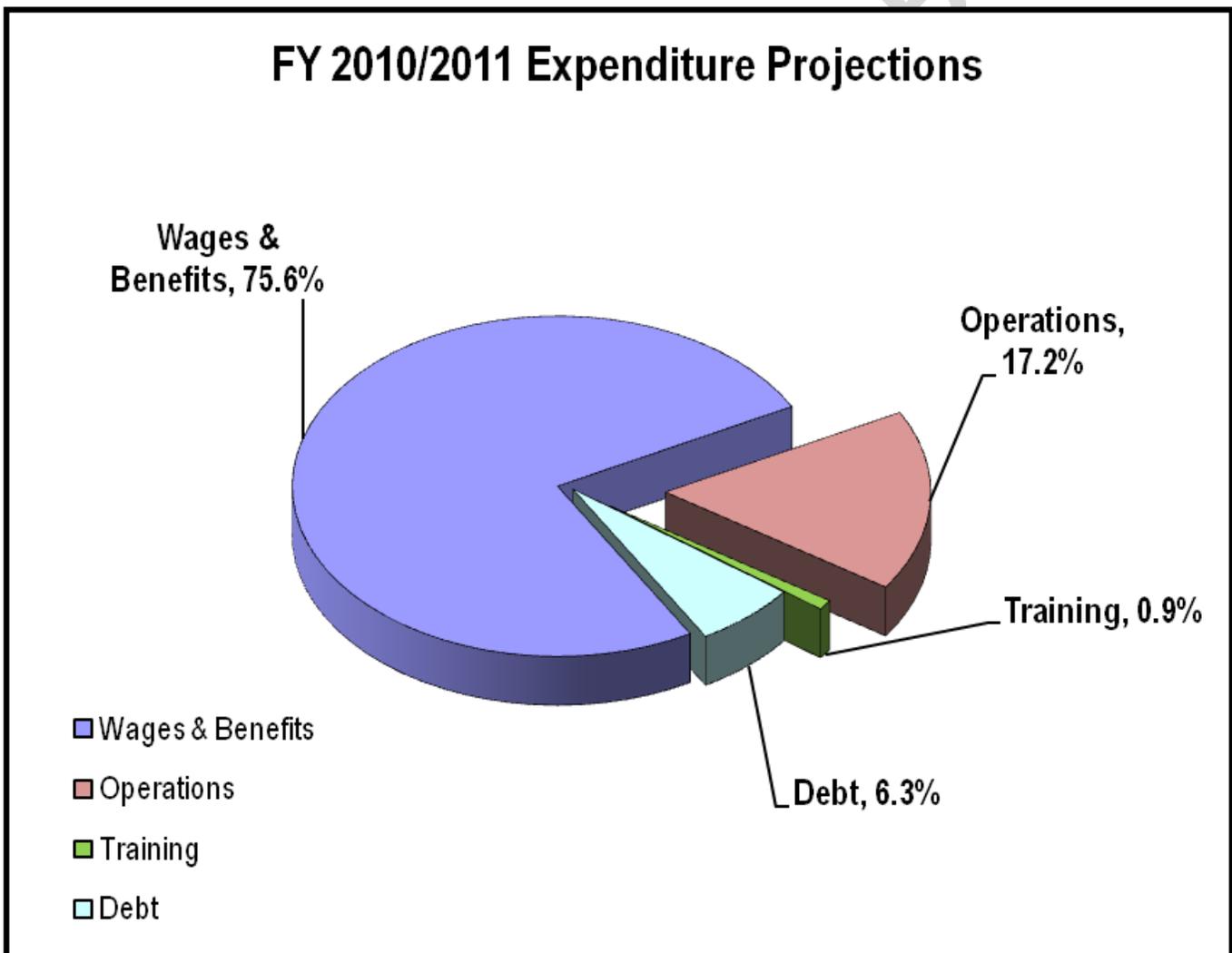
The District continues to aggressively investigate alternative revenue sources. District staff is currently working to secure various grants to enhance District services provided to the community. However, grants are not a guaranteed source of revenue. Many times the District may not be awarded grant 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 and any potential required matching funds may be found in the Sun City West Fire District 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 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. Staff has again included the FY 2008/2009 actual expenditures received and the FY 2009/2010 estimated expenditures for budget-to-actual comparisons against the proposed FY 2010/2011 budget.

FY 2010/2011 Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
Wages & Benefits	\$ 8,355,126	\$ 8,702,844	\$ 8,453,990	\$ 8,956,991	\$ 254,147	2.9%
Operating Expenditures	\$ 1,204,877	\$ 1,574,785	\$ 1,492,229	\$ 2,036,372	\$ 461,587	29.3%
District Training & Development	\$ 83,483	\$ 92,210	\$ 59,428	\$ 110,675	\$ 18,465	20.0%
Debt Service	\$ 1,320,754	\$ 766,622	\$ 766,621	\$ 747,524	\$ (19,098)	-2.5%
Total Expenditures:	\$ 10,964,240	\$ 11,136,461	\$ 10,772,268	\$ 11,851,562	\$ 715,101	6.4%



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Board of Directors, Special Projects & Financial Services Section

The Fire Chief oversees the Special Projects Section and the Financial Services Section. These sections are supported by the Executive Assistant, the Accounting Supervisor, and the Account Clerk. The Fire Chief and the Executive Assistant comprise 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 (SOOP), pursuing grants, and Fire District Accreditation. The Accounting Supervisor and Account Clerk constitute the District's Financial Services Section and are responsible for ensuring that all financial requirements are accomplished.

Board of Directors and Special Projects Section

The Fire Chief is hired by the Board of Directors to manage the Fire District as a whole, including ensuring that all employees adhere to the Policy Manual as set forth by the Board and the Operations Manual which is developed and managed by the Fire Chief. These manuals guide and direct the employees of the District in providing the highest level of service and professional standards. 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 they may make informed decisions for their constituents. The Fire Chief and the Executive Assistant 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 involve tasks such as the Strategic Operational Objectives Plan and other assignments as necessary (accreditation, marketing plan development, etc.).

Special Projects Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Fire Chief	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0
Total Personnel Assigned	2.0	2.0	2.0

Special Projects Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Special Projects		
Number of Board Workshops Supported	12	12
Number of Legally Mandated Board Meetings Supported	12	12
Projected Number of Public Hearings/Special Meetings Supported	3	3
Number of Board Policies Administered	89	89
Number of Operations Procedures Administered	220	223
Grant Applications Submitted/Value	6/\$869,080	4/\$66,532
Grant Awards Received/Value	5/\$29,939	TBD
Number of Special Projects Managed*/**	3	4

*FY 2009/2010 Special Projects:

- Annual Review/Revision of Strategic Operational Objectives Plan
- Fire District Accreditation Process
- Fire District Informational Brochure

****FY 2010/2011 Special Projects:**

- Annual Review/Revision of Strategic Operational Objective Plan
- Finalize Fire District Accreditation Process
- Completion of Intranet Forms Catalog
- November 2010 Election for two (2) Director's Seats

Status of 2009/2010 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 grant 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**
- Continue to explore working with a grant writer on a contingency basis to locate and secure grants – **Process Ongoing**

FY 2010/2011 Performance Goals & Objectives

- Continue to research possible revision/recommendations for Strategic Operational Objectives Plan including potential creation of stand-alone Strategic Plan.
- Continue to research potential grant opportunities and seek alternative grant revenue to enhance District funding.
- Oversee November 2010 Fire Board election process
- Oversee new Fire Board member orientation and update Fire Board Manuals.
- 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.
- Continue to research funding mechanisms to create formalized marketing plan and oversee plan development
- Research revising an external survey on Fire District website to solicit more 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 2010/2011 Fire Board Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5330 · Election Expenditures	\$ 126	\$ -	\$ -	\$ 12,927	\$ 12,927	100.0%
6110 · Educational Expenditures	\$ 990	\$ 1,350	\$ 990	\$ 1,350	\$ -	0.0%
6130 · Travel Expenditures	\$ 5,538	\$ 6,025	\$ 5,875	\$ 6,025	\$ -	0.0%
5515 · Meeting Expenditures	\$ 1,328	\$ 1,000	\$ 997	\$ 1,000	\$ -	0.0%
Total Fire Board:	\$ 7,982	\$ 8,375	\$ 7,862	\$ 21,302	\$ 12,927	154.4%

- 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. The District has been informed that there are approximately 24,603 registered voters for the upcoming election. This, combined with an almost \$0.20 cent increase in the election fees per voter, generated a significant increase in this account over previous years. It is important to note, the District may not be required to host an election if the incumbent board members run again and if they run unopposed. In the event this occurs, the Maricopa County Board of Supervisors would re-appoint the incumbents to the seats for the new term. 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 District Outreach 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

FY 2010/2011 Special Projects Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5325 · Consulting Expenditures	\$ 12,824	\$ 10,000	\$ 22,911	\$ 12,500	\$ 2,500	25.0%
5590 · Accreditation	\$ 517	\$ 11,000	\$ 10,970	\$ 6,000	\$ (5,000)	-45.5%
Total Special Projects:	\$ 13,341	\$ 21,000	\$ 33,881	\$ 18,500	\$ (2,500)	-11.9%

- **5325 Consulting:** These funds are used for professional consultant related research and guidance during the fiscal year. These consultants may provide the District with professional Human Resource support, in-depth, non-biased feasibility studies, and the generation and coordination of mapping and response systems with the City of Phoenix. The District is required to revise mapping systems and the electronic Computer Aided Dispatch (CAD) 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 final 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 2010/2011.

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 annual audits as required by state statute. The reports are prepared in accordance with Generally Accepted Accounting Principles (GAAP), and Governmental Accounting Standards Board (GASB) including the incorporation of GASB 34 requirements into audit and financial presentations.

The Financial Services Section also ensures that the District's financial systems are positioned to satisfy the recommendations of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The District continually performs assessments to improve internal control using guidance from the COSO framework. As a result of these assessments, the District modified the presentation of the General Fund and publishes a separate Capital Improvement Plan. The Financial Services Section separated these funds to ensure autonomy between the two. This separation was initiated at the prompting of the District's Auditor and allows the District to more clearly allocate funds for specific capital projects that carry over from one fiscal year to another. It also allows 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.

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Financial Services Section Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
Total Personnel Assigned	2.0	2.0	2.0

Financial Services Section Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Mandated Annual Reports Processed & Filed		
Maricopa County Board of Supervisors	2	2
Maricopa County Treasurer	2	2
Arizona Department of Health Services	1	1
Lending Agencies	2	2
Arizona State Fire Marshal's Office	1	1
United States Department of Commerce	1	1
Arizona Department of Revenue	2	2
Arizona Property Tax Oversight Commission	2	2
Monthly Fire Board Financial Reports	12	12
General Accounting Requirements		
Bank Accounts Managed	11	11
Warrants/Checks Processed	992	1,000
Deposits Processed	78	80
Arizona State Land Billing Invoices Processed	2	2
1096/1099 Miscellaneous Reports Processed	1-1096 15-1099's	1-1096 20-1099's
Payroll Requirements		
Employee Payroll Files Managed	82	84
Payroll Checks/EFT's Processed	2,369	2,407
Payroll Liability Checks/EFT's Processed	522	522
Quarterly Payroll Reports Filed	16	16
Federal W3/W2's Wage and Earnings Statements Processed	1-W3 82-W2's	1-W3 88-W2's
Arizona A1-R Wage and Earnings Statements Processed	1-A1-R	1-A1-R

Status of 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 - **Goal Accomplished / Ongoing**
- Continue the pursuit of strategies that minimize tax levy dependence through alternative revenue sources - **Goal Accomplished / Ongoing**
- Continue to refine the accounting system and revise policies and procedures where necessary - **Goal Accomplished / Ongoing**
- 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 / Ongoing**
- Refine payroll process to increase efficiency and decrease required schedule verification - **Goal Accomplished**

- Maintain apparatus, equipment, & facility depreciation schedule - **Goal Accomplished / Ongoing**
- Maintain replacement schedule for vehicles, large equipment, and smaller capital items - **Goal Accomplished / Ongoing**

FY 2010/2011 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 dependence through alternative revenue sources.
- Continue to refine the accounting system and revise policies and procedures where necessary.
- Continue to 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.
- Submit the FY 2010/2011 Budget to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Awards Program in hopes of obtaining this award.
- Generate a Comprehensive Annual Financial Report (CAFR) for the FY 2009/2010 audit presentation.
- Submit the FY 2009/2010 CAFR to the Government Finance Officers Association (GFOA) in hopes of obtaining a Certificate of Achievement for Excellence in Financial Reporting.
- Pursue a resolution to the electronic inventory system and commence usage.
- Begin the search for a fund based electronic accounting system to replace QuickBooks.

Personnel Compensation, Benefits and Staffing

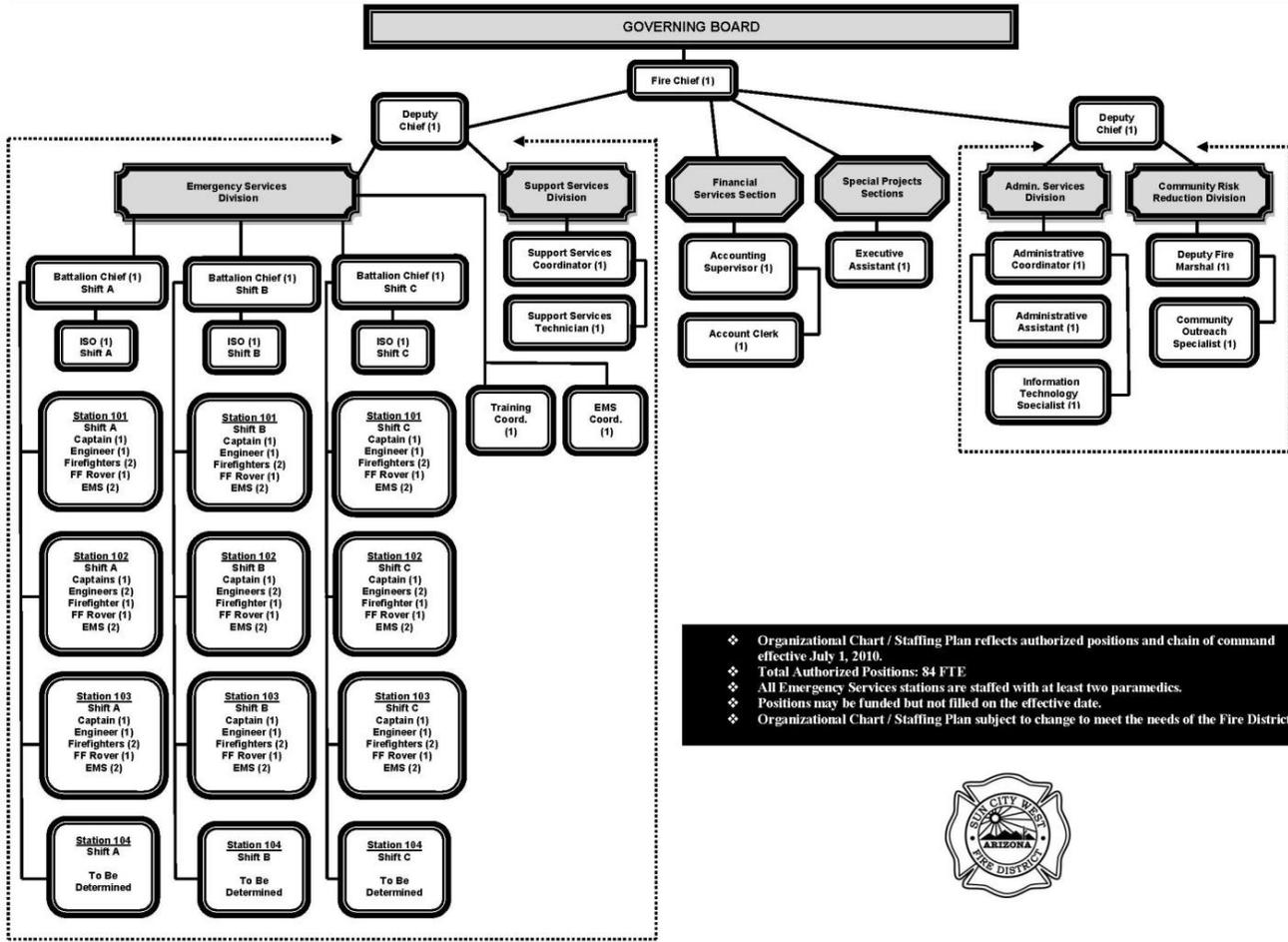
The Financial Services Section is charged with researching, budgeting, and tracking all direct personnel expenses. This includes the Board's goal of ensuring competitive compensation and benefits.

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 below:

FIRE DISTRICT ORGANIZATIONAL CHART / STAFFING PLAN



❖ Organizational Chart / Staffing Plan reflects authorized positions and chain of command effective July 1, 2010.
 ❖ Total Authorized Positions: 84 FTE
 ❖ All Emergency Services stations are staffed with at least two paramedics.
 ❖ Positions may be funded but not filled on the effective date.
 ❖ Organizational Chart / Staffing Plan subject to change to meet the needs of the Fire District.



Fire District Personnel Staffing Levels – Summary

Position/Rank	2008/2009 Actual	2009/2010 Actual	2010/2011 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 Specialist	0.5	0.5	1.0
EMS Coordinator	1.0	1.0	1.0
Support Services Coordinator	1.0	1.0	1.0
Training Coordinator	0.0	0.0	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
Total District Personnel	82.5	82.5	84.0

The Fire Chief, Deputy Fire Chiefs, Accounting Supervisor, Administrative Coordinator, Information Technology Specialist, 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 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 the hiring and training of new employees. The vacancies created within the daily staffing model also require overtime manpower to fill vacant positions. Another turnover related issue is the loss of experienced paramedic level personnel which can lead to operational deficiencies.

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 resulting in 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.

A factor commonly used by the District in determining annual wage scale enhancements has been competitiveness with neighboring emergency service agencies. The District participates in a wage and benefit study each year to compare wages and benefits of similar entities. This is perhaps the most valuable process as wage and benefit competitiveness is vitally important in maintaining a stable and satisfied work force. District management feels that the highly qualified and dedicated personnel in this District deserve to receive wages and benefits that are at least equitable with those of other departments/districts in the Valley.

The District wage scale sorts employees 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 84 full time employees; this includes the addition of one full time employee (FTE) in the position of Training Coordinator. Due to significant proposed changes in the formats used to maintain EMS and suppression certification levels, the District has generated this position to support and administer those changes.

FY 2010/2011 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 the District's compensation and benefits package was greatly lacking in comparison to 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. The District utilizes two sources of information to determine COLA's for the coming fiscal year. Those sources are the Consumer Price Index and the Social Security Administration's COLA adjustment for the Social Security and Supplemental Security Income (SSI). Further information regarding these two influences is summarized in the following paragraphs.

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".

The Social Security Administration announced in October 2008 that the monthly Social Security and Supplemental Security Income (SSI) benefits were to be increased by 5.8% for 2009. However, it has been announced that the monthly SSI benefits will not increase in 2010 as there was no increase in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPU-W) from the third quarter of 2008 to the third quarter of 2009. Consequently, for the first time in three decades, Social Security recipients will not receive a cost of living adjustment in 2010.

Every year since the Fire District began operations with its own employees in 1994, 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 2010/2011. Given the current state of the economy, District employees have not requested any benefit enhancements for next year, including any merit increases that had been previously programmed.

Therefore, there are no additions to the FY 2010/2011 compensation package expenditures for wage increases. The elimination of merit increases for eligible employees will significantly impact approximately 60% of the District's employees. A Cost of Living Adjustment is also not budgeted for FY 2010/2011 for any Sun City West Fire District employees for a second year. Prior to last fiscal year, the District had programmed COLA and merit increases into the budget every year since 1994.

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

Expenditure Detail – Budget Categories

FY 2010/2011 Wages & Benefits Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 PROPOSED	Budget Variance	% of Change
5000 General Wages						
5005 · Administrative	\$ 401,218	\$ 419,674	\$ 419,125	\$ 421,702	\$ 2,028	0.5%
5010 · EMS	\$ 844,586	\$ 886,697	\$ 867,748	\$ 891,931	\$ 5,234	0.6%
5015 · Emergency Services	\$ 3,722,756	\$ 3,827,516	\$ 3,731,477	\$ 3,829,017	\$ 1,501	0.0%
5020 · Community Risk Reduction	\$ 213,994	\$ 251,970	\$ 229,017	\$ 269,756	\$ 17,786	7.1%
5025 · Support Services	\$ 108,959	\$ 114,645	\$ 115,123	\$ 117,775	\$ 3,130	2.7%
Total 5000 General Wages:	\$ 5,291,513	\$ 5,500,502	\$ 5,362,490	\$ 5,530,181	\$ 29,679	0.5%
5000 Continued: Additional Compensation						
5030 · Miscellaneous Compensation	\$ 18,025	\$ 18,075	\$ 18,834	\$ 20,850	\$ 2,775	15.4%
5035 · Longevity Compensation	\$ 49,595	\$ 58,693	\$ 54,948	\$ 53,618	\$ (5,075)	-8.6%
5050 · Holiday On-Call Compensation	\$ 216,468	\$ 230,206	\$ 230,205	\$ 223,419	\$ (6,787)	-2.9%
5070 · Program Manager Compensation	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ -	0.0%
5085 · Coverage Compensation	\$ 421,813	\$ 401,720	\$ 399,301	\$ 353,833	\$ (47,887)	-11.9%
Total 5000 Additional Compensation:	\$ 708,501	\$ 711,294	\$ 697,888	\$ 654,320	\$ (56,974)	-8.0%
Total General Wages:	\$ 6,000,014	\$ 6,211,796	\$ 6,060,379	\$ 6,184,501	\$ (27,295)	-0.4%
5100 Employer Taxes & Benefits						
5110 Employer Taxes						
5111 · Social Security Tax - Employer	\$ 94,218	\$ 102,988	\$ 95,875	\$ 104,447	\$ 1,459	1.4%
5112 · Medicare Tax - Employer	\$ 86,328	\$ 91,613	\$ 89,506	\$ 91,614	\$ 1	0.0%
5113 · AZ U/I & Job Training Tax	\$ 4,114	\$ 4,582	\$ 4,841	\$ 5,327	\$ 745	16.3%
5114 · Workers Compensation Insurance	\$ 106,287	\$ 121,195	\$ 105,776	\$ 139,608	\$ 18,413	15.2%
Total 5110 Employer Taxes:	\$ 290,947	\$ 320,378	\$ 295,998	\$ 340,996	\$ 20,618	6.4%
5120 Retirements						
5121 · PSPRS Retirement Contributions	\$ 770,412	\$ 718,904	\$ 701,517	\$ 752,077	\$ 33,173	4.6%
5122 · ASRS Retirement Contributions	\$ 134,498	\$ 149,390	\$ 140,063	\$ 161,658	\$ 12,268	8.2%
5123 · 401(a) Retirement Contributions	\$ 181,207	\$ 189,544	\$ 179,037	\$ 186,278	\$ (3,266)	-1.7%
Total 5120 Retirements:	\$ 1,086,117	\$ 1,057,838	\$ 1,020,617	\$ 1,100,013	\$ 42,175	4.0%
5130 Benefit Insurance						
5131 · Health Insurance	\$ 686,120	\$ 810,120	\$ 785,715	\$ 1,013,211	\$ 203,091	25.1%
5132 · Dental Insurance	\$ 67,326	\$ 73,139	\$ 74,066	\$ 75,868	\$ 2,729	3.7%
5133 · Life Insurance	\$ 13,058	\$ 16,897	\$ 13,104	\$ 13,593	\$ (3,304)	-19.6%
5134 · PSPRS Cancer Insurance	\$ 5,400	\$ 5,300	\$ 5,200	\$ 5,400	\$ 100	1.9%
5135 · Post Employment Health Plan	\$ 60,403	\$ 62,521	\$ 59,679	\$ 62,122	\$ (399)	-0.6%
5136 · MERP Retiree Med Reimbursement	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ -	0.0%
5137 · Long Term Disability	\$ 22,957	\$ 24,719	\$ 18,979	\$ 20,010	\$ (4,709)	-19.1%
5138 · Flexible Spending Account	\$ (398)	\$ 3,230	\$ (15)	\$ -	\$ (3,230)	-100.0%
5139 · Vision Insurance	\$ 6,210	\$ 6,384	\$ 6,335	\$ 6,462	\$ 78	1.2%
Total 5130 Benefit Insurance:	\$ 865,276	\$ 1,006,510	\$ 967,263	\$ 1,200,866	\$ 194,356	19.3%
5140 Operational Allowances						
5141 · Sick Leave Buy Back	\$ 39,571	\$ 30,056	\$ 35,409	\$ 52,822	\$ 22,766	75.7%
5142 · Uniform Allowance	\$ 62,758	\$ 65,450	\$ 63,892	\$ 65,521	\$ 71	0.1%
5143 · Cell Phone Allowance	\$ 10,442	\$ 10,816	\$ 10,432	\$ 12,272	\$ 1,456	13.5%
Total 5140 Operational Allowances:	\$ 112,771	\$ 106,322	\$ 109,733	\$ 130,615	\$ 24,293	22.8%
Total Benefits:	\$ 2,355,111	\$ 2,491,048	\$ 2,393,611	\$ 2,772,490	\$ 281,442	11.3%
Total Combined Wages & Benefits:	\$ 8,355,125	\$ 8,702,844	\$ 8,453,989	\$ 8,956,991	\$ 254,147	2.9%

The following bullet points provide detailed information regarding all accounts grouped in the 5000 General Wages and the 5100 Employer Taxes & Benefits sections 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 encompasses 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 account increased due to the addition of one full time employee in the form of one Training Coordinator. However, due to the retirement of three senior suppression personnel, the net impact of this new FTE is slight. 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 week schedule. Budgeted funds contain the salary of one (1) Deputy Chief, and the hourly wages of the Deputy Fire Marshal, Information Technology Specialist and the Community Outreach Specialist. The increase in this account resulted from the budgeting of a full twelve months of wages for the Information Technology Specialist during FY 2010/2011 as compared with only six months of wages during FY 2009/2010.
- **5025 Support Services Division:** This employee classification generally works a 40-hour work week schedule. This class includes the salary of a Support Services Coordinator and hourly wages for a Support Services Technician.
- **5030 Miscellaneous Compensation:** This account funds Out-of-Class Assignment Compensation, which is currently earned on a per shift basis after the completion of an initial 120 non-consecutive hours of working in an Out-of-Class capacity. Hours are accumulated on an annual basis and are carried over from previous years until the minimum requirement is met. 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, state and Federal standards. Unforeseen events or illnesses, mandatory State and Federal training compliance requirements, unplanned personnel vacancies, or large scale incidents all affect this expenditure. 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. Federal law 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 taxable, contributing employer or a reimbursable employer for Arizona State Unemployment Insurance. The District received a rate of 0.71% during last fiscal year and anticipates that the rate will increase slightly to 0.75% for FY 2010/2011. This tax 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.

Premium rates differentiate between each Worker's Compensation Class and can change from year to year based on industry trends. The District did experience an increase in the Fire Fighter's Classification rates for FY 2010/2011 resulting in an increase in this budget expenditure. However, the District focuses on safety both in the field and in its facilities which has resulted in reduced instances of reportable injuries. This aids the District in maintaining a steady and more predictable premium.

- **5121 PSPRS Retirement:** The District's sworn or 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 2010/2011 year is 18.33% of wages paid to all eligible employees. This rate is an increase when compared to the FY 2009/2010 contribution rate of 17.42%. As a result of the increase in the PSPRS rate, this account experienced an increase in required funding. Participating employees are also mandated to pay a designated portion of their wages, established by statute, to the PSPRS.
- **5122 ASRS Retirement:** The District's non-sworn or non-firefighting personnel 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 2010/2011 at 9.60% of wages paid to all eligible employees which represents an increase from the 9.00% 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% of wages paid 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 29% increase over last year's premium costs. The District compared the various insurance alternatives available and, in an attempt to reduce the requested premium increase, began negotiations with United Healthcare, both independently and through the Valley Schools Trust. Similar plans from other insurance carriers were also researched. However, their plan premiums and benefits were unable to match the District's current negotiated premiums and plans. Due to the District's pursuit of insurance alternatives and negotiations, United Healthcare ultimately reduced their proposed renewal increase from 29% to 19%. The District has accepted this renewal in order to maintain the current insurance plan. However, the renewal contract has been written with the option to withdraw from this plan at any point during the fiscal year. For fire districts to participate, the Valley Schools Trust required a minimum of four fire districts to join the trust. Only two districts had tentatively agreed to participate by the end of June 2010. The Valley Schools Trust is still seeking additional fire districts to

meet their minimum participation requirements. Should the option become available, the District is positioned to possibly switch to the Trust's health insurance program in an attempt to reduce current and future insurance premiums. The Valley Schools Trust is self funded and is based on a much larger membership. Therefore the spread of risk is greater when looking at premiums versus claims. The current Fire District renewal is based on the District's merits and demographics only.

- **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 unable to extend its contract for a fourth year with United Concordia Companies, Inc. (UCCI) who requested a 14.9% increase over their previous year's rates. This resulted in the District seeking dental coverage through Met Life Dental. Met Life Dental is providing a similar plan with a 2.8% decrease in premium costs. However, as a result of employees transitioning to the family class, this account experienced an increase in projected expenditures.

- **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 expired June 30, 2009. However, last year 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 PSPRS. 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 is designed to allow the Fire District to invest funds into a Post Employment Health Plan (PEHP) under Internal Revenue Code Section 501(c)(9) VEBA. These funds provide for the payment of post employment qualified medical premiums that employees will incur upon separation from service to the District. This program was established in July 2007 to replace the Medical Expense Reimbursement Plan (MERP) previously sponsored by the District. The PEHP benefit is currently funded at rate of 1.0% of wages paid per employee.
- **5136 MERP Retiree Medical Reimbursement (MERP):** 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, The Standard. This fiscal year, ASRS mandates that both the employee and the District pay a premium rate of 0.25% of each participant's wages annually to provide for Long Term Disability. This represents a decrease from the 0.40% rate established in the previous year. 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 in 2009 for a two year rate guaranteed contract with Standard which expires on June 30, 2011.
- **5138 Flexible Spending Account (FSA):** 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. Money 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 generally pays a minimal monthly administrative fee for each participant in this program. However, United HealthCare provides this administrative service as one of their employer benefits, resulting in no service fees. The District anticipates the continuation of this program for the coming fiscal year and has not budgeted funds in this account. The anticipated participation for FY 2010/2011 is estimated to increase from the 32 participants during the previous year 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. The District currently holds a rate guarantee with Spectera under United Healthcare for vision insurance that will not expire until June 2011. This account experienced a slight increase in expenditures as a result of the addition of a full time employee. 100% of the dependent care coverage for this benefit is paid by the employees.
- **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 an established minimum requirement. Employees who are eligible to participate in this program may sell back sick leave hours 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. This allows employees to decrease their sick leave accumulation at current hourly wages rather than continuing to accumulate hours. Hours held, could result in a greater expense to the District if cashed out at a higher wage upon employee retirement. An additional benefit to the District is the reduction sick leave usage experienced as a result of this program. Funding for this expenditure is calculated based on projected usage by District employees. Employees that plan to participate in this program during the next fiscal year are required to notify the Financial Services Section by March 1 of each year. This account experienced an increase as a result of the retiring of two long time employees and their receipt of their retirement benefits under this policy.

- **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.

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 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

FY 2010/2011 Financial Services Section Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5305 · Accounting	\$ 11,169	\$ 12,000	\$ 10,608	\$ 12,500	\$ 500	4.2%
5310 · Bank Service Charges	\$ 10,147	\$ -	\$ 8,889	\$ 14,250	\$ 14,250	100.0%
5315 · Payroll Processing	\$ 557	\$ 900	\$ 847	\$ 1,050	\$ 150	16.7%
5320 · Ambulance Billing	\$ 134,438	\$ 159,708	\$ 132,290	\$ 147,610	\$ (12,098)	-7.6%
5505 · Memberships & Dues	\$ 5,985	\$ 8,499	\$ 8,446	\$ 7,889	\$ (610)	-7.2%
5510 · Professional Subscriptions	\$ 3,808	\$ 3,364	\$ 3,320	\$ 3,346	\$ (18)	-0.5%
5595 · Contingency	\$ 13,366	\$ 250,000	\$ 250,000	\$ 611,834	\$ 361,834	144.7%
Total Accounting & Professional:	\$ 179,470	\$ 434,471	\$ 414,400	\$ 798,479	\$ 364,008	83.8%

- **5305 Accounting:** State Statute requires the District to hire an outside independent Certified Public Accountant (CPA) 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. This account has been slightly increased as a result of the impending additional revisions in Risk Assessment Standards and the additional CPA hours associated. The District annually solicits bids from multiple CPA firms around the state to ensure it is receiving the most professional and efficient services available.
- **5310 Bank Service Charges:** The District has been able to avoid banking service charges in previous years through the use of balance credits applied against banking service fees. However, as a result of the economic downturn and consequent reduction in interest rates, the District is no longer receiving enough balance credits to off-set these costs. Therefore, the District was forced to revise this account and its associated expenditures. As interest rates increase, these fees may be reduced or eliminated.

- **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 accounting software, tax form requirements for Federal and State reporting, and miscellaneous supplies. Due to increases in the tax table costs, this account has been slightly increased. 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 \$1,553,781 for FY 2010/2011. 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 apprised 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 (ICC), and the Government Financial Officer's Association (GFOA). This account was reduced as a result of restructuring of some of the District's professional memberships.
- **5510 Professional Subscriptions:** The District subscribes to local periodicals to accumulate current information and historical data. During FY 2009/2010 the District ceased the purchase of periodicals for all stations, with the exception of the Administrative office, which uses them for public relations as well as for 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. For example, 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 transport revenues. Shortfalls in ambulance transport revenues can be associated with a wide range of causes including Medicare reimbursement changes or fewer transports than estimated during the budgeting process. This expenditure account also acts as an offset to the necessary capital projects annual funding requirements. Along with general revenues over expenditures at fiscal year-end, unexpended funds in this account are transferred directly to the Capital Improvement Plan.

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. As a means to work towards this recommended goal and to address items such as a potential increase in City of Phoenix Fire Dispatch Fees, shortfalls in ambulance revenues as experienced in FY 2009/2010, and initial funding for expenditures associated with Ambulance Non-Emergency Transport Services should the District decide to pursue this Special Revenue Project, this account was significantly increased.

Debt Service

Large-scale apparatus, 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 using alternative funding through lease/purchase spreads the costs of a capital asset over the actual useful service life of the asset. This method allows the asset to be paid for by the taxpayers who actually benefit from its use. Assets that are purchased using cash on hand accumulated from current taxes and current residents may not benefit those taxpayers who essentially paid for the asset, instead benefitting future taxpayers. In the past, the Board of Directors has acquired lease/purchase proceeds to alleviate funding through increased 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 tax rate fluctuations.

During FY 2007/2008, the District refinanced approximately \$2.7 million dollars of the previously existing debt, reducing interest rates and repayment obligation timeframes. It also acquired 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 including the completion of renovations of Fire Station 102 and the replacement of an aging fire pumper and a 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 District 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 \$5.7 million dollars of outstanding indebtedness at the end of FY 2010/2011. This debt is split between two lenders: Marquette Bank with a balance of just over \$83,000 at a 3.75% interest rate is scheduled to be fully retired as of April 2013, and DeLage Landon with a balance of \$5.65 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 \$617,000. 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 2010/2011 Debt Service Expenditure Projections							
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change	
7230 · Marquette Principal	\$ 163,961	\$ 170,248	\$ 170,248	\$ 39,132	\$ (131,116)	-77.0%	
7235 · Marquette Interest Expenditure	\$ 16,003	\$ 9,716	\$ 9,715	\$ 4,467	\$ (5,249)	-54.0%	
7250 · DeLage Landon Principal	\$ 155,241	\$ 174,287	\$ 174,287	\$ 319,694	\$ 145,407	83.4%	
7255 · DeLage Landon Interest Expenditure	\$ 267,119	\$ 262,371	\$ 262,371	\$ 253,331	\$ (9,040)	-3.4%	
7290 · Capital Projects Funding (Deprc)	\$ 718,430	\$ 150,000	\$ 150,000	\$ 130,900	\$ (19,100)	-12.7%	
Total Debt Service:	\$ 1,320,754	\$ 766,622	\$ 766,621	\$ 747,524	\$ (19,098)	-2.5%	

- **7230 Marquette Principal:** This account funds the current year's semi-annual principal payment expenditures. This lease/purchase Debt is scheduled to be fully retired in April 2013.
- **7235 Marquette Interest:** This account funds the current year's semi-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 semi-annual principal payment expenditures. This Lease/Purchase Debt is scheduled to be fully retired in June 2023.
- **7255 DeLage Landon Interest:** This account funds the current year's semi-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 revised annually and 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 now prepares a separate CIP from the Annual Budget and Operational Plan, the two plans are closely linked. The CIP is a systematic method of anticipating, planning, and budgeting for major capital projects. The structure of the plan is based on the District's Property Stewardship and Capitalization Policies. 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 Specialist, 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 Specialist.

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	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Administrative Coordinator	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Information Technology Specialist	0.0	0.5	1.0
Total Personnel Assigned	2.0	2.5	3.0

Administrative Services Division Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Human Resources		
Number of Employees Supported	83	84
Number of Volunteers Supported	38	60
Retirements and Departures Processed	4	1
New Employees Hired and Orientated	2	TBD
Workers Compensation Claims Processed	2	TBD
Employee Benefit Fairs Conducted	3	3
Recruitment Events	1	1
Information Technology		
Number of PC's Supported	48	53
Number of Critical Software Packages Supported	21	24

Status of FY 2009/2010 Performance Goals and Objectives

- Successfully conduct orientation for newly hired employees – **Goal Accomplished**
- Complete an employee wage and benefit study – **Goal Modified**
- Research/feasibility study regarding alternative work schedules – **Process Ongoing**
- 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 / Ongoing**
- Design and update existing intranet for easier access to pertinent information for employees – **Goal Accomplished / Ongoing**

- 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 / Ongoing**
- 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 / Ongoing**
- Refine and computerize performance appraisal instrument – **Process Ongoing**
- Work towards a paperless office environment – **Process Ongoing**
- Develop and implement enhanced intranet copies of the District Policy and Operations Manuals – **Goal Accomplished**
- Update and distribute new policies and procedures as necessary – **Goal Accomplished / Ongoing**
- Implement workflow management software options – **Process Ongoing**
- Manage District's recycling program – **Goal Accomplished / Ongoing**
- Enhance the content of District quarterly newsletters – **Goal Accomplished / Ongoing**

FY 2010/2011 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 update existing intranet for easier access to pertinent information for employees.
- Continue to update and distribute new policies and procedures as necessary.
- Continue to enhance the content of District quarterly newsletters.
- 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.
- 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 2010/2011 Non-Medical District Insurance Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5210 - Facilities/Equipment Insurance	\$ 30,726	\$ 34,833	\$ 34,760	\$ 24,991	\$ (9,842)	-28.3%
5220 - Motor Vehicle Insurance	\$ 15,894	\$ 18,063	\$ 16,805	\$ 22,051	\$ 3,988	22.1%
5230 - Umbrella, Errors & Omissions	\$ 8,089	\$ 8,350	\$ 8,336	\$ 8,093	\$ (257)	-3.1%
Total Non-Medical District Insurance:	\$ 54,709	\$ 61,246	\$ 59,901	\$ 55,135	\$ (6,111)	-10.0%

- **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. Decreases in this expenditure account reflect the cost savings associated with the implementation of the DriveCam System in District apparatus.

- **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. Increases in this account are attributed to new apparatus being placed into service.
- **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. Decreases in these premiums are reflective of decreases in industry rates.

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 Human Resources component encompasses many programs and services designed to support the District and its employees in the achievement of the District's mission. Human Resources oversees areas pertaining to employee hiring and orientation, performance management, benefits administration, Policy and Operation Manuals' maintenance, Milestone Recognition Program, and employee benefits and services. Additional responsibilities include 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.

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 Electronic Patient Care Reporting (ePCR) 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.

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Expenditure Detail – Budget Categories

FY 2010/2011 Administrative, HR & IT Expenditure Projections							
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change	
5335 · Legal Expenditures	\$ 23,208	\$ 35,000	\$ 7,174	\$ 32,000	\$ (3,000)	-8.6%	
5515 · District Outreach	\$ 12,501	\$ 11,285	\$ 11,195	\$ 11,785	\$ 500	4.4%	
5520 · Office Supplies	\$ 10,736	\$ 10,500	\$ 10,499	\$ 12,500	\$ 2,000	19.0%	
5525 · Office Equipment	\$ 9,423	\$ 9,000	\$ 8,950	\$ 9,000	\$ -	0.0%	
5530 · Postage & Delivery	\$ 3,331	\$ 3,500	\$ 3,389	\$ 3,500	\$ -	0.0%	
5535 · Publishing & Printing	\$ 4,930	\$ 4,696	\$ 2,511	\$ 4,696	\$ -	0.0%	
5540 · Copier R/M Expenditures	\$ 1,437	\$ 2,534	\$ 1,713	\$ 2,534	\$ -	0.0%	
5450 · Computer/Systems/Equip R/M	\$ 14,848	\$ 14,800	\$ 14,795	\$ 17,500	\$ 2,700	18.2%	
5545 · Computer Hardware	\$ 6,437	\$ 10,000	\$ 9,401	\$ 10,000	\$ -	0.0%	
5550 · Computer Software	\$ 11,837	\$ 11,450	\$ 10,245	\$ 27,992	\$ 16,542	144.5%	
5610 · Duty Uniforms	\$ 5,591	\$ 7,100	\$ 6,615	\$ 7,100	\$ -	0.0%	
Total Administrative, HR & IT:	\$ 104,279	\$ 119,865	\$ 86,487	\$ 138,607	\$ 18,742	15.6%	

- **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, etc. This line item has been decreased for FY 2010/2011.
- **5515 District Outreach:** This section of the budget is used for the recognition and appreciation of the Fire District’s customers, volunteers, residents, and employees. These funds are allotted to maintain a productive family environment for the District, its Board members, residents, employees, and customers. This line item includes such items as funding for Board member, citizen, and employee recognition events. Additionally, opportunities such as Board member and employee retirements and special recognition awards are purchased from this account. Other non-financial appreciation tokens and rewards include hams and turkeys for the on-duty crews during holidays. Current annual recognition items include the Firefighter of the Year Award and the Service Milestone Award Program. All employee events are critical to providing and maintaining the “family support” atmosphere within the District. This expenditure account also allows for ongoing administrative and business meetings hosted by the District. These meetings include Valley Fire Consortium meetings, Westside Fire Chiefs 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. A significant portion of the expenditures in this account are attributed to the purchase of toner and ink cartridges. The District continues to save external printing costs by the printing of some brochures and public safety information in-house. However, this combined with the production of significant documents such as this budget document, the Strategic Operational Objectives Plan (SOOP) and other necessary reports does contribute to an increased usage of ink. Additionally, the cost of these supplies has steadily increased over previous years. Therefore, this account has been increased to compensate for these changes.
- **5525 Office Equipment:** These funds are used to provide basic office equipment for use by the District to facilitate operational requirements. This line 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, organizations, and vendors. This account also provides for the leasing of a postage meter to facilitate the allocation of postage.
- **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. This account has been increased for the 2010/2011 fiscal year due to the required two-year renewal of the District's off-site data systems back-up contract, and to address increased maintenance issues associated with the Microwave Canopy Communications System.
- **5545 Computer Hardware:** The District's computer hardware and network funding is contained within this account. These funds will be used to maintain the current computer network and internet service in good working order and to purchase new and replacement computers as needed.
- **5550 Computer Software:** These funds provide functioning computer equipment which allows the District's personnel to effectively support reporting and presentation requests from various entities and residents. The District must ensure that the computer software it utilizes is sustained and functioning with the most current updates. This account ensures that functionality. This account shows a considerable increase in required expenditures for FY 2010/2011. These increases are directly attributed to annual software maintenance fees for the planned Document Management Software System, electronic Employee Evaluation and Performance (EPAR) Software, and participation in the FireAdmin.com system. These new systems are designed to increase the effectiveness and efficiency of District data and records management process.
- **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.

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, business administration, human relations, executive and clerical functions, and information technologies administration. These individuals strive to benefit the District through their knowledge and training.

Personnel charged with the responsibility of managing the District's personnel, finances and information technology systems require annual training. Changes in Federal and State regulations, as well as a cadre of other management, legal, financial, technology and data management related issues occur annually. This may include knowledge of human resource issues, tax revenue statutes and payroll tax withholding mandates, as well as legal reporting issues and tasks. Periodic training is required to ensure that legal constraints are adhered to regarding these issues. Additionally, staff must keep abreast of topics such as the Fair Labor Standards Act (FLSA), the Family Medical Leave Act (FMLA), the Health Insurance Portability and Accountability Act of 1996 (HIPPA), and Arizona Revised Statutes, Title 48, regarding Special Taxing Districts.

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

FY 2010/2011 Administrative Training Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
6610 · Educational Expenditures	\$ 8,857	\$ 7,910	\$ 7,133	\$ 9,910	\$ 2,000	25.3%
6630 · Travel Expenditures	\$ 7,878	\$ 6,615	\$ 6,538	\$ 6,615	\$ -	0.0%
Total Administrative Training:	\$ 16,735	\$ 14,525	\$ 13,671	\$ 16,525	\$ 2,000	13.8%

- 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. This account reflects an increase related to the undertaking of the Professional Human Resource Manager's (PHRM) Certification Program through the Society for Human Resource Management (SHRM) for the Administrative Coordinator, the pursuit of a Bachelor's Degree in Accounting for the Accounting Supervisor, and additions to typical annual training requirements.
- 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. The most noteworthy of these is attendance at the Arizona Fire District Association Conference twice annually for certain members of the administrative staff.

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, community/media relations, and disaster preparedness.

The Community Risk Reduction Division allows the District to focus on the basic targeted functions of the division including 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. The District will continue the expansion of the District's Fire Corps Volunteer Program and Council for the coming fiscal year.

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 within the District. 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 services and needed improvement in current service delivery to District residents and property owners.

As a part of this proactive and progressive planning, the District's Fire Corps Program was created to help coordinate volunteer activities that will make 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. The Fire Corps Program builds 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.

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 was 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 and are expanding the use of the Fire Corps volunteers into several areas which include, but are certainly not limited to: the Lock Box Program, Child Safety Seat Loaner Program, smoke alarm installations, home safety surveys and inspections, commercial fire inspections, community education activities, CCC/CPR/AED Community Training, non-hazardous service call response, future Community Connector Program, Chaplain Services, etc.

The Community Risk Reduction Division evaluated the District's current Community Emergency Response Team (CERT)/Citizens Academy Programs and designed a multi-faceted Fire Corps Volunteer Program based on that evaluation. Additional volunteer recruitment efforts have been implemented and the program continues to thrive.

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 continues to participate in a Train-the-Trainer course of study through the Department of Homeland Security which provides training in the areas of weapons of mass destruction, domestic terrorism, and self awareness/preparedness in events of natural disaster. These courses are provided at a minimal cost to the District.

Community Risk Reduction Division Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 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
Total Community Risk Reduction Personnel	3.0	3.0	3.0

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Community Risk Reduction Division Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Community Risk Reduction Code Enforcement		
Total Fire Crew Inspections	350	400
Total Community Risk Reduction Staff Inspections	30	60
Inspections Not Completed within 30 Day Variance	0	0
Construction Inspections	21	40
Hazards Noted	111	65
Hazards Abated	111	65
Total Plans Reviewed	15	20
Plans Reviewed within 30 Day Goal	15	20
Consultations	15	20
Permits Issued	15	20
Fire Investigations		
Investigations Performed	3	6
Hours expended in investigation	30	60
Community Education / Relations		
News Releases & Articles	80	80
Public Education Presentations	70	80
Public Education Attendance	5,500	6,000
Public Relations Events / Presentations	57	65
Event Presentation Attendance	800	850
Child Safety Seat Installations	325	400
Lock Box Sales	500	500
Lock Box Installations	500	500
Lock Box Maintenance	950	1,000
Smoke Alarm Checks	375	400
Smoke Alarm Installations	700	700
Volunteer Coordination		
Number of Volunteers	38	65
Number of Volunteer Hours Provided to the District	1,800	2,200
Number of Volunteer Training Hours	975	1,200
Planning and Development		
Plat/Development Plan Reviews	5	2
Developer/Owner Consultations	15	5
Disaster Preparedness		
DHS Disaster Preparedness Courses Attended	3	5
Number Personnel in Attendance	6	8

Status of 2009/2010 Performance Goals and Objectives

- Continue with promotional and educational programs for the community – **Goal Accomplished / Ongoing**
- 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 – **Goal Accomplished / Ongoing**
- Coordinate Citizens Academies and Fire Corps Volunteer Program – **Goal Modified**
- Research area Connector Programs as well as potential partnerships and resources – **Process Ongoing**
- Identify Community Assistance needs within the Fire District – **Process Ongoing**
- 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 / Ongoing**
- 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 / Ongoing**
- Continue involvements in legislative issues that affect Fire Districts – **Goal Accomplished / Ongoing**
- Continue to develop a plan to guide the District in developing an Emergency Operations Management Team. Alternative funding sources should be explored and included in the final plan. – **Goal Accomplished / Ongoing**
- Continue to update / revise the District Disaster Plan. The final plan should integrate with the Maricopa County Disaster Plan and upon adoption, should be distributed to affected agencies (i.e.: Maricopa County, Maricopa County Sheriff, etc.) – **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 2010/2011 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 deliver the "Remembering When" educational program which includes senior fall and fire prevention as well as other components.

- Maintain District personnel participation in Homeowner’s Association meetings, community service clubs, Sun City West Citizen’s Corps Council, etc.
- Finalize standardized written community education lesson plans for consistency in presentation.
- Finalize 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.
- Evaluate access/egress capabilities in the newly annexed areas and work to improve any issues.
- 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.
- Explore the development of a Community electronic newsletter.
- Create a District property owner contact database.
- 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. The 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.

Expenditure Detail – Budget Category

FY 2010/2011 Community Risk Reduction Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5655 · Disaster Preparedness Supplies	\$ 1,206	\$ 2,000	\$ 388	\$ 2,000	\$ -	0.0%
5660 · Fire Corps Materials & Supplies	\$ 3,419	\$ 3,480	\$ 1,496	\$ 3,480	\$ -	0.0%
5665 · Risk Reduction Materials	\$ 14,446	\$ 12,900	\$ 11,942	\$ 12,650	\$ (250)	-1.9%
5691 · Lock Box Materials	\$ 16,531	\$ -	\$ 26,009	\$ 20,425	\$ 20,425	100.0%
5692 · T-Shirt Materials	\$ 1,151	\$ -	\$ 550	\$ 900	\$ 900	100.0%
Total Community Risk Reduction Section:	\$ 36,753	\$ 18,380	\$ 40,385	\$ 39,455	\$ 21,075	114.7%

- **5655 Disaster Preparedness Supplies:** Expenditures from this category provide for supplies necessary to maintain disaster preparedness requirements. 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 County's Emergency Operations Center (EOC).
- **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.
- **5665 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.
- **5691 Lock Box Materials:** This is a new expenditure account generated to track the expenditures associated with the expanding Lock Box Program. Due to the District now being the sole source vendor of lock boxes for our residents, this account was established. This account will track the purchase of lock boxes, lock box maintenance supplies, drills, drill bits and other materials used to support this program. A portion of the District's Program Revenues are budgeted to recoup these direct expenses.
- **5692 T-Shirt Materials:** The District purchases and sells T-Shirts that allow the employees and community to show their pride and support of the District. These shirts are sold at Public Education events and at the District's Administration office. This has been a popular program and the District wishes to ensure its continuance through this account. A portion of the District's Program Revenues are budgeted to recoup these direct expenses.

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. The District also supports training of the Fire Corps Volunteer Program through this section of the Budget.

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Expenditure Detail – Budget Categories

FY 2010/2011 Community Risk Reduction Training Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
6320 · Educational Expenditures	\$ 970	\$ 4,335	\$ 1,615	\$ 4,800	\$ 465	10.7%
6340 · Travel Expenditures	\$ 3,362	\$ 3,070	\$ 321	\$ 5,170	\$ 2,100	68.4%
6350 · Fire Corps Training	\$ -	\$ 3,050	\$ 1,980	\$ 4,100	\$ 1,050	34.4%
Total Community Risk Reduction Section:	\$ 4,332	\$ 10,455	\$ 3,916	\$ 14,070	\$ 3,615	34.6%

- **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. Additions to this account are the result of the need to obtain additional training in the FireHouse Data System utilized by the District to maintain emergency response data and the renewal of Child Safety Seat Technician recertification.
- **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. This account was increased due to the proposed attendance of the FireHouse Training Conference.
- **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, Child Safety 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. The most significant increase to this account is associated with the increased number of Fire Corps Volunteers and the Target Safety Training annual requirements.

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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, the Mission Readiness – Training/Development Section, and the Recruitment Section.

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	2008/2009 Actual	2009/2010 Actual	2010/2011 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	13.0
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
Total Assigned Personnel	71.0	71.0	72.0

Emergency Response

Emergency response represents the most visible aspect of the District's mission. A major consideration in the delivery of effective emergency services is the timeframe, or emergency response time, in which these services are delivered. Emergency response time is defined as the elapsed time from the moment an emergency call is received in the Communications Center until the first unit arrives on scene. As a part of the Accreditation process through the Commission on

Fire Accreditation International (CFAI), the District was required to develop a Standards of Cover (SOC) document. The SOC is based on an empirical study and demonstrates continuous improvement strategies that include deployment considerations, minimum response times, and standard of cover assessments. These improvement strategies were used to establish formal performance measures or response goals for the Fire District of Sun City West. The emergency response performance measure has been segmented into three components which are identified as Call Processing Time, Turnout Time, and Response Time Standards or travel time to the incident. The District Board adopted formal Resolution #10-0121-1 on January 21, 2010 to formally establish these goals. The District compares emergency responses against these goals to determine the effectiveness of its emergency responses. Details regarding each performance measure are listed below.

District Performance Measures / Response Goals

- **District Call Processing Time:** The District will work with the Regional Communications Center to strive for an emergency call processing time of sixty (60) seconds or less, 90% (percent) of the time.
- **Turnout Time:** A critical component of response time is turnout time (the amount of time that passes between the incident being broadcast to firefighters and the time that District fire apparatus is en route to the emergency).

Type of Incident	Turnout Time Standard*
Emergency Medical Incidents (0700-2200 hours)	1 Minute
Emergency Medical Incidents (2201-0659 hours)	1 Minute, 30 Seconds
Fire Incidents (0700-2200 hours)	1 Minute, 30 Seconds
Fire Incidents (2201-0659 hours)	1 Minute, 45 Seconds

*Standard based on 90% (percent) fractile.

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

- **Fire Suppression Response Time Standards:**

Resource	Response Time Standard* Demand Zone A	Response Time Standard* Demand Zone B
First Due Company	4 Minutes (Travel)	8 Minutes (Travel)
Initial Full Alarm Assignment	6 Minutes (Travel)	10 Minutes (Travel)

*Standard based on 90% (percent) fractile.

- **Special Operations Response Time Standards:**

Resource	Response Time Standard* Demand Zone A	Response Time Standard* Demand Zone B
Hazardous Materials - First Due Company	4 Minutes (Travel)	8 Minutes (Travel)
Hazardous Materials – Balance of Units	10 Minutes (Travel)	12 Minutes (Travel)
Technical Rescue - First Due Company	4 Minutes (Travel)	8 Minutes (Travel)
Technical Rescue – Balance of Units	10 Minutes (Travel)	12 Minutes (Travel)

*Standard based on 90% (percent) fractile.

o **Emergency Medical Operations Response Time Standards:**

Resource	Response Time Standard* Demand Zone A	Response Time Standard* Demand Zone B
First Due Unit	4 Minutes (Travel)	7 Minutes (Travel)
Balance of Units	4 Minutes 30 Seconds (Travel)	7 Minutes 30 Seconds(Travel)

**Standard based on 90% (percent) fractile.*

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 maintaining 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.

The District presents the following table to demonstrate the performance as compared to the established response goals for the period of 2005 through 2008. The table below displays data for all emergency calls for the 2005 through 2008 calendar years. It presents the emergency response time and the three performance measure components as established under the District's response goals. The information is presented in the form of Hours:Minutes:Seconds (00:00:00) to represent the length of time in which each component was performed. The percentages listed across the top of the table indicate the total percentage of emergency calls that were processed within the time indicated in each cell. As this is a new process for assessing the District's ability to meet these performance measures, the data for 2009 is not yet available. However, it will be included in future documents.

Performance Measure	90%	80%	70%	60%	50%
Call Processing Time	00:02:00	00:01:29	00:01:12	00:00:26	00:00:24
Turnout Time	00:01:27	00:01:08	00:00:58	00:00:50	00:00:44
Travel Time	00:05:15	00:04:31	00:04:00	00:03:35	00:03:10

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

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

An effective fire force of a minimum of fifteen (15) personnel deployed via three (3) engine companies, one (1) ladder/ladder tender, and one (1) battalion chief. Upon notification of a "working fire", an additional nine (9) personnel will be automatically dispatched via one (1) Engine Company and various other support vehicles.

- **Special Operations Performance Objectives:**

- **Hazardous Materials:** To isolate, evacuate, and identify the hazardous material(s) that created the emergency and mitigate the hazard.
- **Technical Rescue:** To initially determine the number, location, and condition of victims involved in the incident and extricating the victim(s) using the lowest risk option possible.

An Effective Response Force (ERF) will be composed of eight (8) to fourteen (14) personnel deployed in engine and ladder companies, hazmat or technical rescue apparatus, as well as a battalion chief.

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

An effective response force of four (4) to six (6) personnel with a minimum of two paramedics deployed via ambulance/medic unit, Engine Company, and/or Ladder Company to initiate basic or advanced life support activities as appropriate.

The District's on-scene performance objectives were recently formalized; therefore there is no formal statistical data to compare at this time. However, these performance objectives have been integrated into the District's computerized emergency response tracking database and will be comparable going forward.

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 (PPE) Program ensures all District personnel possess a complete set of PPE clothing and equipment which is maintained in a safe and functional condition. The program is also responsible to regularly maintain, replace and/or repair any component of the assigned PPE equipment and performs other related tasks as required.

Firefighting and PPE Section Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Battalion Chief	1.0	1.0	1.0
Captain	1.0	1.0	1.0
Total Personnel Assigned	2.0	2.0	2.0

Firefighting and PPE Section Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Number of Turn-Out Ensembles Maintained	70	76
Number of Turn-Out Ensembles Repaired	12	12

Status of 2009/2010 Performance Goals and Objectives

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

FY 2010/2011 Performance Goals and Objectives

- Continue to maintain all spare fire apparatus in a ready state for usage (“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

FY 2010/2011 Firefighting and PPE Section Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5430 · Firefighting Equipment R/M	\$ 1,757	\$ 3,000	\$ 2,976	\$ 3,000	\$ -	0.0%
5710 · Firefighting Equipment	\$ 4,641	\$ 7,400	\$ 7,398	\$ 9,700	\$ 2,300	31.1%
5730 · Protective Equipment	\$ 29,715	\$ 30,910	\$ 26,543	\$ 44,010	\$ 13,100	42.4%
Total Firefighting & PPE Section:	\$ 36,113	\$ 41,310	\$ 36,917	\$ 56,710	\$ 15,400	37.3%

- **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. Increases in this account are directly related to the new engine containing a Compressed Air Foam System (CAFS) and its anticipated use, and are also related to the required training necessary to maintain the proficiency of personnel assigned to this apparatus.

- **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. Increases in the account are related to the purchase of initial personal protective equipment for personnel who will be filling current suppression vacancies within the District.

Wildland Deployment Program

The District has supported a very successful Wildland Deployment Program over the last several years. This program provides many benefits to both the District and the firefighters who participate in this program. The District initially made a large investment in this program for which it has received a complete recoupment of associated costs, as well as additional revenues above and beyond those costs.

Although the Wildland Program is very beneficial, it is very difficult to project certain revenues and expenditures for the Program. The District's Wildland Team may be activated several times or not at all during any given year depending on the number, length, and size of the wildland fires that occur nationwide. Due to the unpredictable nature of wildfires, including when and where they might strike, the District may show significant fluctuations in the associated annual revenue and expenditure budgets for this program.

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

Wildland Section Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Wildland Red Card Engine Boss	1.0	1.0	1.0
Wildland Red Card Personnel	12.0	12.0	12.0
Total Assigned Personnel	13.0	13.0	13.0

Wildland Performance Measures

Description	2008/2009 Actual	2009/2010 Estimated	2010/2011 Projected
Wildland Deployments	9	2	TBD
Wildland Re-Certified Red Card Engine Boss	1	1	1
Wildland Engine Boss Trainees	0	0	2
Wildland Red Card Re-Certified Firefighters	12	12	10

Status of 2009/2010 Performance Goals and Objectives

- Maintain adequate number of Wildland Red Card Certified personnel in the District - **Goal Accomplished / Ongoing**

- Assist with advanced Wildland certifications for interested employees - **Goal Accomplished / Ongoing**
- Ensure all Wildland Red Card Firefighters participate in the annual Central Arizona Wildland Response Team (CAWRT) Training - **Goal Accomplished / Ongoing**
- Maintain all Wildland apparatus supplies, equipment and personnel in a ready state for immediate deployment at any time day or night - **Goal Accomplished / Ongoing**
- Provide all District members with annual urban interface and brush fire Training - **Goal Accomplished / Ongoing**
- Maintain CAWRT Duty Officer Status - **Goal Accomplished / Ongoing**
- Biannually (2010, 2012, 2014) renew Arizona State Forester's Cooperative Fire Rate Agreement with the Arizona Department of Revenue - **Goal Accomplished / Ongoing**

FY 2010/2011 Performance Goals and Objectives

- Continue to maintain adequate number of Red Card certified personnel in the District and assist with advanced Wildland certifications for interested employees.
- Continue to assist with advanced Wildland certifications for interested employees.
- Continue to ensure all Wildland Red Card Firefighters participate in the annual Central Arizona Wildland Response Team (CAWRT) Training
- Continue to maintain all Wildland apparatus supplies, equipment and personnel in a ready state for immediate deployment at any time day or night.
- Continue to provide all District members with annual urban interface and brush fire training.
- Continue to maintain CAWRT Duty Officer status.

Expenditure Detail – Budget Categories

FY 2010/2011 Wildland Section Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5720 - Wildland Equipment	\$ 8,035	\$ 7,015	\$ 5,369	\$ 3,215	\$ (3,800)	-54.2%
6235 - Wildland Training Expenditures	\$ 1,320	\$ 4,450	\$ 2,347	\$ 2,550	\$ (1,900)	-42.7%
Total Wildland Section:	\$ 9,355	\$ 11,465	\$ 7,716	\$ 5,765	\$ (5,700)	-49.7%

- **5720 Wildland Equipment:** This budgetary account provides funding for replacement of all Wildland tools and equipment such as fire shelters and packs, chainsaw blades, hoses, hand tools, Global Positioning Satellite (GPS) devices, nozzles and couplings. Additional deployment costs such as travel to and from deployments, which are generally reimbursed, are included in this account. All costs in this expenditure area are generally offset by the revenues this program produces.
- **6235 Wildland Expenditures:** This budgetary account provides funding for all Wildland training. Expenditures associated with this account include annual “Red Card” Training necessary to maintain Wildland certifications and attendance to the annual state sponsored Wildland Academy. These costs are generally offset by the revenues this program produces.

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.

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Self Contained Breathing Apparatus Section Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 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
Total Assigned Personnel	5.0	5.0	5.0

Self Contained Breathing Apparatus Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Total Number of SCBA Units	31	31
Number of Annual Fit Tests Performed	130	130
Total Front Line SCBA Units Maintained (M)/Repaired (R)	31(M)/25(R)	31(M)/25(R)
Total Training SCBA Units Maintained	00	10
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 2009/2010 Performance Goals and Objectives

- Continue with annual SCBA and N95 Airborne Pathogen Mask 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 2010/2011 Performance Goals and Objectives

- Continue with annual SCBA and N95 Airborne Pathogen Mask 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.
- Acquire and institute an electronic emergency scene accountability system.

Expenditure Detail – Budget Categories

FY 2010/2011 SCBA Equipment Section Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5435 · SCBA Equipment R/M	\$ 1,998	\$ 5,284	\$ 5,604	\$ 2,850	\$ (2,434)	-46.1%
5740 · SCBA Equipment	\$ 14,840	\$ 19,410	\$ 11,146	\$ 12,790	\$ (6,620)	-34.1%
Total SCBA Equipment Section:	\$ 16,838	\$ 24,694	\$ 16,750	\$ 15,640	\$ (9,054)	-36.7%

- **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 and on the Cascade Cylinders in September of 2009. Therefore, this account has been reduced.
- **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.

MSA, the District’s supplier of SCBA Systems, has informed the District that they are no longer producing the District’s SCBA equipment and will no longer be able to provide replacement parts. This equipment was originally scheduled for replacement during FY 2012/2013. However, due to the information from the manufacturer, the District will need to replace this equipment sooner. This account is presented here with a reduction based on the anticipated replacement of this equipment during FY 2010/2011 which would result in a reduction in maintenance costs. Should the District not replace the SCBA systems during this fiscal year, it will be required to increase this budget account by a minimum of approximately \$10,000 to reinstate the maintenance costs for the District’s current equipment.

Health and Safety

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

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Health & Safety Section Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Battalion Chief	1.0	1.0	1.0
Incident Safety Officer / Program Manager	1.0	1.0	1.0
Fire Captain / Peer Fitness Instructors	2.0	3.0	3.0
Total Assigned Personnel	4.0	5.0	5.0

Health and Safety Section Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Wellness Program Participation by Employees (%)	75%	100%
Annual Fit-For-Duty Physicals for Shift Personnel	72	73
Exercise Participation by Shift Personnel (%)	100%	100%
Yearly Fitness Assessments for Shift Personnel	100%	100%

Status of FY 2009/2010 Performance Goals and Objectives

- Facilitate and provide yearly Fit-For-Duty 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**
- Review all District Drive Cam activation incidents and provide individual counseling and discipline on an as needed basis – **Goal Accomplished**

FY 2010/2011 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.
- Evaluate and possibly implement a Fitness Award Program.
- Continue to work with the Glendale Fire Department regarding utilization of 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.

- Develop and initiate a District wide Fitness Program based on the results of the annual Fit-For-Duty Physical tiered assessment of physical ability and establish fitness improvement goals for each employee.
- Review all District DriveCam activation incidents and provide individual counseling and discipline on an as needed basis.

Expenditure Detail – Budget Categories

FY 2010/2011 Health and Safety Section Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5340 · Physicals/Vaccinations/Testing	\$ 48,630	\$ 58,912	\$ 58,905	\$ 58,912	\$ -	0.0%
5470 · Fitness Equipment R/M	\$ 1,209	\$ 1,750	\$ 1,750	\$ 1,650	\$ (100)	-5.7%
5650 · Safety Materials & Supplies	\$ 1,020	\$ 1,500	\$ 1,482	\$ 1,000	\$ (500)	-33.3%
5750 · Health & Safety Equipment	\$ 368	\$ 900	\$ 898	\$ 825	\$ (75)	-8.3%
6220 · Fitness & Safety Training	\$ 1,147	\$ 3,100	\$ 1,398	\$ 2,000	\$ (1,100)	-35.5%
5070 · Program Manager Compensation	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%
Total Health and Safety Section:	\$ 53,674	\$ 67,462	\$ 65,733	\$ 65,687	\$ (1,775)	-2.6%

- **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 Occupational Safety and Health Act (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.
- **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. This account was reduced as a result of the completion of the certification process for the District's current Peer Fitness Trainers.

- **5070 Program Manager Compensation:** This funding compensates the program manager for added responsibilities in maintaining the requirements of the health and safety program.

Mission Readiness: Recruitment, Training and Development Section

The Mission Readiness: Recruitment, Training and 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). This 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.

Mission Readiness: Recruitment, Training and Development Section Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Deputy Chief	1.0	1.0	1.0
Battalion Chief	1.0	1.0	1.0
Training Coordinator	0.0	0.0	1.0
Total Assigned Personnel	2.0	2.0	3.0

Mission Readiness: Recruitment, Training and Development Section Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Training and Development		
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
Recruitment		
Shift Sworn Employee Recruitment Processes	1	1
Shift Non-Sworn Recruitment Processes	1	1

Significant Changes

The most significant change in the area of Mission Readiness is the addition of one new full time position in the form of a Training Coordinator. This position will be used to increase effectiveness of the District’s professional personnel. The Training Coordinator will be able to dedicate his or her time to seeking out a more efficient means of providing training now and in the future.

Status of 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 – **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, and 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 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**
- 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**
- Maintain a seat on the Regional Wireless Cooperative Counsel – **Goal Accomplished**

FY 2010/2011 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, and 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.
- Continue to work closely with the Administrative Services Division in the areas of selecting, hiring, and training of new employees.
- Maintain affiliation with other agencies for Candidate Physical Ability Test (CPAT) testing.
- Maintain a 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 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

FY 2010/2011 Mission Readiness Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5555 · Hiring, Testing & Recruitment	\$ 3,437	\$ 9,834	\$ 7,597	\$ 15,405	\$ 5,571	56.7%
6230 · Educational Expenditures	\$ 21,967	\$ 23,375	\$ 18,605	\$ 34,217	\$ 10,842	46.4%
6240 · Training Materials	\$ 9,484	\$ 7,180	\$ 1,419	\$ 7,180	\$ -	0.0%
6250 · Travel Expenditures	\$ 5,738	\$ 5,000	\$ 238	\$ 5,933	\$ 933	18.7%
Total Mission Readiness:	\$ 40,626	\$ 45,389	\$ 27,859	\$ 62,735	\$ 17,346	38.2%

- **5555 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. The District also includes funding for Promotional Testing in this budget account. 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. This budget account was significantly increased in association with the retirement of a Deputy Fire Chief and the need for an extensive recruitment process for a qualified and experienced replacement.
- **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. Expenditures for this account were increased due to increased training costs.
- **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. Increases in this account reflect travel costs associated with SCBA maintenance training to be provided by the manufacturer. While the training costs will be covered, the transportation and lodging costs are not covered.

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 Continuous Chest Compression (CCC), Cardio Pulmonary Resuscitation (CPR), Automated External Defibrillation (AED) and First-Aid training assistance.

Emergency Medical Services Personnel Summary

Position	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
EMS Coordinator	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0
Total Assigned Personnel	2.0	2.0	2.0

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Emergency Medical Services Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
EMT Refresher Training Course Participants	14	14
Paramedic Refresher Training Course Participants	23	23
Employee CPR Training Participants	42	42
Public CPR Training Participants	100	100
Documentation Quality Assessment	100%	100%

FY 2010/2011 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 2009/2010. 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 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. This grant eliminated the annual maintenance contract and replacement of batteries and attachments required for the District's previous heart monitors.

The most significant increase in this section of the budget is the addition of an annual maintenance fee associated with the District's pneumatic patient gurneys. These gurneys were previously under an extended warranty that provided this maintenance. However, this warranty period ended in FY 2009/2010.

Status of 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 – **Goal Accomplished**
- Continue to provide annual performance reports to all District paramedics – **Goal Accomplished**
- Continue to maintain an 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 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 CCC/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 2010/2011 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 District 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 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 CCC/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.
- Adapt additional continuing education programs and develop Target Safety and other electronic EMS related training.
- Prepare testing process to evaluate employee knowledge of EMS related topics.

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

Expenditure Detail – Budget Categories

FY 2010/2011 EMS Operations Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5440 · EMS Equipment R/M	\$ 9,573	\$ 2,875	\$ 2,800	\$ 4,332	\$ 1,457	50.7%
5810 · EMS Ambulance Registrations	\$ 1,250	\$ 1,425	\$ 1,475	\$ 1,625	\$ 200	14.0%
5820 · EMS Equipment	\$ 16,743	\$ 9,260	\$ 9,256	\$ 10,060	\$ 800	8.6%
5830 · EMS Supplies	\$ 89,911	\$ 91,400	\$ 73,825	\$ 89,400	\$ (2,000)	-2.2%
5840 · EMS Pharmaceutical Supplies	\$ -	\$ 11,000	\$ 4,524	\$ 7,200	\$ (3,800)	-34.5%
5070 · Program Manager Compensation	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%
Total EMS Operations:	\$ 118,777	\$ 117,260	\$ 93,180	\$ 113,917	\$ (3,343)	-2.9%

- 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, suction units, and glucose monitors, etc. This account increased due to the addition of the annual maintenance fees for the District's pneumatic gurneys which are no longer under the extended warranty.
- 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 anticipated addition of a sixth. This account also funds the biennial re-certifications associated with providing ambulance services under the District's 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" computer for use with the new electronic patient care reporting (ePCR) system to ensure continued processing should one of the active units become temporarily disabled. Increases in this expenditure are associated with the need to purchase additional electro cardio gram (ECG) and pulse oximetry cables to enhance heart monitor data collection.
- 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 will include fees for the new Electronic Patient Care Reports (ePCR) paperless documentation system in future years. However, with the purchase of the original software, the District was able to secure a greatly reduced per chart rate by paying for the first three years in advance.
- 5840 EMS Pharmaceutical Supplies:** This budgetary account was added in 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 had been estimated based on past usage records for FY 2009/2010. However, the District has revised this account based on actual billings received from the hospital.

- **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 Continuous Chest Compression (CCC), 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. The District has looked for ways during recent years to decrease the costs associated with maintaining these certifications and their extensive training requirements. Overtime has been a large contributing factor in these higher training costs. Consequently, through the use of Target Safety Training and the anticipated introduction of a video conferencing system for the Administrative office and all stations, the District is instituting a new process for obtaining these certifications. The EMS Coordinator will be heavily relying on the dissemination of didactic training information through the Target Safety System. A new testing system will also be generated to verify material knowledge and retention. Manipulative testing requirements will still be administered to each re-certification participant. However, the previously required four or five days of didactic classroom training will be reduced to one day for manipulative testing. This will greatly reduce the number of overtime hours needed annually. Changes in the FY 2010/2011 EMS training budget reflect the changes in this recertification program.

Expenditure Detail – Budget Categories

FY 2010/2011 EMS Training Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
6510 · Educational Expenditures	\$ 6,516	\$ 7,235	\$ 4,475	\$ 9,035	\$ 1,800	24.9%
6520 · Training Materials	\$ 5,994	\$ 5,800	\$ 4,436	\$ 6,800	\$ 1,000	17.2%
6530 · Travel Expenditures	\$ 2,886	\$ 1,215	\$ 1,187	\$ 1,490	\$ 275	22.6%
Total EMS Training:	\$ 15,396	\$ 14,250	\$ 10,098	\$ 17,325	\$ 3,075	21.6%

- **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 included for transitional training of EMT-B's to Paramedics. Increases in this account are

reflective of increases in the initial paramedic training costs and in the increased need for additional external manipulative testing proctors to coincide with the new training program.

- **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. Increases in this account are attributed to additional training materials to assist in the success of the District's new EMS training program.
- **6530 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with attending educational classes throughout the fiscal year. Increases in this account are due to the increases in lodging costs for attendance of the Arizona Fire District Association and the Arizona Ambulance Association conferences.

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FY 2010/2011 Adopted Budget

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) of the District's structures are located on five (5) 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	2008/2009 Actual	2009/2010 Actual	2010/2011 Proposed
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	1.0	1.0	1.0
Total Assigned Personnel	2.0	2.0	2.0

Support Services Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Facilities Maintained		
Square Footage Maintained for five (5) permanent District Facilities and one (1) temporary structure (approx)	52,440	52,440
Apparatus Maintained		
Emergency Response Vehicles	19	20
Non-Emergency Response Vehicles	8	8
Total Vehicles Maintained	27	28
Estimated Response Apparatus Miles Per Year	200,300	201,300

Status of 2009/2010 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 (1) 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**
- Finalize Station 102 Construction Phase – **Goal Accomplished**
- Coordinate installation of new evaporative coolers for Station 101 bays – **Goal Accomplished**

FY 2010/2011 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.
- Continue to 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 (1) 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 as necessary.
- Continue to manage the District’s Surplus Property Program.

Status of 2009/2010 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 \$0.45/mile
- Maintain preventative maintenance schedules for all apparatus: **Goal Accomplished**
 - 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 fleet preventative maintenance services within a 20-day variance of scheduled date – **Goal Accomplished**
- Respond to all corrective fleet maintenance requests within one (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
 - 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**

- Equip and place new Engine, Ladder, Service vehicle, Staff vehicle into service upon receipt
– **Goal Accomplished**

FY 2010/2011 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 \$0.45/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 one (1) business day.
- Maintain fleet availability above 95%.
- Continue Apparatus Technician training and certification process as outlined.
- Research and add appropriate Preventative Maintenance equipment to Capital Replacement Schedule.
- Maintain average turnaround times for scheduled services of:
 - Response Apparatus 48 Hours
 - Staff Vehicles 8 Hours
- Equip and place new Battalion Chief's, Tender and Ambulance into service upon receipt.

Facilities Management

The District must maintain facilities to house both the personnel and the apparatus that support the District's mission. The Following table outlines details regarding the Facilities Maintenance Expenditures for the coming fiscal year:

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Expenditure Detail – Budget Categories

FY 2010/2011 Facilities Maintenance Expenditure Projections							
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change	
5391 · Electricity	\$ 63,230	\$ 85,404	\$ 80,831	\$ 84,771	\$ (633)	-0.7%	
5392 · Natural Gas	\$ 2,648	\$ 3,102	\$ 3,897	\$ 4,932	\$ 1,830	59.0%	
5393 · Water & Sewer	\$ 16,131	\$ 17,424	\$ 12,672	\$ 16,896	\$ (528)	-3.0%	
5394 · Telephone	\$ 15,256	\$ 15,114	\$ 13,779	\$ 15,114	\$ -	0.0%	
5395 · Refuse Services	\$ 2,144	\$ 2,654	\$ 2,240	\$ 2,646	\$ (8)	-0.3%	
5396 · Cable Services	\$ 530	\$ 300	\$ 13	\$ -	\$ (300)	-100.0%	
5411 · Internal Facility R/M	\$ 13,055	\$ 9,000	\$ 8,615	\$ 8,280	\$ (720)	-8.0%	
5412 · Outsourced Facilities Maintenance	\$ 4,764	\$ 6,000	\$ 7,887	\$ 6,800	\$ 800	13.3%	
5413 · Custodial Services	\$ 6,910	\$ 5,766	\$ 5,700	\$ 5,700	\$ (66)	-1.1%	
5414 · Landscaping Services	\$ 2,814	\$ 4,500	\$ 4,409	\$ 4,650	\$ 150	3.3%	
5415 · Pest Control	\$ 4,382	\$ 5,200	\$ 5,151	\$ 4,800	\$ (400)	-7.7%	
5416 · Fire & Security Systems	\$ 2,727	\$ 3,520	\$ 3,511	\$ 9,520	\$ 6,000	170.5%	
5620 · Janitorial Supplies	\$ 9,637	\$ 7,500	\$ 7,458	\$ 7,500	\$ -	0.0%	
5630 · Facilities Supplies	\$ 5,032	\$ 3,900	\$ 3,850	\$ 3,900	\$ -	0.0%	
Facilities Maintenance:	\$ 149,260	\$ 169,384	\$ 160,013	\$ 175,509	\$ 6,125	3.6%	

- **5391 Electricity:** This account provides funding for all District facilities. Budgeted funding for this account has been decreased due to the yearly analysis of actual costs.
- **5392 Natural Gas:** This account funds all natural gas expenditure requirements for all District facilities. This funding is based on actual costs for natural gas consumption by all facilities.
- **5393 Water & Sewer:** This account manages water and sewer services provided to all District facilities and reflects a decrease due to actual costs experienced during the current fiscal year.
- **5394 Telephone:** This funding allows for continued telephone service at all District facilities and has been maintained 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. However, due to the completion of renovations at Station 102, additional pick-ups were eliminated for FY 2010/2011.
- **5396 Cable Services:** This account had previously provided funding for basic cable services at the District's facilities including the Phoenix Fire Network (PFN). However, no funds were budgeted for FY 2010/2011 resulting from an agreement with the Firefighter's Association to pay for all of these services.
- **5411 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. The station supply monies have been reduced for FY 2010/2011, causing a decrease in expenditures for this account.

- **5412 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. Increases in this account are due to the increased cost in outsourcing major repairs.
- **5413 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.
- **5414 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. This account was increased due to the completion of Station 102 and the addition of this facility to the annual weed control contract.
- **5415 Pest Control:** Funding in this section ensures that all facilities receive pest control services monthly and is based on acquired quotes for services. Annual termite treatments for Station 103 are also included in this account. Reductions are associated with the termination of termite treatments for Station 102 as a termite warranty was included in the construction contract.
- **5416 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. This account was notably increased due to the alarm and smoke detector systems for Station 101 and the Administrative building no longer being under warranty. This necessitates District allocating funding for the annual inspections of the alarm systems and back flow testing.
- **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.

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Expenditure Detail – Budget Categories

FY 2010/2011 Fleet Maintenance Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5420 · Internal Apparatus R/M	\$ 48,568	\$ 47,500	\$ 47,488	\$ 46,200	\$ (1,300)	-2.7%
5425 · Outsourced Apparatus Maintenance	\$ 11,797	\$ 11,400	\$ 15,349	\$ 12,000	\$ 600	5.3%
5460 · Support Svc Equip R/M	\$ 291	\$ 500	\$ 430	\$ 500	\$ -	0.0%
5640 · Support Svc/Shop Supplies	\$ 11,396	\$ 10,300	\$ 10,185	\$ 9,350	\$ (950)	-9.2%
5680 · Fuel (Gasoline/Diesel)	\$ 59,274	\$ 75,000	\$ 59,294	\$ 75,000	\$ -	0.0%
Total Fleet Maintenance:	\$ 131,326	\$ 144,700	\$ 132,746	\$ 143,050	\$ (1,650)	-1.1%

- **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. This account has been decreased as a result of the new apparatus being under warranty and the decrease in servicing that will be necessary.
- **5425 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. This account has been increased as a result of continued issues with some of the older apparatus.
- **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. Decreases in this account are reflective of the new District apparatus.
- **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 increasing call volume and the increased travel distances to the newly annexed areas of the District. However, it is recognized that fuel conservation is a responsibility of the District. Various fuel conservation techniques implemented by the District in recent years will continue to be utilized. These efforts include continuing to shop fuel prices from various vendors and distributors, continuing to operate 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 maintaining fueling facilities at Station 101 and 103 to limit traveling for fuel. Based on expenditures during FY 2009/2010, this account has not been modified for FY 2010/2011.

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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 Performance Measures

Description	2009/2010 Estimated	2010/2011 Projected
Radio's Maintained		
Portable Radios	78	78
Mobile Radios	26	26
Total Radio's Maintained	100	100
MCT/AVL Systems		
MCT's Maintained	13	13
AVL's Maintained	9	9
Pre-Emption Systems		
Intersections	15	15
Apparatus	21	21
Paging Service		
Pagers Maintained	28	16

Status of FY 2009/2010 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 2010/2011 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 and implementation of the new 800 MHz System.
- 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.

Emergency Communications Management

The District must maintain an effective and efficient communications system to enable quick response to emergencies. This system is supported through internal personnel and external entities such as the City of Phoenix Dispatch system. The following table details the expenditure accounts associated with the District's Emergency Communications section of the FY 2010/2011 budget:

Expenditure Detail – Budget Categories

FY 2010/2011 Emergency Communications Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
5910 · Dispatching Services	\$ 276,162	\$ 316,964	\$ 320,751	\$ 352,686	\$ 35,722	11.3%
5920 · Cellular & ePCR Connections	\$ 10,421	\$ 14,800	\$ 10,652	\$ 20,982	\$ 6,182	41.8%
5930 · Pagers	\$ 2,403	\$ 2,100	\$ 1,640	\$ 1,068	\$ (1,032)	-49.1%
5940 · Radio Repair	\$ 2,407	\$ 2,000	\$ 1,863	\$ 2,000	\$ -	0.0%
5950 · Communications Parts/Equipment	\$ 9,763	\$ 7,000	\$ 6,965	\$ 11,000	\$ 4,000	57.1%
Total Emergency Communications:	\$ 301,156	\$ 342,864	\$ 341,871	\$ 387,736	\$ 44,872	13.1%

- **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 are directly related to the cost per dispatch as determined by Phoenix Fire Regional Dispatch Center. It is important to note that the budgeted funds are calculated using a dispatch service fee of \$24.04 per call. This was a preliminary rate established under the caveat that there may be some changes in the cost sharing of these expenses with entities across the valley. However, should these changes not take effect; the dispatch service fee will be increased to a calculated rate of \$27.11 per call, requiring an additional \$19,052 in funding. The outcome of this proposal will not be known until after the beginning of the new fiscal year. The additional funding that may be necessary has been included as part of the increase in the contingency account (#5595).
- **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 2009/2010 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 included within this budgetary account. This account was increased for FY 2010/2011 due to the anticipated installation of the DriveCam system in all District apparatus.
- **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 with assigned 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 radio equipment, traffic light pre-emption equipment, and other emergency communications equipment. This account increased due to additional traffic signals being installed during the coming year and the required pre-emption equipment necessary to support those intersections.

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

FY 2010/2011 Support Services Training Expenditure Projections						
Description	FY 2008/2009 ACTUALS	FY 2009/2010 ADOPTED	FY 2009/2010 ESTIMATED	FY 2010/2011 ADOPTED	Budget Variance	% of Change
6410 · Educational Expenditures	\$ 525	\$ 1,000	\$ 750	\$ 2,000	\$ 1,000	100.0%
6430 · Travel Expenditures	\$ 311	\$ 1,500	\$ 120	\$ 1,500	-	0.0%
Total Support Services Training:	\$ 836	\$ 2,500	\$ 870	\$ 3,500	\$ 1,000	40.0%

- **6410 Educational Expenditures:** Training in this budgetary account funds Mechanic Certification requirements as well as other appropriate training classes attended by Support Services personnel. This account was increased to provide funding for EVT/ASE Certification courses for both 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 2010/2011 budget fully supports that innovative spirit.

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 2010/2011 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 its mission and goal to provide the most effective, efficient and professional emergency response services that can be provided.

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

The following pages combine the projected operating expenses of each section within the proposed Fiscal Year 2010/2011 Budget. This format allows for a complete overview of the entire expenditure budget by account numbers and also allows for comparison with the FY 2009/2010 approved budget totals.

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Fiscal Year 2010/2011 - Budget Expenditure Detail

Fiscal Year 2010/2011 ADOPTED Annual Budget & Operational Plan Summary					
Page #	Description	FY 2009/2010 ADOPTED	FY 2010/2011 ADOPTED	Variance	% of Change
Wage & Benefit Expenditures					
5000 Wage Expenditures					
39	5005 · Administrative	\$ 419,674	\$ 421,702	\$ 2,028	0.5%
39	5010 · EMS	\$ 886,697	\$ 891,931	\$ 5,234	0.6%
39	5015 · Emergency Services	\$ 3,827,516	\$ 3,829,017	\$ 1,501	0.0%
39	5020 · Community Risk Reduction	\$ 251,970	\$ 269,756	\$ 17,786	7.1%
39	5025 · Support Services	\$ 114,645	\$ 117,775	\$ 3,130	2.7%
39	5030 · Miscellaneous Compensation	\$ 18,075	\$ 20,850	\$ 2,775	15.4%
39	5035 · Longevity Compensation	\$ 58,693	\$ 53,618	\$ (5,075)	-8.6%
39	5050 · Holiday On-Call Compensation	\$ 230,206	\$ 223,419	\$ (6,787)	-2.9%
39	5070 · Program Manager Compensation	\$ 2,600	\$ 2,600	\$ -	0.0%
39	5085 · Coverage Compensation	\$ 401,720	\$ 353,833	\$ (47,887)	-11.9%
Total 5100 Wages:		\$ 6,211,796	\$ 6,184,501	\$ (27,295)	-0.4%
5100 Employer Taxes & Benefits Expenditures					
5110 Employer Taxes					
39	5111 · Social Security Tax - Employer	\$ 102,988	\$ 104,447	\$ 1,459	1.4%
39	5112 · Medicare Tax - Employer	\$ 91,613	\$ 91,614	\$ 1	0.0%
39	5113 · AZ U/I & Job Training Tax	\$ 4,582	\$ 5,327	\$ 745	16.3%
39	5114 · Workers Compensation Insurance	\$ 121,195	\$ 139,608	\$ 18,413	15.2%
Total 5110 Employer Taxes:		\$ 320,378	\$ 340,996	\$ 20,618	6.4%
5120 Retirements					
39	5121 · PSPRS Retirement Contributions	\$ 718,904	\$ 752,077	\$ 33,173	4.6%
39	5122 · ASRS Retirement Contributions	\$ 149,390	\$ 161,658	\$ 12,268	8.2%
39	5123 · 401(a) Retirement Contributions	\$ 189,544	\$ 186,278	\$ (3,266)	-1.7%
Total 5120 Retirements:		\$ 1,057,838	\$ 1,100,013	\$ 42,175	4.0%
5130 Benefit Insurance					
39	5131 · Health Insurance	\$ 810,120	\$ 1,013,211	\$ 203,091	25.1%
39	5132 · Dental Insurance	\$ 73,139	\$ 75,868	\$ 2,729	3.7%
39	5133 · Life Insurance	\$ 16,897	\$ 13,593	\$ (3,304)	-19.6%
39	5134 · PSPRS Cancer Insurance	\$ 5,300	\$ 5,400	\$ 100	1.9%
39	5135 · Post Employment Health Plan	\$ 62,521	\$ 62,122	\$ (399)	-0.6%
39	5136 · MERP Retiree Med Reimb	\$ 4,200	\$ 4,200	\$ -	0.0%
39	5137 · Long Term Disability	\$ 24,719	\$ 20,010	\$ (4,709)	-19.1%
39	5138 · Flexible Spending Account	\$ 3,230	\$ -	\$ (3,230)	-100.0%
39	5139 · Vision Insurance	\$ 6,384	\$ 6,462	\$ 78	100.0%
Total 5130 Benefit Insurance:		\$ 1,006,510	\$ 1,200,866	\$ 194,356	19.3%
5140 Operational Allowances					
39	5141 · Sick Leave Buy Back	\$ 30,056	\$ 52,822	\$ 22,766	75.7%
39	5142 · Uniform Allowance	\$ 65,450	\$ 65,521	\$ 71	0.1%
39	5143 · Cell Phone Allowance	\$ 10,816	\$ 12,272	\$ 1,456	13.5%
Total 5140 Operational Allowances:		\$ 106,322	\$ 130,615	\$ 24,293	22.8%
Total Employer Taxes & Benefits:		\$ 2,491,048	\$ 2,772,490	\$ 281,442	11.3%
Total Wages & Benefit Expenditures:		\$ 8,702,844	\$ 8,956,991	\$ 254,147	2.9%

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FY 2010/2011 - Budget Expenditure Detail, Continued

FY 2010/2011 ADOPTED Annual Budget & Operational Plan Summary Continued						
Page #	Description	FY 2009/2010 ADOPTED	FY 2010/2011 ADOPTED	Variance	%	of Change
Operating Expenditures						
5200 Insurance						
50	5210 · Facilities/Equipment Insurance	\$ 34,833	\$ 24,991	\$ (9,842)		-28.3%
50	5220 · Motor Vehicle Insurance	\$ 18,063	\$ 22,051	\$ 3,988		22.1%
50	5230 · Umbrella, Errors & Omissions	\$ 8,350	\$ 8,093	\$ (257)		-3.1%
Total 5200 Insurance:		\$ 61,246	\$ 55,135	\$ (6,111)		-10.0%
5300 Professional Services						
45	5305 · Accounting	\$ 12,000	\$ 12,500	\$ 500		4.2%
45	5310 · Bank Service Charges	\$ -	\$ 14,250	\$ 14,250		100.0%
45	5315 · Payroll Processing	\$ 900	\$ 1,050	\$ 150		16.7%
45	5320 · Ambulance Billing	\$ 159,708	\$ 147,610	\$ (12,098)		-7.6%
31	5325 · Consulting Expenditures	\$ 10,000	\$ 12,500	\$ 2,500		25.0%
31	5330 · Election Expenditures	\$ -	\$ 12,927	\$ 12,927		100.0%
52	5335 · Legal Expenditures	\$ 35,000	\$ 32,000	\$ (3,000)		-8.6%
73	5340 · Physicals/Vaccinations/Testing	\$ 58,912	\$ 58,912	\$ -		0.0%
86	5391 · Electricity	\$ 85,404	\$ 84,771	\$ (633)		-0.7%
86	5392 · Natural Gas	\$ 3,102	\$ 4,932	\$ 1,830		59.0%
86	5393 · Water & Sewer	\$ 17,424	\$ 16,896	\$ (528)		-3.0%
86	5394 · Telephone	\$ 15,114	\$ 15,114	\$ -		0.0%
86	5395 · Refuse Services	\$ 2,654	\$ 2,646	\$ (8)		-0.3%
86	5396 · Cable Services	\$ 300	\$ -	\$ (300)		-100.0%
Total 5300 Professional Services:		\$ 400,518	\$ 416,108	\$ 15,590		3.9%
5400 District Repairs & Maintenance						
86	5411 · Internal Facility R/M	\$ 9,000	\$ 8,280	\$ (720)		-8.0%
86	5412 · Outsourced Facilities Maintenance	\$ 6,000	\$ 6,800	\$ 800		13.3%
86	5413 · Custodial Services	\$ 5,766	\$ 5,700	\$ (66)		-1.1%
86	5414 · Landscaping Services	\$ 4,500	\$ 4,650	\$ 150		3.3%
86	5415 · Pest Control	\$ 5,200	\$ 4,800	\$ (400)		-7.7%
86	5416 · Fire & Security Systems	\$ 3,520	\$ 9,520	\$ 6,000		170.5%
88	5420 · Internal Apparatus R/M	\$ 47,500	\$ 46,200	\$ (1,300)		-2.7%
88	5425 · Outsourced Apparatus Maintenance	\$ 11,400	\$ 12,000	\$ 600		5.3%
66	5430 · Firefighting Equipment R/M	\$ 3,000	\$ 3,000	\$ -		0.0%
70	5435 · SCBA Equipment R/M	\$ 5,284	\$ 2,850	\$ (2,434)		-46.1%
80	5440 · EMS Equipment R/M	\$ 2,875	\$ 4,332	\$ 1,457		50.7%
52	5450 · Computer/Systems/Equip R/M	\$ 14,800	\$ 17,500	\$ 2,700		18.2%
88	5460 · Support Svc Equip R/M	\$ 500	\$ 500	\$ -		0.0%
73	5470 · Fitness Equipment R/M	\$ 1,750	\$ 1,650	\$ (100)		-5.7%
Total 5400 District Repairs & Maint:		\$ 121,095	\$ 127,782	\$ 6,687		5.5%

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FY 2010/2011 - Budget Expenditure Detail, Continued

FY 2010/2011 ADOPTED Annual Budget & Operational Plan Summary Continued						
Page #	Description	FY 2009/2010 ADOPTED	FY 2010/2011 ADOPTED	Variance	%	of Change
5500 District Administration						
45	5505 · Memberships & Dues	\$ 8,499	\$ 7,889	\$ (610)		-7.2%
45	5510 · Professional Subscriptions	\$ 3,364	\$ 3,346	\$ (18)		-0.5%
31/52	5515 · District Outreach	\$ 12,285	\$ 12,785	\$ 500		4.1%
52	5520 · Office Supplies	\$ 10,500	\$ 12,500	\$ 2,000		19.0%
52	5525 · Office Equipment	\$ 9,000	\$ 9,000	\$ -		0.0%
52	5530 · Postage & Delivery	\$ 3,500	\$ 3,500	\$ -		0.0%
52	5535 · Publishing & Printing	\$ 4,696	\$ 4,696	\$ -		0.0%
52	5540 · Copier R/M Expenditures	\$ 2,534	\$ 2,534	\$ -		0.0%
52	5545 · Computer Hardware	\$ 10,000	\$ 10,000	\$ -		0.0%
52	5550 · Computer Software	\$ 11,450	\$ 27,992	\$ 16,542		144.5%
76	5555 · Hiring, Testing & Recruitment	\$ 9,834	\$ 15,405	\$ 5,571		56.7%
31	5590 · Accreditation	\$ 11,000	\$ 6,000	\$ (5,000)		-45.5%
45	5595 · Contingency	\$ 250,000	\$ 611,834	\$ 361,834		144.7%
Total 5500 District Administration:		\$ 346,662	\$ 727,481	\$ 380,819		109.9%
5600 District Operational Supplies						
52	5610 · Duty Uniforms	\$ 7,100	\$ 7,100	\$ -		0.0%
86	5620 · Janitorial Supplies	\$ 7,500	\$ 7,500	\$ -		0.0%
86	5630 · Facilities Supplies	\$ 3,900	\$ 3,900	\$ -		0.0%
88	5640 · Support Svc/Shop Supplies	\$ 10,300	\$ 9,350	\$ (950)		-9.2%
73	5650 · Safety Materials & Supplies	\$ 1,500	\$ 1,000	\$ (500)		-33.3%
59	5655 · Disaster Preparedness Supplies	\$ 2,000	\$ 2,000	\$ -		0.0%
59	5660 · Fire Corps Materials & Supplies	\$ 3,480	\$ 3,480	\$ -		100.0%
59	5665 · Risk Reduction Materials	\$ 12,900	\$ 12,650	\$ (250)		-1.9%
88	5680 · Fuel (Gasoline/Diesel)	\$ 75,000	\$ 75,000	\$ -		0.0%
59	5691 · Lock Box Materials	\$ -	\$ 20,425	\$ 20,425		100.0%
59	5692 · T-Shirt Materials	\$ -	\$ 900	\$ 900		100.0%
Total 5600 Dist Operational Supplies:		\$ 123,680	\$ 143,305	\$ 19,625		15.9%
5700 Emergency Service Operations						
66	5710 · Firefighting Equipment	\$ 7,400	\$ 9,700	\$ 2,300		31.1%
68	5720 · Wildland Equipment	\$ 7,015	\$ 3,215	\$ (3,800)		-54.2%
66	5730 · Protective Equipment	\$ 30,910	\$ 44,010	\$ 13,100		42.4%
70	5740 · SCBA Equipment	\$ 19,410	\$ 12,790	\$ (6,620)		-34.1%
73	5750 · Health & Safety Equipment	\$ 900	\$ 825	\$ (75)		-8.3%
Total 5700 Emergency Svc Ops:		\$ 65,635	\$ 70,540	\$ 4,905		7.5%
5800 EMS Operations						
80	5810 · EMS Ambulance Registrations	\$ 1,425	\$ 1,625	\$ 200		14.0%
80	5820 · EMS Equipment	\$ 9,260	\$ 10,060	\$ 800		8.6%
80	5830 · EMS Supplies	\$ 91,400	\$ 89,400	\$ (2,000)		-2.2%
80	5840 · EMS Pharmaceutical Supplies	\$ 11,000	\$ 7,200	\$ (3,800)		100.0%
Total 5800 EMS Operations:		\$ 113,085	\$ 108,285	\$ (4,800)		-4.2%
5900 Communications						
90	5910 · Dispatching Services	\$ 316,964	\$ 352,686	\$ 35,722		11.3%
90	5920 · Cellular & ePCR Connections	\$ 14,800	\$ 20,982	\$ 6,182		41.8%
90	5930 · Pagers	\$ 2,100	\$ 1,068	\$ (1,032)		-49.1%
90	5940 · Radio Repair	\$ 2,000	\$ 2,000	\$ -		0.0%
90	5950 · Communications Parts/Equipment	\$ 7,000	\$ 11,000	\$ 4,000		57.1%
Total 5900 Communications:		\$ 342,864	\$ 387,736	\$ 44,872		13.1%
Total Operating Expenditures:		\$ 1,574,785	\$ 2,036,372	\$ 461,587		29.3%

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FY 2010/2011 - Budget Expenditure Detail, Continued

FY 2010/2011 ADOPTED Annual Budget & Operational Plan Summary Continued						
Page #	Description	FY 2009/2010 ADOPTED	FY 2010/2011 ADOPTED	Variance	%	of Change
District Training & Development Expenditures						
6100 Fire Board Training						
31	6110 · Educational Expenditures	\$ 1,350	\$ 1,350	\$ -		0.0%
31	6130 · Travel Expenditures	\$ 6,025	\$ 6,025	\$ -		0.0%
Total 6100 Fire Board Training:		\$ 7,375	\$ 7,375	\$ -		0.0%
6200 Emergency Services Training						
73	6220 · Fitness & Safety Training	\$ 3,100	\$ 2,000	\$ (1,100)		-35.5%
76	6230 · Educational Expenditures	\$ 23,375	\$ 34,217	\$ 10,842		46.4%
68	6235 · Wildland Training Expenditures	\$ 4,450	\$ 2,550	\$ (1,900)		-42.7%
76	6240 · Training Materials	\$ 7,180	\$ 7,180	\$ -		0.0%
76	6250 · Travel Expenditures	\$ 5,000	\$ 5,933	\$ 933		18.7%
Total 6200 Emergency Svcs Tng:		\$ 43,105	\$ 51,880	\$ 8,775		20.4%
6300 Community Risk Reduction Training						
61	6320 · Educational Expenditures	\$ 4,335	\$ 4,800	\$ 465		10.7%
61	6340 · Travel Expenditures	\$ 3,070	\$ 5,170	\$ 2,100		68.4%
61	6350 · Fire Corps Training	\$ 3,050	\$ 4,100	\$ 1,050		34.4%
Total 6300 Community Risk Reduction Training:		\$ 10,455	\$ 14,070	\$ 3,615		34.6%
6400 Support Services Training						
91	6410 · Educational Expenditures	\$ 1,000	\$ 2,000	\$ 1,000		100.0%
91	6430 · Travel Expenditures	\$ 1,500	\$ 1,500	\$ -		0.0%
Total 6400 Support Services Tng:		\$ 2,500	\$ 3,500	\$ 1,000		40.0%
6500 EMS Training						
81	6510 · Educational Expenditures	\$ 7,235	\$ 9,035	\$ 1,800		24.9%
81	6520 · Training Materials	\$ 5,800	\$ 6,800	\$ 1,000		17.2%
81	6530 · Travel Expenditures	\$ 1,215	\$ 1,490	\$ 275		22.6%
Total 6500 EMS Training:		\$ 14,250	\$ 17,325	\$ 3,075		21.6%
6600 Administrative Training						
54	6610 · Educational Expenditures	\$ 7,910	\$ 9,910	\$ 2,000		25.3%
54	6630 · Travel Expenditures	\$ 6,615	\$ 6,615	\$ -		0.0%
Total 6600 Administrative Training:		\$ 14,525	\$ 16,525	\$ 2,000		13.8%
Total District Training & Development:		\$ 92,210	\$ 110,675	\$ 18,465		20.0%
Debt Service Expenditures						
47	7230 · Marquette Principal	\$ 170,248	\$ 39,132	\$ (131,116)		-77.0%
47	7235 · Marquette Interest Expenditure	\$ 9,716	\$ 4,467	\$ (5,249)		-54.0%
47	7250 · DeLage Landon Principal	\$ 174,287	\$ 319,694	\$ 145,407		100.0%
47	7255 · DeLage Landon Interest Expenditure	\$ 262,371	\$ 253,331	\$ (9,040)		100.0%
47	7290 · Capital Projects Funding (Deprc)	\$ 150,000	\$ 130,900	\$ (19,100)		-12.7%
Total Debt Service:		\$ 766,622	\$ 747,524	\$ (19,098)		-2.5%
Total Combined Expenditures::		\$ 11,136,461	\$ 11,851,562	\$ 715,101		6.4%

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Fiscal Year 2010/2011 - 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
Support Services Coordinator	\$ 49,532	\$ 69,697

<u>Administrative Classes</u>	<u>Hourly Range</u>	
Deputy Fire Marshal	\$ 25.37	\$ 35.70
Training Coordinator	\$ 23.73	\$ 27.48
Executive Assistant	\$ 22.52	\$ 31.69
Community Outreach Specialist	\$ 20.06	\$ 28.22
Information Technology Specialist	\$ 18.34	\$ 25.80
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	\$ 12.93	\$ 18.21
EMS Division - EMT	\$ 10.27	\$ 13.76

Current Specialty Pays:

- **Paramedic Incentive:** Non-Exempt Shift sworn positions, are paid an additional \$2.15 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 2010/2011
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 scheduled for Tuesday, June 22, 2010 at 9 A.M.

FY 2010/2011 Adopted Budget

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Published Budget Detail

Fire District of Sun City West Fiscal Year 2010/2011 ADOPTED Annual Budget & Operational Plan July 1, 2010 Through June 30, 2011

General Fund Revenues:

Tax Revenue	\$ 9,786,319
Fire District Assistance Tax	\$ 300,000
Ambulance Insurance Billing Revenue	\$ 1,553,781
Program Revenues	\$ 47,690
Miscellaneous Revenues	\$ 163,772
Total General Fund Revenues:	\$ 11,851,562

General Operations Expenditures:

Wages & Benefits	\$ 8,956,991
Operations	\$ 1,424,538
Training & Development	\$ 110,675
Contingencies	\$ 611,834
Total General Operations Expenditures:	\$ 11,104,038

Debt Service Expenditures:

Debt Services Expenditures	\$ 747,524
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Total Combined General Ops, Debt Service Expenditures:

\$ 11,851,562

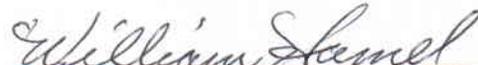
Public Budget Hearing:

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. The initial Public Budget Hearing was held on Tuesday, May 18, 2010 at 9:00 a.m. and the final Public Budget Hearing was held on Tuesday, June 22, 2010 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



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

FIRE DISTRICT OF SUN CITY WEST BOARD OF DIRECTORS RESOLUTION #10-0622-6

A RESOLUTION OF THE ELECTED OFFICIALS OF THE FIRE DISTRICT OF SUN CITY WEST ADOPTING AN OPERATING BUDGET FOR FISCAL YEAR 2010/2011 IN THE AMOUNT OF \$11,851,562.

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 2010/2011 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;

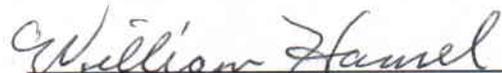
RESOLVED AND ADOPTED at a duly noticed public meeting of the Fire Board of the Fire District of Sun City West adopts the Fiscal Year 2010/2011 Operating Budget in the amount of \$11,851,562 (attached), on Tuesday, June 22, 2010, by a majority of the Fire Board Members.

APPROVED:



David Wilson, Board Chairman

ATTEST:



William Hamel, Board Clerk

GLOSSARY OF TERMS

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accrual Basis of Accounting	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
Accreditation (CFAI)	A comprehensive system of fire and emergency service evaluation conducted by unbiased outside expert evaluators which assists fire departments and districts in achieving organizational and professional excellence.
Alarm	A call received by the Dispatch Center which is then relayed to the appropriate fire station for emergency response.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including: IV therapy, administration of anti-arrhythmic and other specified medications and solutions. Highest level of pre-hospital care.
ASRS	Arizona State Retirement System (Non-sworn employee pension plan).
Assessed Valuation	The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets BC	Property that is owned by the District which has monetary value. Battalion Chief
Battalion Chief	An operations manager with rank above Captain. Directly responsible for the supervision of and daily operational readiness of their assigned shift. Responds to and takes command of emergencies. Also, directly supervises a number of assigned stations.
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
Bond	A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called maturity date) along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.

Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Brush Truck	Four wheel drive trucks with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates).
CAAS	Commission on Accreditation of Ambulance Services.
Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
Captain	Rank above Engineer. Responsible for the overall administration of his/her assigned station including operational readiness, personnel supervision, and the station's budget.
CCC (Continuous Chest Compression)	A method of cardiopulmonary resuscitation (see CPR) which utilizes chest compressions only (hands only).
CEP	Certified Emergency Paramedic.
CERT	Citizens Emergency Response Team.
Chart of Accounts	The classification system used by the District to organize the accounting for various funds.
CIP	Capital Improvement Plan.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
CPAT	Candidate Physical Ability Test.
CPR (Cardio- pulmonary Resuscitation)	An emergency procedure consisting of external cardiac massage and artificial respiration; attempts to restore circulation of the blood and prevent death or brain damage due to lack of oxygen.
CPSE	Center for Public Safety Excellence (formerly CFAI).
Dispatch	The Regional Dispatch Center is responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus to respond to the call.
DROP	Deferred Retirement Option Plan. A retirement option within the PSPRS program.
DSO	District Safety Officer.

EMS	Emergency Medical Services.
EMT	Emergency Medical Technician. One who is trained at different levels of medical skills.
Engine	A piece of apparatus which carries water, pumps water, and carries ladders, hose and medical supplies. All District engines also provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a firefighter, an Engineer maintains and drives the equipment and apparatus.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (i.e. flood, windstorm).
FEMA	Federal Emergency Management Agency.
Firefighter	Performs firefighting and rescue operations for combating, extinguishing and prevention of fires as well as for saving life and property. District firefighters are also EMT-Basic or paramedics.
Fiscal Year	A twelve month period of time to which the annual budget applies. The Fire District Fiscal Year runs from July 1 st through June 30 th .
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
Fractile	A value which divides a set of data into equal proportions.
GAAFR	Governmental Accounting, Auditing, and Financial Reporting Manual, Using the GASB 34 Model, produced by the Government Finance Officers Association.
GAAP	Generally Accepted Accounting Principles. A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.
GASB	Government Accounting Standards Board. A major organization to develop generally accepted accounting principles (GAAP) for use by governmental entities in reporting financial information.
GASB 34	A statement issued by GASB and titled “Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments”. This statement changes the governmental financial reporting model, requiring accrual accounting for all activities to include recording and depreciating all capital assets.



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



PSPRS	Public Safety Personnel Retirement System (sworn employee pension plan).
Response	Actions taken by the Fire District in response to a citizen's request for services. This includes the initial dispatch, travel time and on-scene care of the resident.
RMS	Records Management System Software.
Rescue	Any kind of incident that requires specialized training or equipment that is utilized to provide assistance to a victim(s), i.e. trench collapse, water-related accidents, hazardous materials spills.
SCBA	Self Contained Breathing Apparatus.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.
TRT	Technical Rescue Team.
Wildland Area	An area in which development is essentially non-existent except for roads, railroads, power lines and similar transportation facilities.
WMD	Weapons of Mass Destruction.

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