

Sun City West Fire District

Annual Budget & Operational Plan



Adopted FY 2014/2015

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

ADOPTED – AS APPROVED DURING THE JUNE 19, 2014 REGULAR BOARD MEETINGS – ADOPTED

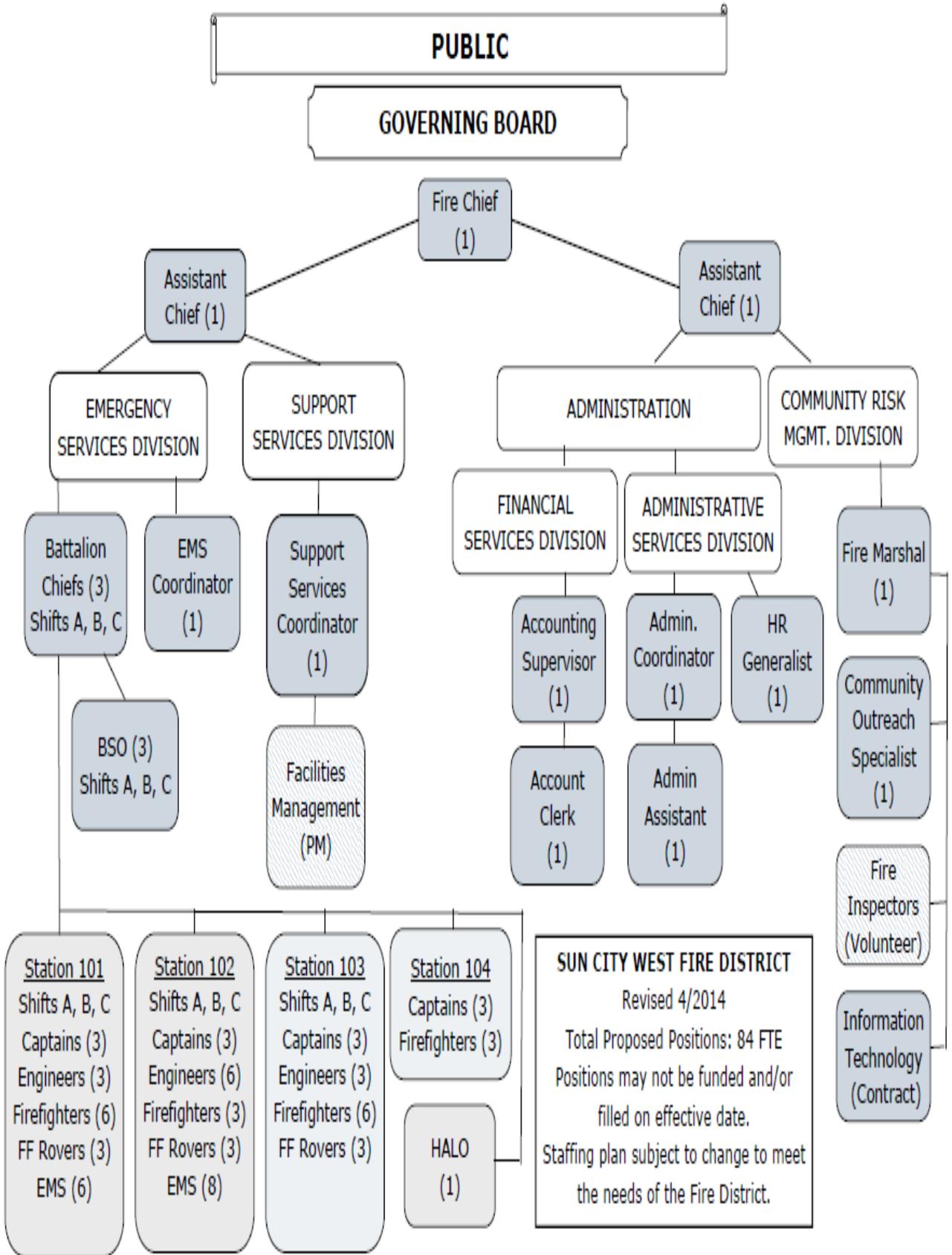
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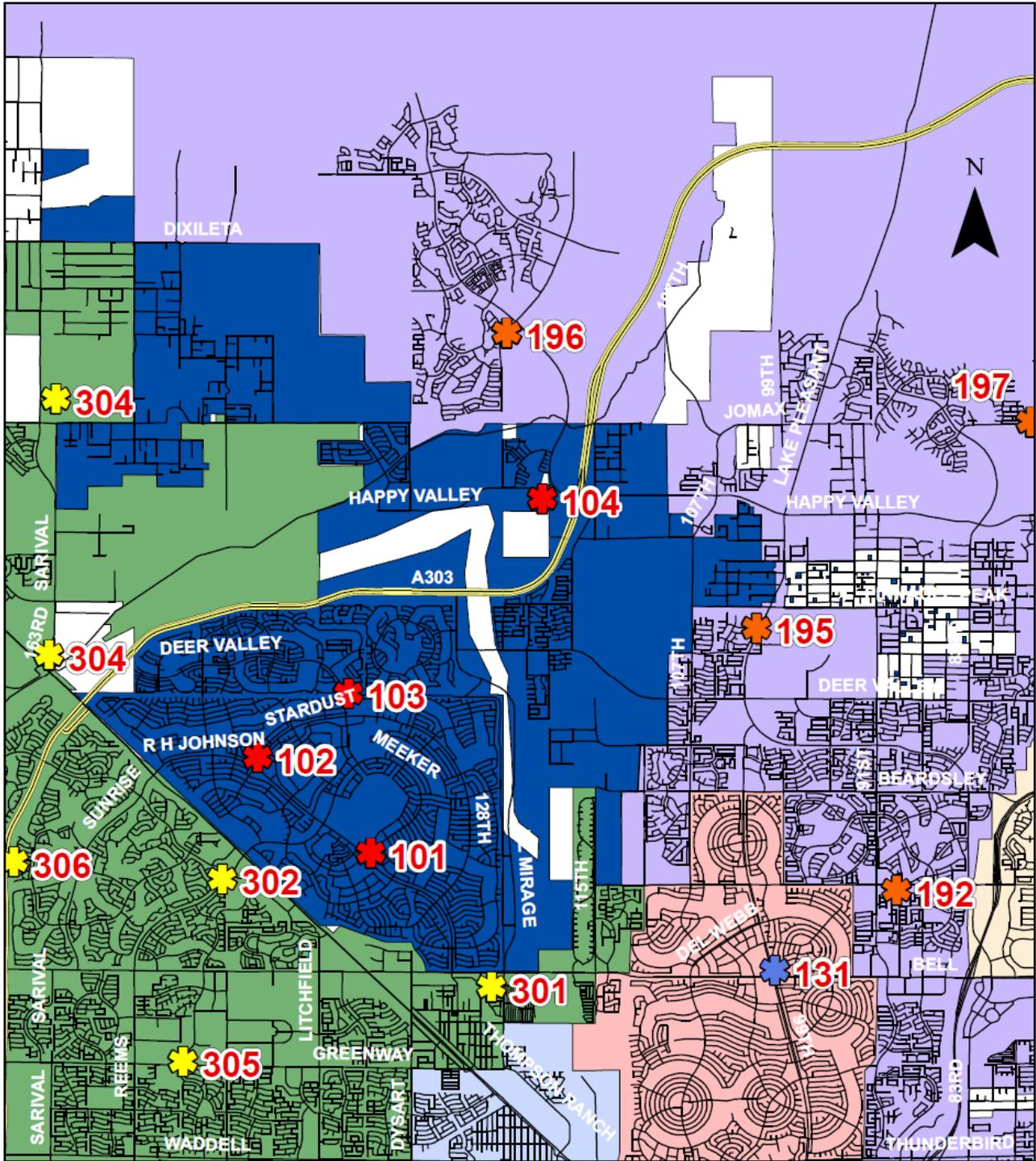


District Organizational Chart



SUN CITY WEST FIRE DISTRICT
 Revised 4/2014
 Total Proposed Positions: 84 FTE
 Positions may not be funded and/or filled on effective date.
 Staffing plan subject to change to meet the needs of the Fire District.

District Service Area



Service Area Boundaries

-  SUN CITY WEST FIRE DISTRICT
-  EL MIRAGE
-  GLENDALE
-  PEORIA
-  SUN CITY
-  SURPRISE

Sun City West Fire District Service Area Map



Drawn by Keith Tanner, SCWFD on 4/16/14

District Profile

The District operates under Arizona Revised Statutes (ARS) § Title 48, Chapter 5. The District is an emergency services organization funded through secondary assessed value property taxes. It is governed by a five member Board of Directors comprised of a Board Chairman, a Board Clerk and three Directors. The Board hires a Fire Chief/Administrator to manage the day-to-day operations of the District. The Fire Chief, in turn, hires other key managers and employees to support the District.

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. When established 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 their community regarding emergency services. Subsequently, the Sun City West Fire District was formed.



Governor Bruce Babbitt signing the Sun City West Fire District formation documents

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 a private “for profit” fire protection services provider known as the Rural Metro Corporation to supply fire and emergency medical service for the District’s then 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 Boulevard and RH Johnson Boulevard.



Early construction for Station 101

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 pumps were purchased.



Flag raising at Station 102

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 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 were contracted through the Phoenix Fire Department and the Fire District established mutual-aid agreements with nearly all of the Phoenix Metropolitan area fire departments.

By 1999, Fire Station 103 (135th Avenue and Deer Valley Drive) was in operation and the population of the Fire District had grown to over 30,000 residents. The Fire District boundaries continued to expand and approximately ten square miles of state trust land and private property were annexed in 2001.



Fire Station 103

In 2003, the Insurance Services Office (ISO) completed a comprehensive evaluation of the Fire District and, as a result, the District's rating was reduced from a Class 5/9 to a Class 2 Public Protection Classification, with class 1 being the best rating on a scale of 10. The District is one of only ten fire departments in the state rated as ISO Class 2 or better and is ranked in the top 1% of all fire departments in the nation.

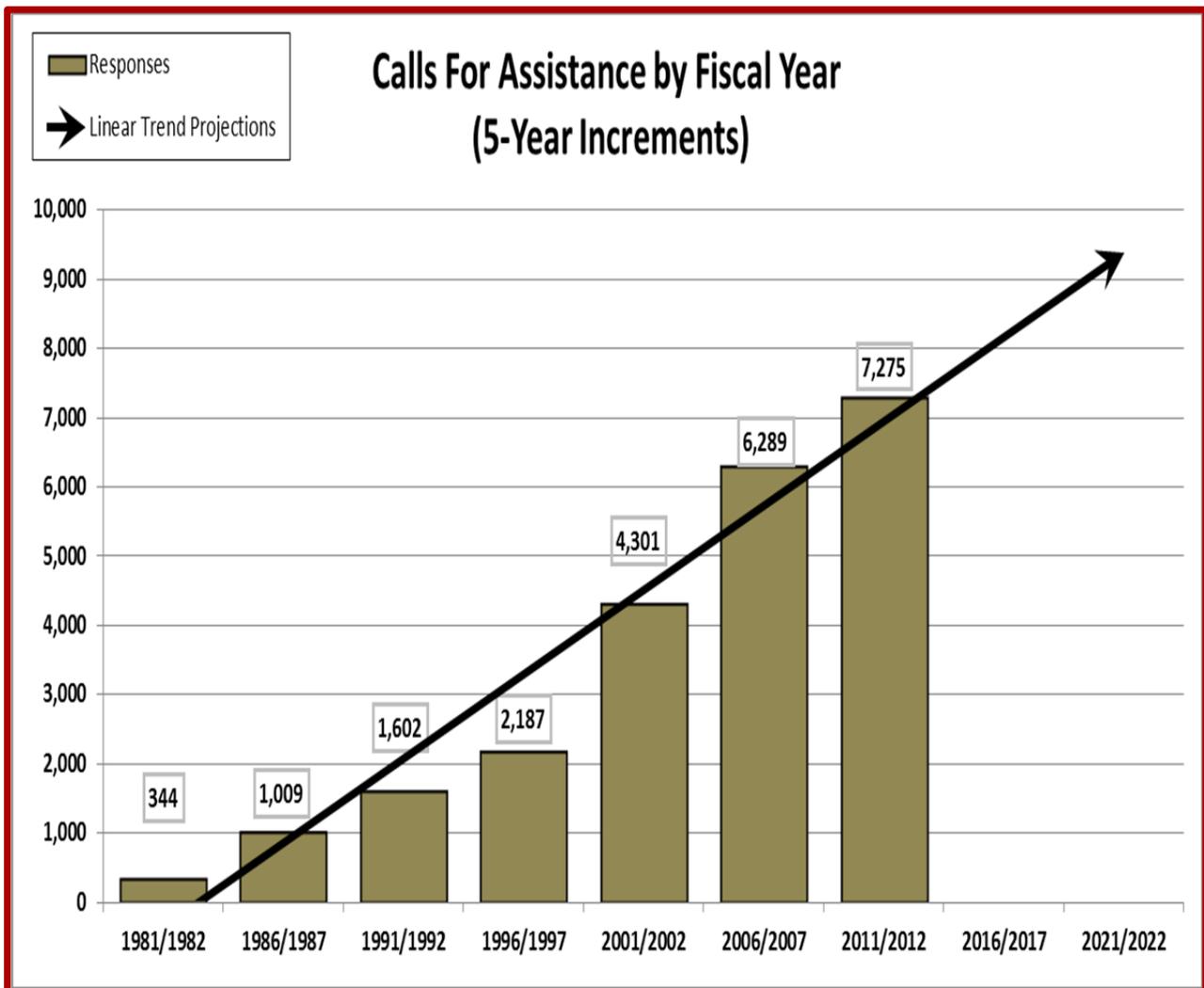
In 2010, the Fire District completed the process to annex an additional ten square miles of property to the north and east of the current District boundaries. The completion of this annexation increased the size of the District to roughly thirty-five square miles with a population of approximately 45,000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

In August of 2010, the District was awarded one of the most prestigious endorsements a fire protection agency can obtain. After several years of self-evaluation, adopting, following and refining policies and procedures which govern District operations, the District submitted to outside scrutiny and evaluation by a peer assessment team from the Commission on Fire Accreditation International of the Center for Public Safety Excellence. As a result of this peer assessment, the Commission validated that the District had adhered to the relevant standards to become an internationally accredited fire agency. This status verifies the District has met the standards for effectiveness and



efficiency in responding to emergencies and includes the District among a select few entities nationally that have recognized the importance of aligning their programs with national industry best practices for providing fire and emergency services. There are fewer than 170 accredited agencies out of approximately 33,000 fire protection entities throughout the country and less than a dozen accredited agencies in Arizona.

Since the District's inception, one of the driving forces in determining the District's service requirements has been the increased calls for assistance received from the public. Each time a citizen calls 9-1-1 in need of assistance, the District's personnel are called to action and one or more pieces of apparatus respond. The following chart outlines, in five year increments, the calls for assistance generated between the District's formation in 1981 through June of 2012. Also included in the chart is a linear Trend Projection which was added to illustrate anticipated call volume increases over the next ten years. This was calculated based on the District's average escalation in call volume of about 5.1%.





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. During the Arizona General election held in November 2012, Arizona voters approved Proposition 117 which moves previous special district tax calculation from secondary (full cash) value to primary (limited) value. This change is projected to cause a reduction in the District's Net Assessed Valuation (NAV). Furthermore, it limits the annual increase of property valuations to a maximum of 5% over the previous year's value beginning with the 2015 tax year. These legislative changes further inhibit an Arizona fire district's ability to maintain current services, fund improvements, and/or make additions to the emergency response system.

Other Sun City West Fire District funding sources include ambulance transportation fees; various state, federal, and private grants; and fees generated from state wildland firefighting, commercial inspections, plan reviews and construction permit fees and contracts for services. Arizona Revised Statutes §48-805 and §48-807 outline most of the Arizona fire district statutory funding processes and requirements.



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 of the District's current board members will expire in November of 2014, and the terms of the other three will expire in November of 2016.

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.

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



David Wilson, Board Chairman:

Initially Elected: November 2004

Completed Terms: 2

Current Term Expires: November 2016

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

takes pleasure in working with his fellow citizens to ensure responsive and cost effective management of governmental programs and resources. As continuing evidence of his community commitment, Chairman Wilson was also elected to the Sun City West Recreation Centers Board of Directors in March 2012.



William Hamel, Board Member:

Initially Elected: November 2002

Completed Terms: 3

Current Term Expires: November 2014

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

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



Dusty Rhodes, Board Clerk:

Initially Elected: November 2004

Completed Terms: 2

Current Term Expires: November 2016

Board Clerk 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 Clerk Rhodes has served the community with honesty and integrity in many capacities. He was president of the Volunteer Bureau, served on the Interfaith Community Care Board, and was a Board Member and Officer of PORA for eight years. As

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

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





Jack Meyer, Board Member:

Initially Elected: November 2006

Completed Terms: 1

Current Term Expires: November 2014

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 pursuing a business curriculum. He spent four years active duty in the United States Air Force serving in the elite Strategic Air Command under the famed General Curtis LaMay. He also served with Colonel Paul Tibbets, the famed pilot of the Enola Gay who is credited with ending World War II when he flew the B-29 which dropped the bomb on Hiroshima. Board Member Meyer was also an avid basketball player and played on the opposing team of the Harlem Globetrotters basketball show. He was a member of the Saginaw Fire Department in Saginaw, Michigan until he joined the General Motors Corporation Plant Protection Department where he worked until his retirement in 1998. Plant protection was the arm of the General Motors Corporation that supplied the in-house emergency response for fire and medical services, as well as protection of the employees and the corporate owned property of General Motors.

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



Russell "Smitty" Smith, Board Member:

Initially Elected: November 2012

Completed Terms: 0

Current Term Expires: November 2016

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

Director Smith moved to Arizona with his wife, Joy, in 1980 to join the Rural Metro Corporation, the original fire department of Sun City West. He served as a captain at Station 39 in Tonopah, Arizona. He also filled in as acting Battalion Chief and was a certified EMT. All fire personnel working at Station #39 were certified with the county to carry weapons while on duty and were known as the Tonopah Rangers. Director Smith has been familiar and worked with the Sun City West Fire District since its first station was built in 1982.

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

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

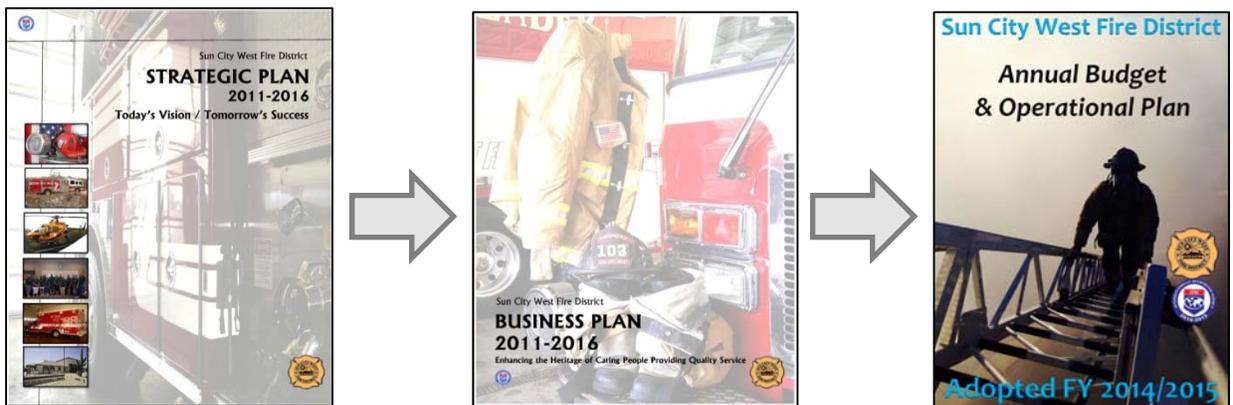


Fire Board Members from left to right: Board Member Jack Meyer, Board Member William Hamel, Board Chairman David Wilson, Board Member "Smitty" Smith, Board Clerk Dusty Rhodes.

Budget Process

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

The District's Core Documents outline the goals and objectives of the District as a whole. The Business Plan presents a road map to accomplish the vision set forth in the Strategic Plan. The Annual Budget and Operational Plan represents a one year implementation of the multi-year Business Plan.



The Fiscal Year (FY) 2014/2015 budget development process includes approximately eight public meetings scheduled with the Governing Board, staff, and residents to conduct a detailed review of recommended line-item and proposed capital outlay expenditures. These meetings take place between January and June. After completing the public budget hearings, the Board publishes and adopts a final budget and tax levy consistent with Arizona state law.

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

budget development. After the January workshop, the Board approves the Budget Development Schedule and the process officially begins.

An overview highlighting the major deadlines of the Budget Development Schedule is outlined as follows (Note: a detailed Budget Development Schedule is included at the end of this section):

- January 14, 2014 – Budget Process Overview and Board direction determined
- February 10, 2014 – Finalized Levy Limit Worksheet received
- March 3, 2014 – Budget request submission deadline
- April 22, 2014 – Proposed Budget presented to the Board and Public for review and discussion
- May 15, 2014 – Revised Proposed Budget approved for Public Posting
- May 24 through June 12, 2014 – 20-Day Posting Period
- June 19, 2014 – Public Budget Hearing & Final Adoption
- July 1, 2014 – Begin operations under newly Adopted Budget

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

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

Once final changes are integrated into the tentative budget and prior to adoption, the proposed budget is also made available to the general public. This requires, by law, a public notice to be published in a newspaper of general circulation, be posted in three public locations, and be placed on the District's website at least twenty days prior to the public hearing held at a meeting called by the Governing Board for adoption. Once the

final budget is adopted, copies can be found on the District's website (www.scwfire.org), at the Sun City West RH Johnson Library, and at the Fire District administrative office. Printed copies are also made available to members of the public via a written Public Records Request submitted to the District. Following the public hearing, the Governing Board adopts the Annual Budget and Operational Plan for the ensuing fiscal year. The adoption of the budget sets the maximum appropriation for the fiscal year. The adopted budget is then submitted to the Maricopa County Board of Supervisors, the Maricopa County Assessor, and the Maricopa County Treasurer in accordance with state law. The Board of Supervisors' office works with the Assessor's office to create the tax levy and generate the millage rate to be used for the new fiscal year. 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 project needs.





Fiscal Year 2014/2015 Budget Development Schedule



Friday, November 1, 2013

- Deadline for submission of Tax Year 2014 Boundary Changes & Annexations to the Maricopa County Assessor's Office (Extension Deadline February 10, 2014).

Tuesday, January 14, 2014 – Special Board Meeting (9 A.M. – Fire Administration)

- Fiscal Year 2014/2015 Annual Budget & Operational Plan Process Overview
- Board of Director's initial budget process requests

Monday, February 10, 2014

- Obtain Finalized Secondary Levy Limit Worksheet for Tax Year 2014 from Maricopa County Assessor's Office and the Arizona Property Tax Oversight Committee (PTOC)

Tuesday, February 18, 2014

- Deadline for Division Managers & Section Heads to submit Fiscal Year 2014/2015 Budget Request to the Assistant Chiefs

Monday, March 3, 2014

- Deadline for the Assistant Chiefs to submit Fiscal Year 2014/2015 Budget Request to the Accounting Supervisor

Tuesday, March 18, 2014 – Regular Board Workshop (9 A.M. – Fire Administration)

- Fiscal Year 2014/2015 Annual Budget & Operational Plan Process Update

Tuesday, April 15, 2014 – Regular Board Workshop (9 A.M. – Fire Administration)

- Draft Fiscal Year 2014/2015 Annual Budget & Operational Plan Progress Update

Tuesday, April 22, 2014 – SPECIAL Board Meeting (9 A.M. – Fire Administration)

- Fiscal Year 2013/2014 Budget Review Year-End Projections - Accounting Supervisor Poland
- Draft Fiscal Year 2014/2015 Annual Budget & Operational Plan Presentations

Wednesday, April 23, 2014 – SPECIAL Board Meeting (9 A.M. – Fire Administration)

- Draft Fiscal Year 2014/2015 Budget & Operational Plan Presentations Continued *(If Needed)*

Thursday, May 15, 2014 – Regular Board Meeting (9:00 A.M. – Fire Administration)

- Fiscal Year 2014/2015 Tentative Budget & Operational Plan Presentation
- Proposed Tentative Fiscal Year 2014/2015 Annual Budget & Operational Plan Approval for Public Posting
(20-Day Posting Period: Saturday, May 24 through Thursday, June 12, 2014)

Tuesday, June 17, 2014 – Regular Board Workshop (9:00 A.M. – Fire Administration)

- Final Fiscal Year 2014/2015 Annual Budget & Operational Plan Review

Thursday, June 19, 2014 – Regular Board Meeting & Public Hearing (9:00 A.M. – Fire Administration)

- Fiscal Year 2014/2015 Annual Budget & Operational Plan - Public Hearing
- Fiscal Year 2014/2015 Annual Budget & Operational Plan Final Adoption

Monday, June 23, 2014

- Submit Certified Adopted Fiscal Year 2014/2015 Annual Budget & Operational Plan and Affidavit of Publication to Maricopa County's Board of Supervisor's and Department of Finance (Deadline August 1, 2014)

Tuesday, July 1, 2014

- Begin Operations under the Adopted Fiscal Year 2014/2015 Operational Budget Plan

Budget Introduction

The Fire District of Sun City West is proud to present the Fiscal Year (FY) 2014/2015 Annual Budget and Operational Plan. This document is anticipated to provide the public with in-depth information regarding the District's annual revenues and expenditures over the course of the next fiscal year. The document is structured in accordance with recommendations of the Government Finance Officers Association (GFOA) Distinguished Budget Awards Program which is designed to provide the layperson with a broad view of the contents included in the budget, its processes, issues and anticipated results.



The Government Finance Officers Association of the United States and Canada (GFOA) established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments in preparing documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The District prepared the Annual Budget and Operational Plan in accordance with the GFOA's Budget Presentation Awards Program and will submit it for participation. The District was successful and received the GFOA's Distinguished Budget Presentation Award for the FY 2010/2011 and 2012/2013 Annual Budget and Operational Plans. Each award was valid for a period of one year. In FY 2014/2015, the District will once again participate in the GFOA's Distinguished Budget Presentation Awards Program and intends to participate annually going forward.



The FY 2014/2015 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 District's 2014-2015 Update of the 2011-2016 Business Plan (including the 2014-2015 Capital Improvement Plan) which was finalized and adopted by the Governing Board prior to the completion of the Budget and Operational Plan. 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 District’s goals and objectives for the ensuing year. Performance measurements have been integrated into the various sections. These performance measurements 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 existing 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.

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 residents 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 financial vision of the District is also an integral component of the District's Strategic and Business Plans.

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

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

Capital Improvement Plan: The purposes of the Capital Improvement Plan (CIP) are to systematically identify, plan, schedule, finance, and track capital assets, as well as monitoring capital projects to ensure cost effectiveness and conformance with established policies and priorities. The CIP is a component of the District's Business Plan and is reviewed and updated annually, at a minimum. The CIP outlines direct costs

associated with recommended capital projects and asset purchases. Required ongoing operational costs are identified and presented as a part of each proposed CIP outlay allowing the Board the opportunity to determine its feasibility. Funding sources for each project or purchase are acknowledged within the plan.

Long Range Forecasting: The District has utilized consultants, data from the Maricopa County Assessors' Office, and internal studies to assist in the development of long range financial forecasting systems. District staff reviews and updates these forecasts based on identified legislative and economic factors and their potential impact on the District's financial and strategic goals for the future. The District's Business Plan is a five-year, long range forecast of planned service levels for the District. The Business Plan is reviewed and revised annually and is based on the broad based vision of the District's Strategic Plan. During the annual Business Plan revision, input from financial forecasting systems is a vital tool used 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.

The Long Term General Operations Fund Forecast that follows is a powerful planning tool used to estimate revenue and expenditures over a forward looking period. This forecast helps the District address the challenges of balancing revenue and expenditures for services provided by the District beyond the one year perspective offered by its Annual Budget and Operational Plan and the Capital Improvement Plan (CIP). The forecast also assists the Board of Directors in allocating financial resources in order to achieve the long term goals outlined in the District's Strategic Plan. This long term forecast covers the five-year period from July 1, 2014 through June 30, 2019.

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

- Wages and Benefits are estimated to increase an average of 5.2% each fiscal year with no changes in overall staffing levels and minimal wage scale adjustments. A significant portion of these annual increases are attributed to expenditures outside of the District's control such as payroll taxes, health insurance costs, Public Safety Personnel Retirement System (PSPRS) and Arizona State Retirement System (ASRS) actuarially determined funding requirements.

- Operations expenditures are estimated to increase an average of 4.4% each fiscal year. Operational expenditures include equipment and supplies, property and liability insurances, computer software systems licensing, fuel, utilities, and dispatching fees.
- District training expenditures are estimated to increase an average of 0.6% each fiscal year. Training expenditures are a vital component of maintaining quality District service and safety levels.
- Debt Service and CIP funding is projected at an average increase of 0.2% over the next five fiscal years. These expenditures include capital asset depreciation costs as well as current debt payment obligations. In August 2013, the District successfully negotiated and executed the refinancing of the District's long term debt. This refinancing resulted in an interest rate decrease from 4.3% to 2.99%, additionally decreasing the annual debt payments by more than \$100,000 and generating an additional \$1,000,000 in proceeds for funding of the capital projects such as facilities construction and renovation. The District is unable to further adjust the current debt payments without a significant cash outlay to retire current debt or the refinancing of debt through alternative funding options such as General Obligation (GO) Bonds or Certificate of Participation (COP) sales.

As a result of the economic downturn during the previous five fiscal years, the District's Net Assessed Valuation (NAV) decreased by an overall 32.8%. The Levy Limit Worksheet issued by the County Assessor for tax year 2014 has established a 2.98% increase in the District's NAV. This is the first increase the District has experienced since FY 2009/2010. Prior to that fiscal year, the District had historically experienced an average increase of more than 10% each year.

For FY 2015/2016, the Fire District's NAV was projected to increase significantly based on the Full Cash Valuations of properties within the District. However, the 2013 voter approved Proposition 117 changed the method used to calculate the District's tax levy. Previously, tax revenues were based on the Secondary Assessed Value (full cash value) of a property. Tax revenues will now be based on the Primary Assessed Value (limited value) which is a lower valuation. This will in turn reduce the District's NAV from the previously projected increase of 9.8% to an estimated increase of only 2.6%. In the future, individual property values will be limited to a maximum annual increase of no more than 5% on any existing District properties. However, any new annexations or new construction growth would not be limited to the 5% value cap.

Using this new information, the expectation is that the NAV will increase by a conservative 5% for the FY 2016/2017, FY 2017/2018 and FY 2018/2019. Based on historical averages and, in order to maintain current service levels, the District's overall annual budget is anticipated to increase an average of 4.8% each fiscal year. The long term forecast which follows is amended annually and as new information becomes available which more accurately reflects current and future revenues and/or expenditures.

Long Term Forecast
Fiscal Years 2014/2015 Through 2018/2019
2014 Revised General Operations Fund Forecasts

	FY 2014/2015 ADOPTED	FY 2015/2016 ESTIMATED	FY 2016/2017 ESTIMATED	FY 2017/2018 ESTIMATED	FY 2018/2019 ESTIMATED
Revenue Forecasts:					
Property Taxes	\$ 10,193,883	\$ 10,879,006	\$ 11,464,103	\$ 12,081,363	\$ 12,732,743
Fire District Assistance Tax	400,000	400,000	400,000	400,000	400,000
Ambulance Revenues	2,029,892	2,034,218	2,038,554	2,042,898	2,047,252
General Fund Revenues - Other	623,851	623,851	623,851	623,851	623,851
Total General Fund Revenues	\$ 13,247,626	\$ 13,937,075	\$ 14,526,508	\$ 15,148,112	\$ 15,803,847
Expenditures					
Wages & Benefits	\$ 10,583,312	\$ 11,074,926	\$ 11,592,650	\$ 12,138,037	\$ 12,712,742
Operating Expenditures	1,670,148	1,736,518	1,807,098	1,882,174	1,962,053
District Training & Development	111,776	112,894	114,023	115,163	116,315
Debt Service	532,390	662,738	662,738	662,738	662,738
Contingency	350,000	350,000	350,000	350,000	350,000
Total Expenditures	\$ 13,247,626	\$ 13,937,075	\$ 14,526,508	\$ 15,148,112	\$ 15,803,847

Net Assessed Value (NAV) & MIL Rate Projections

Total Estimated Budget:	\$ 13,247,626	\$ 13,937,075	\$ 14,526,508	\$ 15,148,112	\$ 15,803,847
Total Estimated Levy:	\$ 10,193,883	\$ 10,879,006	\$ 11,464,103	\$ 12,081,363	\$ 12,732,743
Estimated Levy Increase:	3.0%	6.7%	5.4%	5.4%	5.4%
Estimated MIL Rate:	\$ 2.9177	\$ 3.0352	\$ 3.0462	\$ 3.0573	\$ 3.0687
Estimated Net Assessed Valuation:	\$ 349,386,465	\$ 358,425,878	\$ 376,347,172	\$ 395,164,530	\$ 414,922,757
% of NAV Increase	3.0%	2.6%	5.0%	5.0%	5.0%
SB 1421 8% Levy Amount:	\$ 11,355,060	\$ 11,648,841	\$ 12,231,283	\$ 12,842,847	\$ 13,484,990
SB 1421 MIL for 8% Levy Amount:	\$ 3.2500	\$ 3.2500	\$ 3.2500	\$ 3.2500	\$ 3.2500
SB 1421 Excess Levy Capacity:	10.2%	6.6%	6.3%	5.9%	5.6%
Median Valued Home:	\$ 123,500	\$ 126,700	\$ 133,100	\$ 139,800	\$ 146,800
Estimated Annual Taxes:	\$ 360	\$ 385	\$ 405	\$ 427	\$ 450

Capital Improvement Plan (CIP) Forecasts

	FY 2014/2015 ADOPTED	FY 2015/2016 ESTIMATED	FY 2016/2017 ESTIMATED	FY 2017/2018 ESTIMATED	FY 2018/2019 ESTIMATED
CIP Fund Revenue Forecasts:					
CIP Fund - Cash	\$ 6,290,317	\$ 3,395,193	\$ 3,305,181	\$ 3,676,444	\$ 4,151,135
Transfers In From General Fund	369,650	500,000	500,000	500,000	500,000
CIP Fund Miscellaneous Revenues	15,726	8,488	8,263	9,191	10,378
Loan/Bond Proceeds Revenue	-	-	-	-	-
Grant Revenues	-	-	-	-	-
Total CIP Fund Revenues:	\$ 6,675,693	\$ 3,903,681	\$ 3,813,444	\$ 4,185,635	\$ 4,661,513
CIP Fund Expenditures:					
General Asset Expenditures	-	-	-	-	-
Land Purchases	-	-	-	-	-
Building Construction & Improvements	\$ 2,958,500	\$ 5,000	\$ 40,000	\$ 5,000	\$ 80,000
Apparatus	170,000	330,000	-	-	480,000
Communications Equipment	-	-	-	-	-
Fire Equipment	54,500	29,500	14,500	29,500	32,500
Medical Equipment	-	234,000	52,500	-	48,000
Fitness & Wellness Equipment	5,000	-	-	-	-
Office Equipment	92,500	-	30,000	-	-
Grant Match Expenditures	-	-	-	-	-
General Grant Expenditures	-	-	-	-	-
Total CIP Fund Expenditures:*	\$ 3,280,500	\$ 598,500	\$ 137,000	\$ 34,500	\$ 640,500
CIP Fund Balance:	\$ 3,395,193	\$ 3,305,181	\$ 3,676,444	\$ 4,151,135	\$ 4,021,013

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 ongoing expenditures will only be paid for with ongoing revenues. The District will not postpone expenditures, use one-time (non-recurring) revenue sources to fund ongoing (recurring) uses, or use external borrowing for operational requirements. The District identifies and allocates funding resources among various service needs. It is increasingly important to incorporate a long-term perspective and to monitor the performance of programs competing to receive funding.

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

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

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 minimize tax fluctuations for District taxpayers while maintaining established services. The District estimates its annual revenues utilizing an objective, analytical process whenever possible and makes every effort to forecast revenues by individual category for subsequent years. This process is completed annually.

Grants: District policies establish under what conditions grants will be pursued and with what administrative guidelines or 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 as well as Building Plan Review and Permits issued by the District. Fees and charges are initially established by specific action of the Governing Board in an attempt to recover the cost of providing these services. User fees are reviewed on a regular basis to calculate their cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary. The District’s current fee schedule was adopted under Board Resolution #11-0616-1 on June 16, 2011. During FY 2014/2015, the District will again review and revise the fee schedule where appropriate.

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



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

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

Outstanding Debt and Debt Limitations

Fiscal Year Ended June 30,	Secondary Net Assessed Valuation	General Obligation Bonds			Lease/Purchase Debt	
		Legal Limit for Bonds	Outstanding Bond Debt	Percent of Legal Limit Available	Outstanding Lease/Purchase Debt	Percent of Bond Legal Limit
2014*	\$ 349,386,465	\$20,963,188	\$ -	100.0%	\$ 5,830,308	27.8%
2013	339,271,938	20,356,316	-	100.0%	4,969,100	24.4%
2012	355,766,535	21,345,992	-	100.0%	5,317,188	24.9%
2011	433,885,773	26,033,146	-	100.0%	5,652,265	21.7%
2010	455,991,330	27,359,480	-	100.0%	6,094,122	22.3%

*Note: In August 2013 the District refinanced its outstanding debt plus acquired an additional million dollars in loan proceeds to fund capital projects. This transaction reduced the interest rate from 4.3% to 2.99% and reduced the debt service payments by over \$100,000 annually.

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

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

take possession of, and liquidate, the assets pledged under the agreements and the District is then relieved of any subsequent obligation to the bank.

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

In August 2013, the District successfully negotiated and executed the refinancing of its long term debt. This refinancing secured an interest rate decrease from 4.3% to 2.99%, additionally decreasing the annual debt payments by more than \$100,000 and generating an additional \$1,000,000 in proceeds for funding of the capital projects such as facilities construction and renovation.

The District's outstanding long term debt obligations at June 30, 2014 will total \$5,830,308 with a maturity date of June 2028. The FY 2014/2015 operating budget identifies \$512,738 in principal and interest payments for this debt obligation. The following schedule outlines the required debt service payments, based on the District's current debt obligation, for the next five fiscal years.

**Outstanding Debt Amortization Schedule by Fiscal Year
For the Fiscal Years of 2014/2015 through 2018/2019**

Fiscal Year Ended June 30,	<u>Lease/Purchase Debt</u>		Total FY Debt Service Requirements	Outstanding Debt at Fiscal Year End
	Principal	Interest		
2015	\$ 340,941	\$ 171,797	\$ 512,738	\$ 5,489,367
2016	351,211	161,526	512,738	5,138,156
2017	361,791	150,947	512,738	4,776,364
2018	372,690	140,048	512,738	4,403,675
2019	383,916	128,821	512,738	4,019,758

Note: This debt will be fully satisfied as of June 1, 2028.

Accounting, Auditing, and Financial Reporting: District policy dictates the system of internal accounting and internal and external financial reporting that will be adhered to for District financial transactions. The District 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, Fire Chief and all District division and program managers and are reviewed during the District's monthly public meetings. The reports summarize the District's financial activity comparing actual revenues and expenditures with budgeted amounts. Based on changes to the Arizona Revised Statutes which became effective September 1, 2013, all fire districts shall produce monthly financial reports to include the following:

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

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

A system of internal accounting controls and procedures is maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions. A comprehensive financial audit is performed annually by an independent public accounting firm with the objective of expressing an opinion on the District's financial statements and their validity. Changes under HB-2572 also mandated that the District must contract with an auditing firm that is in good standing with the Arizona State Board of Accountancy to perform the annual audit. It further stipulates that the auditor must appear in person to present the Governing Board with the audit findings. The District annually reviews federal grant proceeds to determine if an additional comprehensive financial audit of federal grant programs according to the Single Audit and the Federal Office of Management and Budget (OMB) Circular A-133 is required.

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



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

- **General Fund Operations:**
 - **Maintained by Maricopa County Treasurer:**
 - General Fund Account – Property tax revenues and general expenditures
 - Employee Benefit Liability Account – Benefit Liabilities
 - **Maintained at an FDIC financial institution:**
 - Secondary General Fund Account – Fees for services
 - Ambulance Fund Account – Ambulance transport fees
 - Payroll Fund Account - Payroll processing
- **Special Revenue Fund Operations:**
 - **Maintained at an FDIC financial institution:**
 - Special Revenue Fund Account – Donations and special programs
- **The Capital Projects Fund**
 - **Maintained at an FDIC institution:**
 - Capital Projects Savings Account - High Yield Savings
 - FDSCW Project/Operating Accounts - Loan Proceeds Escrow
 - **Maintained by the Arizona State Treasurer:**
 - FDSCW Savings Account - Arizona State Local Government Investment Pool (AZ-LGIP)

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

Capital Expenditures (Fixed Assets): The Governing Board has adopted a District Property Stewardship and Capitalization Policy in accordance with parameters outlined in the Governmental Accounting, Auditing and Financial Reporting Manual (GAAFR). This policy establishes a capitalization threshold of \$5,000 and a minimum useful life of more than one year for fixed assets. Fixed assets are purchased through Capital Improvement Plan (CIP) funding. Typically, fixed assets are replacement items as well as new capital items necessary to provide personnel with the tools essential to support

the District’s mission, vision, and values in the most efficient and productive manner. All assets are depreciated utilizing the straight-line method and based on continued usefulness as outlined in the capitalization policy. Fixed asset purchases are reviewed annually based on need and in correlation with the District’s Business Plan and the Aging/Replacement Schedule contained in the CIP.



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 contains required annual revenues and expenditures. The Special Revenue Fund comprises annual revenues and expenditures associated with special programs, and also includes donations and bequests. The Capital Projects Fund is a “savings” account for the Capital Improvement Plan (CIP) which allows for the funding of future capital improvements.

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

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

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

The chart below shows the estimated balances of each of the District’s major funds as of June 30, 2014, and the projected revenues, expenditures and fund balance over the course of the coming fiscal year. More detailed descriptions of each of the District’s funds are outlined in the following paragraphs.

Fiscal Year 2014/2015 Estimated Fund Balance Summary*				
Fund	June 30, 2014 Estimated Fund Balance	FY 2014/2015 Estimated Revenues	FY 2014/2015 Estimated Expenditures	June 30, 2015 Estimated Fund Balance
General Fund	\$ -	\$ 13,247,626	\$ (13,247,626)	\$ -
GF Sub-Account: Emp Benefit Liability Fund	\$ 39,239	\$ 200,000	\$ (181,807)	\$ 57,432
Special Revenues Fund	\$ 42,537	\$ 5,000	\$ (2,500)	\$ 45,037
Capital Projects Fund	\$ 6,290,317	\$ 378,076	\$ (3,280,500)	\$ 3,387,893
Total All Funds:	\$ 6,372,094	\$ 13,830,702	\$ (16,712,433)	\$ 3,490,363

*Estimated as of April 2014

General Fund:

The General Fund, or working fund, outlines, in detail, anticipated maintenance and operational revenues and expenditures for FY 2014/2015. The Employee Benefit Liability Account (EBLA) is a sub-account of the General Fund and is managed under its purview. The EBLA account was established to fund District liabilities created by compensated absence balances and other associated employee benefit liabilities. The General Fund’s activities represent the true financial plan for the Sun City West Fire District during the fiscal year. The EBLA maintains a balance at fiscal yearend; however, the General Fund commonly does not in accordance with Arizona Revised Statutes §48-807-L. At the close of the fiscal year, in accordance with District policy, the Fire Board identifies any revenues over expenditures to be allocated and maintained in the EBLA and the remaining balance is then transferred into the District’s Capital Projects Fund and is used to support future capital needs. The General Fund uses a modified accrual basis for financial reporting and a zero-based budget basis of budgeting which works effectively with the reporting basis.

Special Revenue Fund:

The Special Revenue Fund manages designated, reserved funding for ongoing, usually self-sustaining specialized programs and includes the District’s Fire Corps Program, Child Safety Car Seat Loaner Program, paramedic training grant program, and any other special purpose grants. This account may carry a fund balance, as any revenues received for a specific purpose must only be expended for that purpose and these programs may be extended from year-to-year. The Special Revenue Fund revenues and expenditures depicted on the previous page are estimated for FY 2014/2015 since revenues received are generally donated and expenditures only occur as necessary to support the associated ongoing programs. The accountability of these funds follows the same documentation and

***During the last
fiscal year, Risk
Management Division
& Fire Corps Members
installed more than
400 Child Safety Seats,
through the District’s
Child Safety Seat
Loaner Program.***

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

Capital Projects Fund:

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

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

However, due to the nature of capital expenditures and their potential impact on future general fund operations expenditures, the FY 2014/2015 recommended capital projects are presented in summary in the table found below and are discussed in more detail in the paragraphs that follow.

FY 2014/2015 CIP Projects Expenditure Details		
CIP Project Description	Project Expenditures	Funding Source
<u>Scheduled Replacement Items</u>		
Traffic Pre-Emption Device (1)	\$ 4,500	Capital Projects Fund Balance
Training Room AV Equipment Replacement	\$ 5,000	Capital Projects Fund Balance
Fire Hose Replacements	\$ 10,000	Capital Projects Fund Balance
Computer / Network / Software Requirements	\$ 87,500	Capital Projects Fund Balance
[102] Fire Station - Furniture Replacements	\$ 3,500	Capital Projects Fund Balance
Fitness Equipment Replacements	\$ 5,000	Capital Projects Fund Balance
Large Appliance & Equipment Replacements	\$ 5,000	Capital Projects Fund Balance
<u>Additional Capital Project Items</u>		
Water Tender Apparatus	\$ 170,000	Capital Projects / Grant Funds
SCBA Breathing Air Compressor Replacement	\$ 40,000	Capital Projects Fund Balance
[103] Fire Station Renovations	\$ 1,425,000	Loan Proceeds / Capital Projects
[104] Fire Station Phase I	\$ 1,525,000	Loan Proceeds / Capital Projects
Total Capital Projects Expenditures:	\$ 3,280,500	

Scheduled Replacement Items:

Traffic Pre-Emption Devices (\$4,500 / Completion: June 2015): Traffic Pre-Emption Devices are used by the District for communication between apparatus and traffic signals to increase the safety of District personnel and the public and to reduce emergency response times. This device, when activated, allows emergency response vehicles to control traffic signals when responding to an emergency call. This capital projects item has been added to the CIP for the replacement of current system components as intersection are updated by the County and for the purchase of additional systems for new intersections projected to be added within the District. Once installed, any repair/maintenance costs are budgeted in the general operations budget.

Training Room Audio Visual Equipment Replacement (\$5,000 / Completion: June 2015): The District utilizes electronic audio visual equipment for various functions including board meetings, staff meetings, video conferencing, employee and community training and public information events. These systems allow interaction between District personnel, computer and server data, the internet, and other forms of media. The District has applied for a regional Assistance to Firefighters Grant (AFG) for audiovisual equipment. If successful, the \$5,000 budgeted in the Capital Plan will cover the necessary match and any unfunded equipment. If the District is not awarded the grant, the funds will be utilized to purchase a portion of any necessary equipment.

Fire Hose Replacement (\$10,000 / Completion: June 2015): Fire hose generally has an estimated life span of ten (10) years. However, many factors can shorten the useful life of this equipment. The District currently has over 5,000 feet of fire hose in operation and utilizes a program to monitor the current hose supply and maintain a limited back-up supply. This program ensures that all hose is tested annually and rotated to limit wear and tear in accordance with the manufacturer's specifications. Previously, the District had budgeted this within the General Fund. Hose will be evaluated every other fiscal year to determine actual replacement requirements.

Station 102 Furniture Replacements (\$3,500 / Completion: June 2015): The District allots funds in the Capital Improvement Plan to replace furniture items used regularly by the field personnel. A review of the furniture at Station 102 has been determined that the mattresses need replacing.

Computer / Network / Software Requirements: Microsoft Office Software Upgrades (\$12,500 / Completion: June 2015): The District utilizes many computer software programs for its day-to-day operations. Many of these programs require periodic updates. One of the most widely used software programs within the District is Microsoft Office which includes Word, Excel, PowerPoint and Publisher. An update is due for this software.

Computer / Network / Software Requirements: Fleet Maintenance Software System Purchase (\$75,000 / Completion: June 2015): The Support Services Division currently uses three separate programs to track and document repairs and maintenance

on fleet vehicles and facilities. In order to generate analytical metrics used for budget forecasting and asset replacement, pertinent information must be retrieved from each of these programs for each asset individually and the data compiled to determine actual costs. This process is outdated, cumbersome, time consuming, and can contribute to inaccuracy.

New comprehensive fleet and equipment management software will streamline all of the reporting processes into one program. In addition to streamlining the tracking and reporting of repairs and maintenance, this software could also replace the current systems used to track SCBA maintenance, fire hose testing, and other necessary tracking of repairs, maintenance and inspections.

This type of program functions as a virtual log book and will automate tracking, reporting and scheduling of maintenance. District inventory can be tracked electronically. This web based system can be accessed by all users through the internet and can be routinely updated with the latest features and versions. The implementation of this system will allow District employees to more accurately track and monitor all of the data associated with equipment and facility repair and maintenance.

Fitness Equipment Replacement (\$5,000 / Completion: June 2015): Employees are mandated to exercise regularly to maintain their physical health. The District provides fitness equipment at each of its stations for personnel use in complying with this directive. The District programs capital funds to replace some of the larger pieces of equipment such as treadmills, elliptical machines, and stationary bikes as necessary.

Most fitness equipment has a 10-15 year life expectancy. Cardio equipment (treadmills, step-mills, elliptical, stationary bikes) has a life expectancy of approximately 5-7 years. The District has a maintenance program in place which assists in extending the longevity of this equipment. This funding allows the replacement of equipment as necessary.

Large Appliance & Equipment Replacements (\$5,000 / Completion: June 2015): Capital funds are programmed for the replacement of large District appliances and equipment such as refrigerators, stoves, hood ventilation systems, dishwashers, ice machines, etc. as necessary. This year it is anticipated that, at a minimum, the ice/water machine at the Administrative building will need to be replaced.

Additional Capital Projects Items:

Water Tender Apparatus (\$170,000 / Completion: June 2015): The District does not currently have a Water Tender Apparatus. Much of the District's outlying areas do not have fire hydrants and/or a readily accessible water supply. In the past, the District has relied on its automatic aid partners to supply this equipment while exploring its

purchasing options. The continued growth of the District into areas without adequate water supplies now necessitates the purchase of this equipment. The District has and will continue to attempt to obtain funding for this apparatus through various grant sources.

Self-Contained Breathing Apparatus (SCBA) Breathing Air Compressor Replacement (\$40,000 / Completion: June 2015): The District purchased the current Self-Contained Breathing Apparatus (SCBA) Breathing Air Compressor in 2006. Over the past five years, the compressor has had increased maintenance and reliability problems that have limited the ability of the District to properly refill the District's SCBA bottles. When the compressor is not operational, the District must rely on the Surprise and Sun City fire departments to refill its bottles. This is a mission critical piece of equipment that must be reliable and will need to be replaced earlier than originally planned.

Station 103 Renovations (\$1,425,000 / Completion: June 2015): This facility was constructed in 1999 and immediately began 24-hour fire and emergency medical service operations. Initially, in addition to a fully functioning fire station, this facility hosted the monthly board workshops and meetings as well as supporting all other training and public gathering needs of the District.



This facility was originally designed using residential standards in areas such as the kitchen and bathrooms. These standards are not conducive to meeting the demands of a fire station. The 'bunkrooms', are two-person dorm rooms that do not adhere to current fire station facility standards and are insufficient to effectively support an integrated male and female workforce. The renovated station would be designed to meet current building code and infectious disease management standards.

The District has received preliminary designs, commissioned from an architect approved by the Fire Board. The next phase is to form an employee construction committee, and hire a Construction Manager at Risk to oversee the project. The Construction Manager will be overseen by the architect selected by the Board.

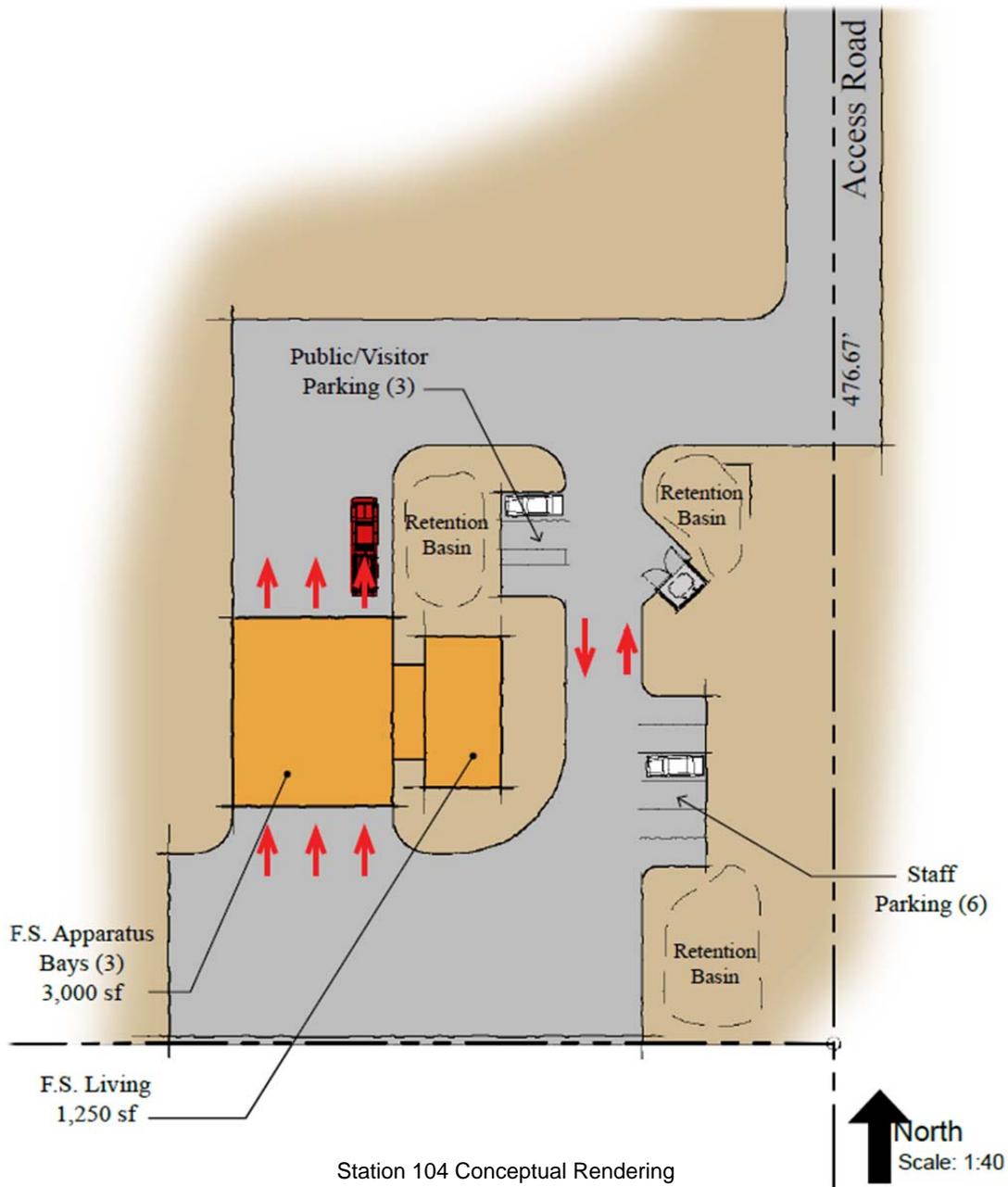
During the process of this renovation and upon completion, the District will be required to expend only limited general maintenance costs for any renovation related areas. After the expiration of any warranty periods, the \$6,000 estimated annual maintenance requirements for this facility will again be added to the facilities maintenance budget.

Station 104 (Infrastructure & Temporary Facility) (\$1,525,000 / Completion: June 2015): This funding would be utilized to complete the required infrastructure to prepare

Temporary Station 104 for service. This would include pouring a temporary station pad, re-location of the District's current manufactured building to the site, asphalt/concrete, fabrication of an apparatus bay, and the establishment of utilities such as electricity, telephone, computer microwave system, water and sewer service, etc.

The District has received preliminary site and design plans, commissioned from an architect hired by the Fire Board. The next phase is to establish an employee construction committee, hire a Construction Manager at Risk to oversee the project. The Construction Manager will be overseen by the architect selected by the Board.

Annual utilities, insurance and maintenance costs for this facility will not be a required until this facility has been placed into service. These costs amount to approximately \$38,000 annually and will be budgeted accordingly.



Station 104 Conceptual Rendering

Budget Summary Section

Economic challenges continue for Arizona fire districts. Although property values are beginning to rebound, legislative and voter initiated changes which establish strict limitations on property tax levies and property valuation increases will create ongoing financial constraints for the District.

Just as with FY 2013/2014, the Board has provided key policy directives and goals for consideration during the FY 2014/2015 budget process. Given the forecast for only slight assessed valuation increases, 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 hold the line on expenses and do more with less where possible.

Many financial factors were considered when preparing the FY 2014/2015 Budget and Operational Plan. Various factors include:

Challenges	Response Strategy
Arizona Revised Statutes limitations for Fire District Funding, specifically Property Tax Levy Limits, restricting the annual levy increase to 8%.	Vigilant expenditure planning for both current and future fiscal years and the development of sustainable alternative revenues to decrease dependency on property taxes.
Increasing millage (MIL) or tax rates due to changes in the economic environment and continued constraints on property valuation which directly impact the District's Net Assessed Value (NAV).	Continue long-term revenue projections to monitor the forecasted NAV (provided by Maricopa County) for its impact on the MIL (Tax) rate to ensure the District will not exceed the legal limit.
Voter approved Proposition 117 moves District Taxation from the Secondary Assessed (full cash) Valuation to the Primary Assessed (limited) Valuation and limits assessed valuation increases by 5% annually beginning in the 2015 tax year which resets the District's NAV.	Proactively prepare for the anticipated change in the District's NAV in tax year 2015 through long-term financial planning and exploring various cost saving methodologies.
Changes in population demographics (i.e., age and family structure), population density, or other service-level indicators such as increased call demand and type of emergency.	Continue data driven statistical analysis of variations in population, emergency responses, response times, and other service indicators impacting service demands.
Changes in legislation and public opinion.	Continually monitoring pertinent legislative alterations (state, county, etc.) and their possible impacts the District. Monitor public expectations and opinions through customer feedback and active community involvement.

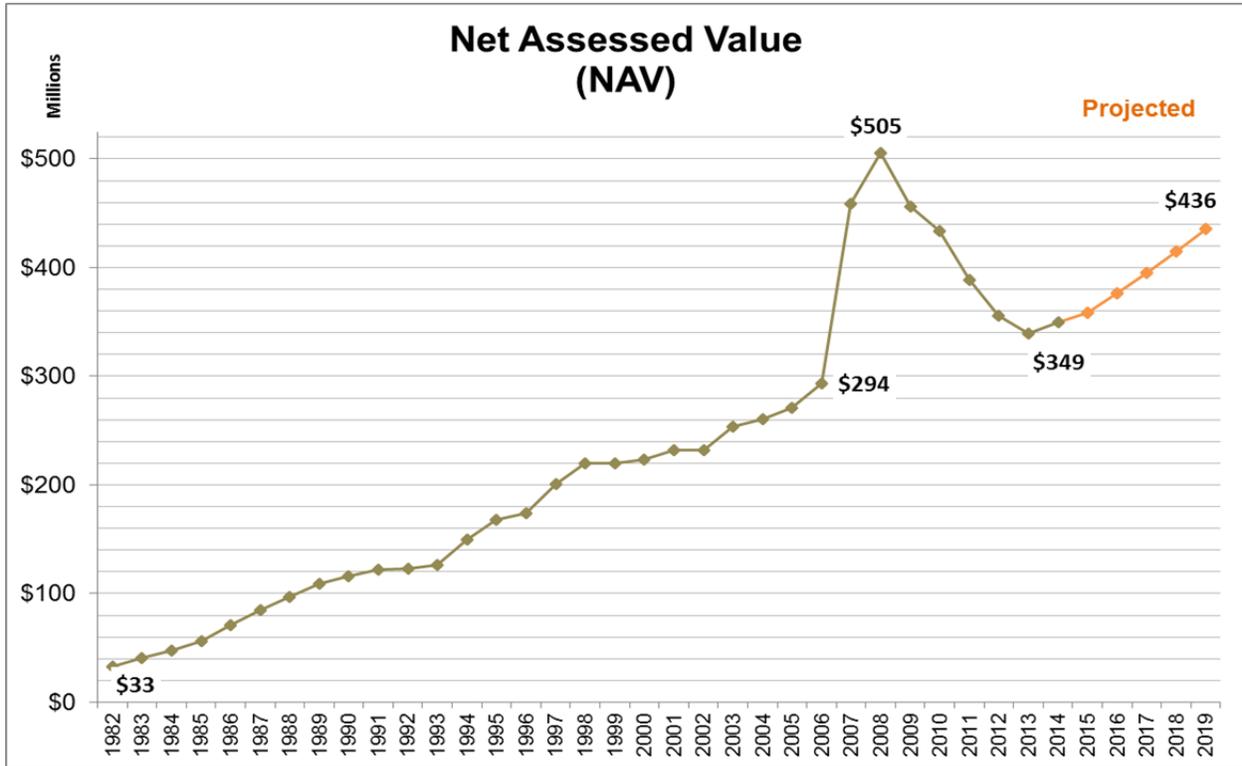
Changes in medical reimbursement laws resulting from the passage of the Health Care Reform Bill and state legislation which may affect ambulance service revenues.	Ongoing monitoring of legislation related to medical reimbursements. Applying for annual increases in ambulance transport fees and continuing to review opportunities for expanding reimbursable activities.
Annexations contributing to the expansion of the District's boundaries, revenue opportunities, and service demand.	Proceed with exploration of District boundary expansion to assist in tax burden stabilization for District residents. Ensure the District maintains appropriate service levels for all District residents.

The revenue and expense charts in the pages that follow outline the overall financial plan for FY 2014/2015. The total budgetary expenditures are projected to be \$13.25 million, which includes a contingency/reserve of \$350,000. The budget, as presented, results in an increase of approximately 6.0% over the FY 2013/2014 budget. The District's Net Assessed Valuation (NAV) experienced a significant decline during the past few years; in 2011/2012 fiscal year (-10.4%), an additional decrease in FY 2013/2014 (8.5%), and again during FY 2013/2014 (-4.6%). This was countered slightly by the minimal increase of 3.0% in the NAV received for fiscal year 2014/2015. These factors combined with the increase of uncontrollable expenditures such as insurance, dispatching fees, and statutorily mandated retirement contributions impact District's tax rates. Consequently, the median valued District residential property owners may realize a slight increase in their Fire District tax.

The FY 2014/2015 Budget and Operational Plan presents a responsible financial plan that enables the District to continue to deliver its vital services at present service levels but eliminates "nice to haves" in exchange for "have to haves." Examining any possible expenditure reductions is an integral part of this year's budget balancing strategy. 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.

As previously stated, the Fire District's assessed valuation decreased by 4.6% for FY 2013/2014. For the first year since the 2008 tax year, the District experienced an increase of 3.0% in the NAV for the budget year 2014/2015. The previous decreases were attributed to the continued decline in the assessed valuations of District properties. The District's NAV had been projected to experience an increase of 9.8% for FY 2015/2016. However, as a result of the passing of Prop 117, which replaces the Secondary Assessed Value of a property with the Primary Assessed Value, a lower valuation, it is anticipated that the NAV will realize only a 2.6% increase. Prop 117 also limits the maximum assessed value increases to 5% per year going forward. It is important to note that the net effect of the previous year's valuation declines was greatly offset by the annexations completed by the District in 2010. These annexations totaled \$42.1 million in additional value to the District within the last several years.

The following chart demonstrates the District's NAV history since inception. The District historically experienced an average annual increase of 11.6% through the 2008 tax year. Between 2009 and the 2013 tax years, the District's NAV fell an average of 7.6% annually. The 2014 NAV increase of 3.0% is the first growth incurred in six years.



The District has developed a balanced budget for FY 2014/2015 totaling \$13,247,626 which seeks to sustain core services while reducing expenditures that may be considered discretionary. The FY 2014/2015 budget has an increased focus on generating additional alternative revenues through service programs. These programs are predicted to provide total funding for FY 2014/2015 in the amount of \$2,653,743, an increase of over \$450,000, approximately 20.4%, over FY 2013/2014. This increase in alternate revenues assists in reducing the District's dependence on property taxes and helped in minimizing the increase of the tax levy to 3.0% over the previous year, requiring a total property tax levy of \$10,193,883.

Again, 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 three core documents to facilitate a long-range planning process and to update its goals and objectives annually. These Core Documents are identified as the Strategic Plan, the Business Plan, and this Annual Budget and Operational Plan. The Strategic Plan is a foundation document that serves as a blueprint to build and improve the organization. The Strategic Plan provides a vision based framework for the District that will be evaluated and updated every five years. The Business Plan covers the five year projection period of the Strategic Plan and will be reviewed and revised annually in conjunction with the annual budget process. The Action Item Objectives, outlined in detail within the Strategic Priorities in the Business Plan will assist in determining the prioritization of budget requests and the overall allocation of resources. The Strategic Plan and the Business Plan are developed collaboratively through participation and input from the Board, administrative and management staff, employee representatives, and District residents. Progress towards planned goals is evaluated on a regular basis and during the update process.



External factors such as the national or regional economy, demographic and statutory changes, legislation, 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 Action Items and Objectives detailed in the Strategic Plan and the Business Plan. During the previous fiscal year and in preparation for the 2011–2016 Strategic Plan update and the generation of the new Business Plan, 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 2011-2016 Strategic Priorities as outlined in the Strategic Plan:

1. Community Outreach & Partnerships
2. Financial Sustainability
3. Resource Development & Deployment
4. Personnel Development
5. Infrastructure

The District's Strategic Priorities are further distilled in the five-year Business Plan through a series of detailed Action Items and Action Item Objectives used as benchmarks to measure progress towards goal completion each year. Each Strategic Priority includes Strategic Components with associated Action Items which are listed below:

Strategic Priority #1: Community Outreach & Partnerships

- Strategic Component – Customer Service
 - Action Item 1.1 – Community Education & Relations
- Strategic Component – Citizen Health & Safety
 - Action Item 1.2 – Community Assistance Program
 - Action Item 1.3 – Fire Prevention / Investigations
- Strategic Component – Collaborative Community Partnerships
 - Action Item 1.4 – Fire Corps Volunteer Program

Strategic Priority #2: Financial Sustainability

- Strategic Component – Alternative Revenue Sources
 - Action Item 2.1 – Merger / Functional Consolidation / Partnerships
 - Action Item 2.2 – Operational Funding / Cost Savings & Recovery
- Strategic Component – Resource Maximization
 - Action Item 2.3 – Planning / Forecasting / Service Area Expansion
- Strategic Component – Cost Effectiveness
 - Action Item 2.4 – Alternative Work Schedules or Locations
 - Action Item 2.5 – Recycling / Conservation Program

Strategic Priority #3: Resource Development & Deployment

- Strategic Component – Response Capacity / Capability
 - Action Item 3.1 – Mapping / GIS
 - Action Item 3.2 – Disaster Preparedness
- Strategic Component – Service Delivery & Resource Allocation
 - Action Item 3.3 – Fire District Accreditation
 - Action Item 3.4 – Ambulance Operations Accreditation
 - Action Item 3.5 – Incident Response Quality Assurance
 - Action Item 3.6 – Emergency Response / Effective Deployment of Resources
 - Action Item 3.7 – 800 MHz Communication System
 - Action Item 3.8 – EMS Standards & Legislation
- Strategic Component – Operational Partnerships
 - Action Item 3.9 – Fire Service Leadership / Regional Consistency & Coordination

Strategic Priority #4: Personnel Development

- Strategic Component – Knowledge & Skills
 - Action Item 4.1 – Personnel Training
- Strategic Component – Recruitment & Retention
 - Action Item 4.2 – Human Resources / Personnel Retention
 - Action Item 4.3 – Recruitment
 - Action Item 4.4 – Management & Leadership / Succession Plan
- Strategic Component – Well Being
 - Action Item 4.5 – Employee Fitness and Wellness
 - Action Item 4.6 – Risk Management / Health & Safety

Strategic Priority #5: Infrastructure

- Strategic Component – Facilities, Apparatus & Equipment
 - Action Item 5.1 – Facilities Renovation / Expansion
 - Action Item 5.2 – Facilities Preventative Maintenance Program
 - Action Item 5.3 – Apparatus Preventative Maintenance Program
 - Action Item 5.4 – Fire Equipment
 - Action Item 5.5 – EMS Equipment
 - Action Item 5.6 – Training Site
- Strategic Component – Information Technology Utilization
 - Action Item 5.7 – Review & Enhance Internal Communication Mechanisms
 - Action Item 5.8 – Administration Paperless System
- Strategic Component – Repeatable & Accountable Organizational Processes
 - Action Item 5.9 – District Policies & Standard Operating Procedures
 - Action Item 5.10 – Data & Records Management



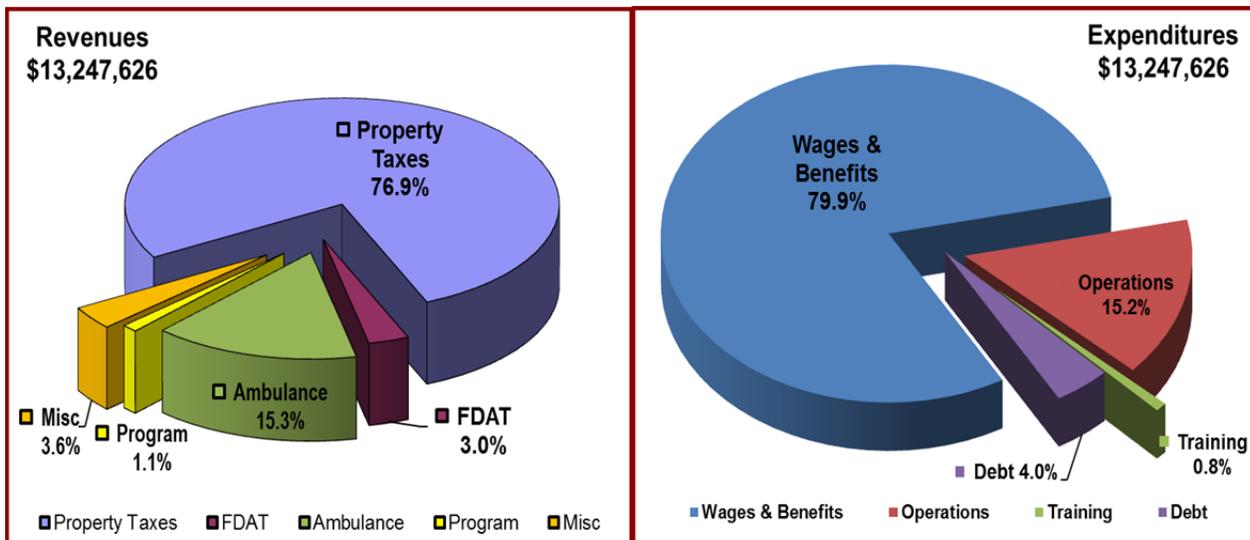
Budget Overview – Revenue & Expenditure Summary

The FY 2014/2015 Annual Budget and Operational Plan specifically impacts the General Fund only and is outlined in detail throughout the following pages of this document. The table below, and the charts that follow, provide an overview of the projected revenues and expenditures. Included for comparison are Fiscal Year 2012/2013 actual revenues and expenditures, the FY 2013/2014 adopted budget, the estimated revenues and expenditures for the FY 2013/2014 budget, and the variance between the current fiscal year budget and the proposed FY 2014/2015 budget.

This table also presents an overview of the General Fund Balance and the anticipated impact that operations will have on the balance of FY 2013/2014 and proposed FY 2014/2015. The Beginning Fund Balances, Adjustments for Modified Accrual Basis Reporting & Transfers, followed by the Ending Fund Balances are listed for each fiscal year. It is the policy of the District that all unallocated revenues over expenditures remaining at fiscal year-end are committed to support the Capital Improvement Plan (CIP) and are consequently transferred into the Capital Projects Fund each year. These transfers generally occur upon completion of the auditing process in late November, and any remaining fund balance in the General fund is generally attributed to outstanding accounts payable and receivables and miscellaneous prepaid expenditures. Note that the all italicized numbers are estimated.

General Fund						
July 1, Beginning Fund Balance: \$ 1,097,996 - \$ 1,350,675 \$ 435,220 - -						
Revenue Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
Property Taxes	\$ 9,798,243	\$ 9,898,879	\$ 9,898,879	\$ 10,193,883	\$ 295,004	3.0%
Fire District Assistance Tax (FDAT)	\$ 403,245	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.0%
Ambulance Revenues	\$ 1,573,650	\$ 1,683,847	\$ 1,840,898	\$ 2,029,892	\$ 346,045	20.6%
Program Revenues	\$ 132,802	\$ 136,745	\$ 212,749	\$ 152,175	\$ 15,430	11.3%
Miscellaneous Revenues	\$ 305,088	\$ 383,144	\$ 425,286	\$ 471,676	\$ 88,532	23.1%
Total Revenues:	\$ 12,213,027	\$ 12,502,615	\$ 12,777,812	\$ 13,247,626	\$ 745,011	6.0%
Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
Wages & Benefits	\$ 9,231,894	\$ 9,804,529	\$ 9,812,782	\$ 10,583,312	\$ 778,783	7.9%
Operating Expenditures	\$ 1,350,425	\$ 1,870,062	\$ 1,889,080	\$ 2,020,148	\$ 150,086	8.0%
District Training & Development	\$ 58,583	\$ 115,402	\$ 79,817	\$ 111,776	\$ (3,626)	-3.1%
Debt Service	\$ 573,025	\$ 712,622	\$ 608,738	\$ 532,390	\$ (180,232)	-25.3%
Total Expenditures:	\$ 11,213,927	\$ 12,502,615	\$ 12,390,417	\$ 13,247,626	\$ 745,011	6.0%
Adjustments for Modified Accrual Basis Reporting & Transfers:	\$ (746,421)	-	\$ (1,302,850)	\$ (435,220)	-	-
June 30, Ending Fund Balance:	\$ 1,350,675	-	\$ 435,220	\$ -	-	-

(Estimated)



These revenue and expenditure summaries represent the District's costs for providing efficient and effective services. While the overall budget has been increased minimally, a significant portion of the increase was beyond the control of the District. A brief overview of each revenue and expenditure category will be discussed below. Detailed information regarding each section is also provided within the document.

Revenue Overview:

- **Property Taxes:** Property Taxes constitute the majority of the District's revenues, totaling just over 76.9%; a reduction from the previous year's 79.2%. The District has increased efforts to lessen dependency on tax revenues by researching and implementing alternative revenue generating programs.
- **Fire District Assistance Tax (FDAT):** FDAT has been statutorily established with a maximum allowable limit per fiscal year of \$400,000 or 20% of a District's property tax levy, whichever was the lesser amount. FDAT makes up approximately 3.0% of the District's overall revenue budget.
- **Ambulance Revenues:** Ambulance Transport Revenues provide a significant amount, approximately 15.3%, of the District's revenues. This budget presents increased ambulance revenue projections for the coming fiscal year, as a result of emergency transports and the expansion of the District's inter-facility non-emergency transport services. This expansion in services has proven to have a positive impact on these revenues.
- **Program Revenues:** These revenues encompass the majority of the District's Fees for Services and include construction fees for building plan reviews and construction permits, operational fees for annual fire inspections, fees for fire prevention services, state wildland revenues, and special program revenues associated with the lockbox and smoke alarm programs. The District is projecting an 11.3% increase in these alternative revenues for next fiscal year.

- **Miscellaneous Revenues:** Miscellaneous revenues include revenues generated from contracts for service, the Glendale Fire Department Helicopter Air-Medical & Logistics Operations (HALO) Program Agreement, cell tower leases, bank account interest, sale of surplus assets, and revenues associated with the Fire Insurance Premium Revenues allocated by Public Safety Personnel Retirement System (PSPRS) from the Fire Fighter Relief and Pension Funds. This revenue account also tracks transfers in from the Employee Benefit Liability Account (EBLA). This account will experience a 23.1% increase and makes up approximately 3.6% of revenues.



Glendale Fire Department's Air Ambulance HALO-151

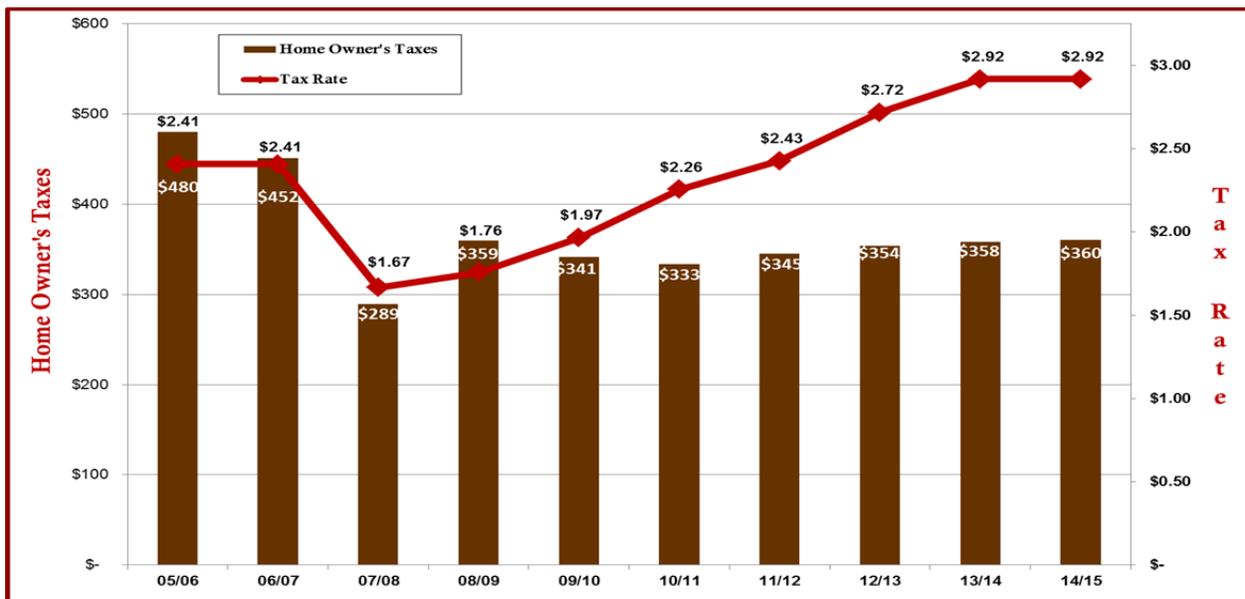
Expenditure Overview:

- **Wages & Benefits:** Wages and Benefits are projected to increase a total of 7.9%. A significant portion of this increase is directly attributed to increased benefit contribution requirements governed by state statute and other items such as increases in health insurance premiums. For the first time in six years, this budget includes a small Cost of Living Allowance (COLA) for District employees.
- **Operating Expenditures:** While numerous budgetary accounts were either maintained or decreased in an effort to control expenditures, necessary increases in other areas offset these reductions for an overall increase of 8.0% in the operational expenditure section. Some of the most significant increases are associated with asset and liability insurances, repairs and maintenance of District facilities and apparatus, supplies, and utilities. Additionally, operating expenses for the new Station 104 are included for the last six months of the budget. There were also increases in Special Program materials requirements for the coming year. However, these expenditures are projected to be offset by the increases in the revenues from these programs.
- **District Training & Development:** Training and development of the District employees is an investment in the District's most valuable asset. Reductions in ongoing Training requirements such as re-certifications and personnel development resulted in a 3.1% decrease.
- **Debt Services:** Debt Service expenditures were decreased significantly as a result of the refinancing of the long term debt. This transition from one lien holder to

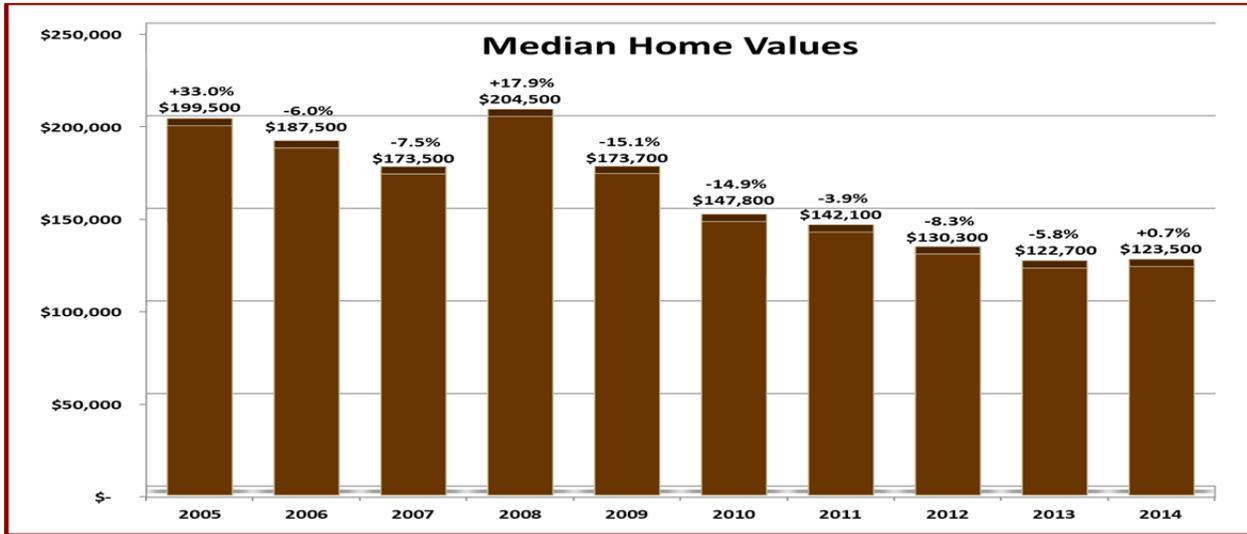
another reduced the District's annual debt payments by more than \$100,000 and secured a fixed interest rate reduction from 4.3% to 2.99%. However, there was a slight increase in the Capital Projects Funding schedule for the coming fiscal year. The net result of these changes generated a noteworthy 25.3% reduction in this category of the budget.

Each budget year brings unique challenges as the District strives to provide the most effective emergency response and risk management services to its residents while maintaining excellent fiscal stewardship. Though the local economy continues to be affected by the decline in assessed valuations over recent years, the District did realize a slight 3.0% recovery for fiscal year 2014/2015 and new development within the boundaries has begun again. Although the Maricopa County Assessor's office had projected a 9.8% increase in the NAV for 2015/2016, the passing of Prop 117 during 2013 reduced this projection back down to 2.6%. This is a result of the transitioning of the tax base from the Secondary Assessed Value (full cash value) to the Primary Assessed Value (limited value) for property tax calculations. Prop 117 further limits the growth of the Primary Assessed Value to a maximum of 5% per year going forward.

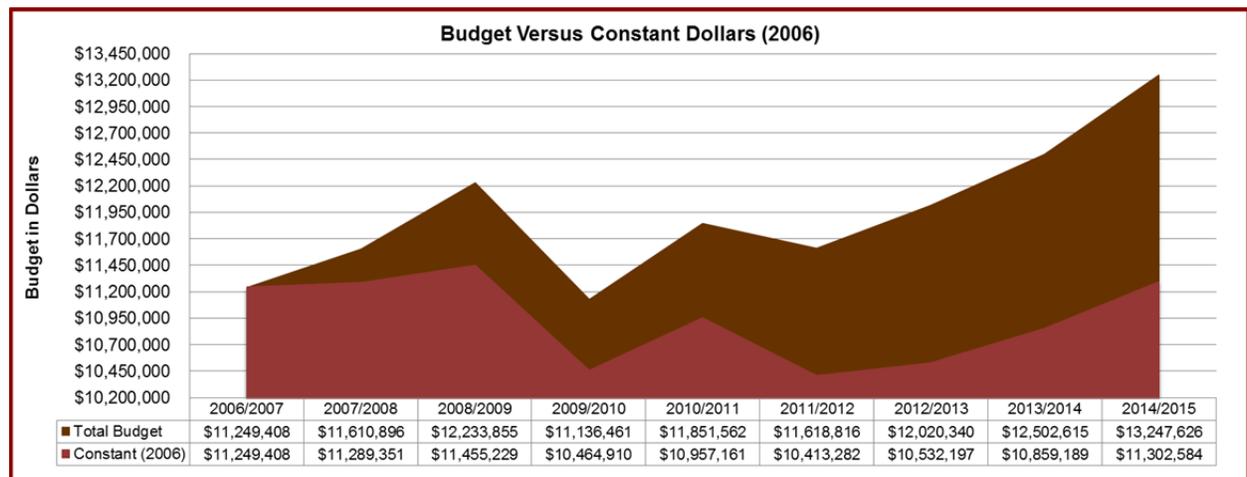
Because of the District's significant dependence upon property tax revenues levied on assessed valuations, revenue growth remains a challenge. In addition to the revenue restrictions, the District has experienced an increase in demand for service. Overall, the District has produced a budget that allows the District to continue delivering outstanding emergency fire, medical and rescue services to District citizens in a fiscally conservative and prudent manner. The following chart provides a comparison of the District's adopted MIL (tax) rates and estimated annual tax bills paid by the median valued homeowner each of the last ten years. It is important to note that increases in the tax rate is a factor generated by the combination of decreases in the Net Assessed Value (NAV) and increases in required levy. The District's annexation efforts over the last ten years helped to prevent this increase in tax rates from directly translating into increases in the estimated annual tax bill for median valued homeowners. In fact, these efforts have decreased the tax bill by \$120 between FY 2005/2006 and FY 2014/2015.



The chart below displays the variances in the Median Home Values for the last ten years. You will note the District's highest median home value was recorded in tax year 2008, topping out at \$204,500. Although the 2014 tax year valuation of \$123,500 represents a slight increase over the previous year, this value reflects a 39.6% decrease from the median home value reported just six years ago. As a result of the passing of Prop 117 in 2013, these values will be adjusted in tax year 2015 and will then be limited to no more than a 5.0% increase each year. Due to this new limitation, it will take the District ten years (2024) for the median home value to return to an equivalent value reported in 2008.



The graph below depicts the District's budget history for the fiscal years of 2006/2007 through 2014/2015. The top (dark brown) line indicates the budget in actual dollars, while the bottom (burgundy) line represents the same budget restated in dollars of constant 2006 purchasing power. In other words, the lower area removes inflation and represents only real growth in budget values. Thereby, demonstrating that the \$13.3 million dollar budget presented for FY 2014/2015, equates to a \$11.3 million dollar budget using the value of the dollar in 2006. When comparing the FY 2006/2007 total budget of \$11,249,000 in real dollars to the \$11,303,000 equivalent of the FY 2014/2015 budget in 2006 constant dollars, shows only an increase of 0.5%. By means of this comparison, with inflation removed, the District is succeeding at elevating its efficiency and service levels while effectively managing its resources.



Revenues

General Fund Revenues are anticipated using available information and historical projections. The FY 2014/2015 Budget includes funding from several different sources. Each revenue classification will be discussed in detail. The largest portion of the District's revenues is provided through property taxes. The Fire District Assistance Tax is also collected and remitted by Maricopa County on behalf of the District.

Property & Fire District Assistance Taxes

4100 Tax Revenue Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
4110 · Property Taxes	\$ 9,798,243	\$ 9,898,879	\$ 9,898,879	\$ 10,193,883	\$ 295,004	3.0%
4120 · Fire District Assistance Tax (FDAT)	\$ 403,245	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.0%
Total 4100 Tax Revenues:	\$ 10,201,488	\$ 10,298,879	\$ 10,298,879	\$ 10,593,883	\$ 295,004	2.9%

4110 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.

***The Sun City West
Median Home Value
was at its highest in
2008, with an average
value of \$201,500.
The 2014 Median
Value is \$123,500 - a
reduction of over 39%
in the last six years.***

As previously stated, the Fiscal Year 2014/2015 Budget is structured to minimize the taxation impact to property owners within the Fire District. However, due to varying changes in property values and legislative decreases in assessment ratios for commercial and vacant land, 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 maintaining last year's tax rate for FY 2014/2015 of approximately \$2.9177 per \$100 of secondary assessed valuation. A.R.S. 48-807F states that the tax rate, generally identified as the Millage Rate (MIL), typically cannot exceed \$3.25 per \$100.00 of assessed value. The average assessed value of a home within the Fire District was increased by the Maricopa County Assessor from \$122,700 in 2013 to a value of \$123,500 for 2014, an increase of approximately 0.7% of assessed value in one year. The median value of a commercial property was

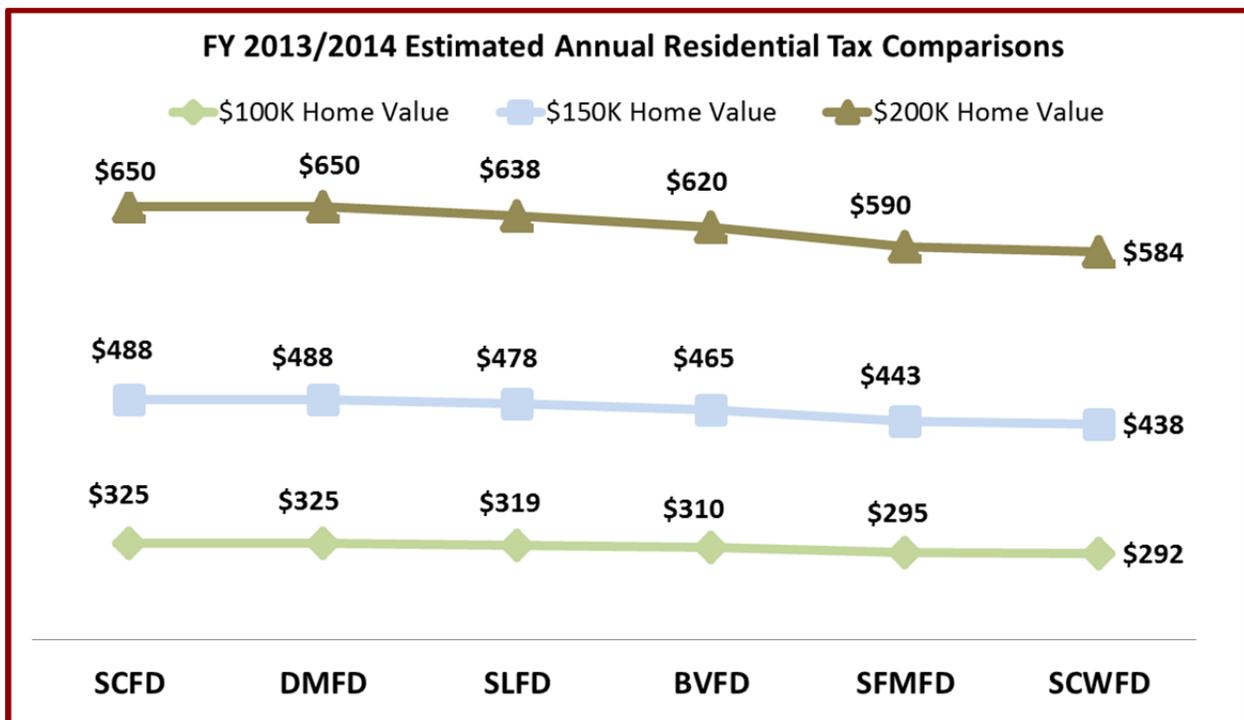
decreased from \$356,066 to \$355,100 for 2014, a reduction of 0.3% of assessed value during the same period. Given the projected tax rate for FY 2014/2015, a District resident who owns a median valued home is anticipated to realize a slight increase while commercial property owners should realize a decrease in their Fire District Tax. The final tax rate and levy amount will be determined by the Maricopa County Assessor's Office in August 2014.

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. Of the five other fire districts that are similar in size to the Sun City West Fire District, only three provide both fire suppression and ambulance transport services.

Tax rates are just one factor used to allocate a government's tax levy to the taxpayer relative to property value and should not be used as a key performance indicator. Other factors such as relative median home value should be used to analyze the average cost per home owner. The legal tax rates for comparable fire districts, including the Sun City West Fire District, for the fiscal year ending June 30, 2014 (tax year 2013), are illustrated in the charts below:

District	Tax Rate	Estimated annual tax based on home value of:		
	(FY 2013/2014)	\$100,000	\$150,000	\$200,000
Sun City Fire District (SCFD)	\$ 3.2500	\$ 325.00	\$ 487.50	\$ 650.00
Daisy Mountain Fire District (DMFD)*	\$ 3.2500	\$ 325.00	\$ 487.50	\$ 650.00
Sun Lakes Fire District (SLFD)*	\$ 3.1880	\$ 318.80	\$ 478.20	\$ 637.60
Buckeye Valley Fire District (BVFD)*	\$ 3.1000	\$ 310.00	\$ 465.00	\$ 620.00
Superstition Fire & Medical (SFMFD)	\$ 2.9500	\$ 295.00	\$ 442.50	\$ 590.00
Sun City West Fire District (SCWFD)*	\$ 2.9177	\$ 291.77	\$ 437.66	\$ 583.54

* Districts who provide ambulance transport services.



4120 Fire District Assistance Tax: Fire District Assistance Tax (FDAT) is allocated to each fire district within a county based on the formula outlined in Arizona Revised Statute §48-807. The funding is derived from a tax that is assessed to all properties within Maricopa County. The annual maximum allowable FDAT revenue is \$400,000 annually or 20% of the District’s property tax levy, whichever is the lesser amount. The District is currently eligible to receive the maximum allowable FDAT Revenues.

Ambulance Transport Revenue

4200 Ambulance Transport Revenue Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
4200 - Emergency Transport Revenues	\$ 1,570,388	\$ 1,591,542	\$ 1,485,738	\$ 1,534,248	\$ (57,294)	-3.6%
4200 - Inter-Facility Transport Revenues	\$ 3,262	\$ 92,305	\$ 355,159	\$ 495,644	\$ 403,339	437.0%
Total 4200 Ambulance Revenues:	\$ 1,573,650	\$ 1,683,847	\$ 1,840,898	\$ 2,029,892	\$ 346,045	20.6%

4200 Ambulance Transport Revenues: Ambulance transport revenues provide approximately 15.2% of the District’s operating revenues. This is one of the service areas for which fees can be charged by the District in order to recoup associated expenditures. As a result of the District’s highly successful Inter-facility Non-Emergency Transport Services Program, the District is projecting a significant increase in these revenues for the coming year.



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 (CON) as approved by the Arizona Department of Health Services. Projected revenues are designed to cover as many of the expenditures associated with providing this service as possible.



Program Revenue

The District's Program Revenues are designed to offset the cost of providing specialized services such as construction plan reviews and permits, and out-of-district wildland deployments. This revenue section is anticipated to rise 11.3% during FY 2014/2015 as a result of the District's goal to research and institute additional alternative funding sources.

4300 Program Revenue Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
4310 · Construction Fee Revenues	\$ 33,817	\$ 28,400	\$ 107,494	\$ 43,400	\$ 15,000	52.8%
4320 · Operational Fee Revenues	\$ 24,950	\$ 28,765	\$ 28,765	\$ 28,765	\$ -	0.0%
4350 · Prevention Service/Fee Revenues	\$ 1,817	\$ 5,800	\$ 3,238	\$ 5,300	\$ (500)	-8.6%
4360 · State Land/Wildland Revenues	\$ 18,421	\$ 7,314	\$ 10,981	\$ 7,314	\$ -	0.0%
4390 · Special Program Revenues	\$ 53,797	\$ 66,466	\$ 62,270	\$ 67,396	\$ 930	1.4%
Total 4300 Program Revenues:	\$ 132,802	\$ 136,745	\$ 212,749	\$ 152,175	\$ 15,430	11.3%

4310 Construction Fee Revenues: These revenues are derived from fees associated with construction that occurs within the District's boundaries. Fees for both commercial and residential construction, new construction, and renovations of existing structures are assessed under this program. Building plans are submitted to the District for review to ensure compliance with the International Fire Code, 2012 Edition Standards of Construction adopted by the District in June of 2012. Once reviewed, permits are issued and may be re-issued or extended if necessary until the project is complete. These codes protect the public by addressing conditions hazardous to life and property resulting from fire, explosion, handling or use of hazardous materials, and the use and occupancy of buildings and premises. The International Fire Codes are designed to meet these needs through model code regulations that safeguard the public health and safety. These revenues are increasing as a result of emerging new construction and tenant improvements. Although the District has seen growth in these revenues during recent years, it budgets these revenues conservatively. As the economy continues to improve, these revenues will be positively impacted as the need for these services increases.

4320 Operational Fee Revenues: These revenues are generated through the District's annual fire inspection fee program. Fees of this type are common practice in the fire service and are designed to offset the costs associated with this program. Operational inspections include annual Medium and High Risk Occupancy inspections and Low Risk Occupancy inspections that are only required once every three years. This account also includes Annual Licensing Fees or Bed Charges for facilities such as hospitals, assisted living, long-term care and hospice facilities. Fees for after-hours inspections and special inspections or operational permits such as those required for the operation of carnivals, fairs or expos requiring temporary tents or canopies, and open burning or fireworks displays are also included in this account.

4350 Prevention Service/Fee Revenues: This account

manages Fire Prevention Services such as fees for False Alarm Responses, Fire Extinguisher and CPR Training. The District provides Cardio Pulmonary Resuscitation and Chest Compression Only (CCO) training for the public and healthcare providers in the Sun City West area for a nominal fee. In addition to these types of training, the District has been certified as a designated American Heart Association (AHA) Training Site. As a result of this designation, the District is now certified to provide more training to local Fire and EMS agencies and receives additional revenues associated with this program. These fees are designed to offset the cost to provide this training. False Alarm Response fees are generated whenever the District responds to an address more than three (3) times during a twelve (12) month period for a false alarm. False alarms may result due to the malfunction of an alarm system or the intentional activation of an alarm. These fees are issued as a deterrent to minimize these types of responses within the District and have prompted several occupancies to upgrade their fire alarm systems to more modern and reliable systems, consequently false alarm fees are declining and this account was reduced.



4360 State Land/Wildland Revenues: The District currently supports one Wildland Brush Unit and approximately ten Red Card Certified Firefighters available for deployment by the Arizona State Land Department and/or the Federal Bureau of Land Management (BLM). Several pieces of District apparatus are contracted with State Land and, when activated,



District apparatus and personnel are dispatched to provide wildland firefighting assistance generally within the State of Arizona. These personnel and equipment may also be deployed outside of the state. Deployments are only accepted when they will not disrupt the District's ability to provide service to its residents. Deployments can last from a few hours to a few weeks at a time. These deployments, especially when District apparatus are involved, have the potential to generate significant revenues. The District receives reimbursement for all wages and benefit costs associated with the activated wildland firefighters and the vacancies created in their absence, and a pre-approved hourly contract rate for the use of the apparatus. All meals and lodgings are provided for deployed personnel while on assignment and any travel and per diem costs incurred while in transit to and from a wildland campaign are reimbursable. Damage to apparatus and equipment sustained within the boundaries of a wildland operation are repaired at the cost of the parent agency contracting for the piece of equipment.



Wildland training is an important component of this program as the District's goal is to provide the most up-to-date training to ensure the safety of its personnel. Wildland team

Last fiscal year 573 Residential Lockboxes & 2,436 Smoke Alarms were installed. Many of these activities could not have been accomplished without the assistance of the District's Fire Corps Volunteers.

members receive forty (40) hours of initial wildland specific training and are required to attend eight (8) hours of refresher training annually. This annual training must include operational tactics, safety and fire shelter deployment. In addition, team members are given the opportunity to attend the Arizona Wildfire Academy, an additional week of more advanced training such as Fire Weather, Fire Behavior, and Leadership and Safety. Wildland training is required to keep current with position qualifications and to be eligible to be deployed on out-of-District responses.

The wildland season is very unpredictable. The District's Wildland Team may be in service for several weeks at a time, traveling from one deployment to another, or may not be utilized for a year or more. This makes projecting Wildland Revenues extremely difficult. It is the practice of the District to budget annual revenues equivalent to the Wildland Program expenditures for the annual training and equipment expenditures necessary to support the program. Revenues received generally support the personnel costs and the maintenance and upkeep of the apparatus and equipment. Training and maintenance are ongoing costs in the budget that must be maintained. The revenues and expenditure details associated with the Wildland Program since its inception in FY 2005/2006 are presented below:

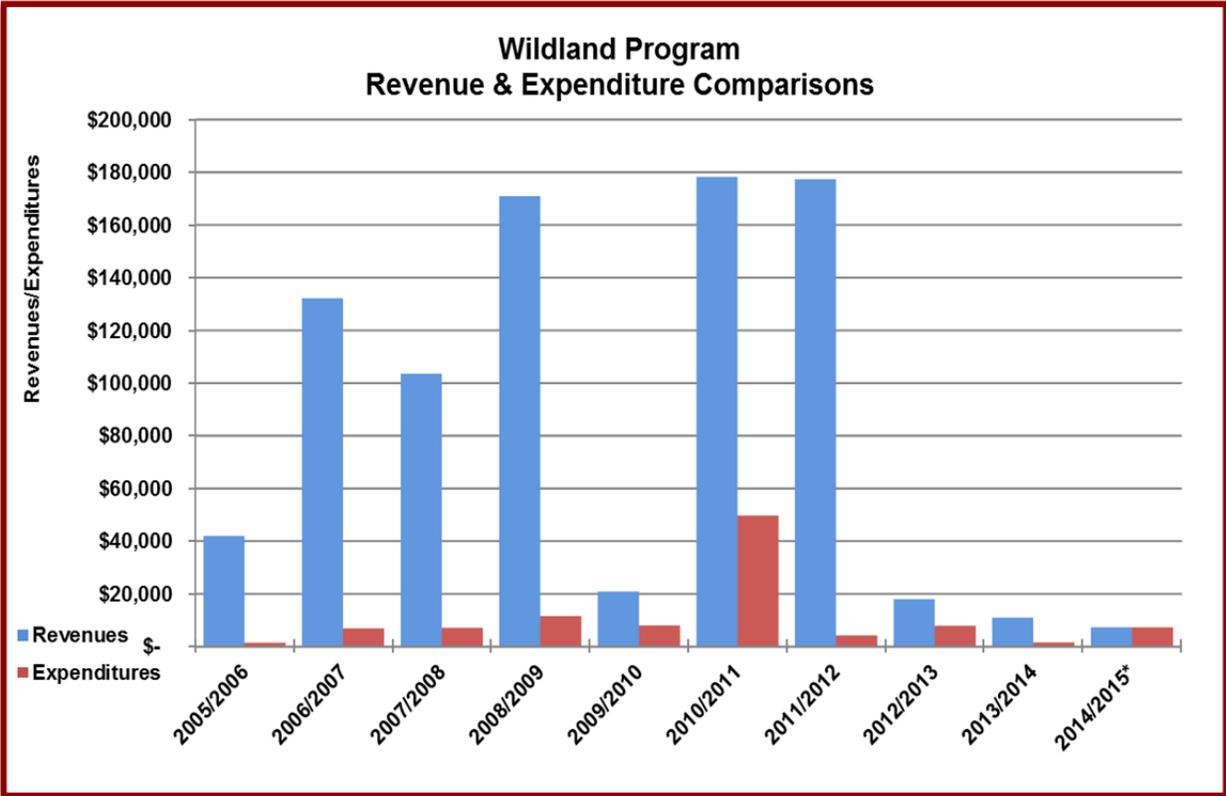
Wildland Program History

Fiscal Year	Expenditures	Revenues	Revenues Over/(Under)	
			Expenditures	Expenditures
2005/2006	\$ 1,482	\$ 42,028	\$ 40,546	
2006/2007	\$ 6,906	\$ 132,142	\$ 125,236	
2007/2008	\$ 7,094	\$ 103,521	\$ 96,427	
2008/2009	\$ 11,615	\$ 170,968	\$ 159,353	
2009/2010	\$ 8,052	\$ 20,869	\$ 12,817	
2010/2011	\$ 49,705	\$ 178,226	\$ 128,521	
2011/2012	\$ 4,278	\$ 177,332	\$ 173,054	
2012/2013	\$ 7,900	\$ 18,048	\$ 10,148	
2013/2014	\$ 1,601	\$ 10,981	\$ 9,380	
2014/2015*	\$ 7,314	\$ 7,314	\$ -	
Totals:	\$ 105,947	\$ 861,428	\$ 755,482	

* Estimated



FF Coy Boggler



Brush 103 on deployment at the Yarnell Hill Wildland Fire

4390 Special Program Revenues: Special program revenues include emergency lockbox, smoke alarm, and t-shirt sale revenues. Emergency lockboxes and smoke alarms are offered to the public in support of the District's Residential Emergency Lockbox Program and Smoke Alarm Inspection Program. The Lockbox Program provides residents of the District with a safe and rapid entry system to assist a patient in the event they are unable to answer their door. The Smoke Alarm Program is a service in which District personnel and/or volunteers provide inspection services associated with residential smoke alarms. During the course of these inspections, smoke alarms may be identified as unreliable and in need of replacement. In these situations, personnel can provide replacement smoke alarms at that time. The popular Emergency Lockbox program, combined with the addition of smoke alarm sales, has resulted in a projected increase in this revenue area. The final component of this revenue is the District T-shirt Program. Each year, the District sells logoed t-shirts to the public. The District is projecting an approximate 1.4% increase in revenues for this account in FY 2014/2015.

Miscellaneous Revenue

Miscellaneous Revenues are comprised of a collection of various contributions and fees. These fees are outlined below.

4400 Miscellaneous Revenue Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
4430 · Contractual & Misc Revenue	\$ 190,385	\$ 194,576	\$ 219,134	\$ 185,869	\$ (8,707)	-4.5%
4435 · Fire Ins Premium Rev (PSPRS)	\$ 105,513	\$ 95,836	\$ 112,142	\$ 100,000	\$ 4,164	4.3%
4440 · Interest - General Fund	\$ 6,453	\$ 4,000	\$ 5,143	\$ 4,000	\$ -	0.0%
4450 · Sale of Surplus Equip & Assets	\$ 2,600	\$ -	\$ -	\$ -	\$ -	0.0%
4455 · CC Convenience Fees	\$ 137	\$ -	\$ 135	\$ -	\$ -	0.0%
4490 · Transfer In - Emp Benefit Acct	\$ -	\$ 88,732	\$ 88,732	\$ 181,807	\$ 93,075	104.9%
Total 4400 Miscellaneous Revenues:	\$ 305,088	\$ 383,144	\$ 425,287	\$ 471,676	\$ 88,532	23.1%

4430 Contractual & Miscellaneous Revenues:

Contractual and miscellaneous revenues include a myriad of projectable and non-projectable revenues including contracts for emergency service responses, cell tower lease revenues, public records requests and incident report copies. The most significant revenue in this section is associated with the agreement between the District and the Glendale Fire Department Helicopter Air-Medical & Logistics Operations (HALO) Program. The HALO agreement generates revenue through assignment of a Sun City West firefighter paramedic to assist with staffing of the emergency medical helicopter. The District is reimbursed for the expenditures associated with this staffing, which is anticipated to be nearly \$126,000 during FY 2014/2015.





Another significant contributing factor to the 4430 Contractual & Miscellaneous revenue account is the cell tower leases held for several years by the District with AT&T and Sprint/Nextel. These leases currently generate \$8,400 and \$9,660 in annual revenues respectively. These cell towers are contained within the structure of the flagpole and monopalm at Station 103 on Deer Valley Drive. During last fiscal year, construction of an additional cell tower in the form of the monopalm was completed by AT&T and placed into operation. As a result, the District will realize just over \$750 per month in new revenue totaling more than \$9,000 annually. Effective in September of 2014, the original AT&T cell tower lease is programmed to increase by \$70 per month contributing an added \$700 in revenues during the new budget year.

Despite these new revenues, this account suffered a net decrease of just over \$8,000 due to the conclusion of the APS West Wing Service contract which had previously contributed \$20,000 per year in contracted service revenues resulting in an overall 4.5% decrease in this revenue account.

4435 Fire Insurance Premium Revenues: Fire Insurance Premium Revenues are generated from the Firefighter Relief and Pension Funds 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 district and fire department is eligible for a portion of these monies to offset the costs associated with their firefighter pension program. Several factors determine what each participating entity will receive, including the number of fire agencies that submit qualified reports to the state by the established deadline; the number of Public Safety Personnel Retirement System (PSPRS) participants and payroll contributions required by each agency; and the amount of funding available to disperse. The funds are automatically sent to the PSPRS on behalf of the Fire District each year. These revenues are difficult to predict from year-to-year and the District has experienced significant fluctuations. Using historical analysis, staff has planned for a minimal increase of 4.3% for these revenues for the coming year.

4440 Interest – General Fund: This account records the interest earnings of the District's General Fund which are earned through the pooled investment account called the Maricopa County Local Government Investment Pool (MC-LGIP). This pool is managed by the Maricopa County Treasurer. This account has been maintained at the previous level as a result of the continued low interest rates.

4450 Sale of Surplus Equipment & Assets: Periodically, older apparatus and equipment, having reached the end of its useful service to the District, is designated as surplus property. Every effort is made to obtain the greatest return on the original investment in the asset. Generally an asset that cannot be traded in towards its replacement is then disposed of in compliance with the District's surplus property policies. There are no surplus property disposals this planned this fiscal year.

4455 Credit Card Convenience Fees: This account is used to track revenues from convenience fees charged to customers who pay the District for miscellaneous purchases and fees using credit or debit cards. These transactions generate fees from the credit card processing firms, which the District off-sets through this revenue account.

4490 Transfer In – Employee Benefit Liability Account: To reduce liabilities and tax levy dependency, the District continues to strategically analyze employee benefit liabilities. The annual Employee Benefit Liability associated with compensated absences, including accrued Sick / Vacation leave, Paid Time Off (PTO), and Longevity Enhancement Programs present an ongoing significant financial outlay for the District. The stabilization of the District’s employment benefit liabilities has been addressed in a two-fold manner. The District adopted a new Leave Management Policy effective July 1, 2012 which implements PTO leave and phases out Sick and Vacation Leave. This policy further reduces the maximum number of compensated absence hours that an employee can accrue and maintain thereby reducing the overall liability of the District for the future. Secondly, to ensure future funding for Employee Benefit liabilities, the District implemented a policy whereby necessary funds are designated on an annual basis. These funds are classified as Committed Funds within the General Fund Balance and identified as the Employee Benefit Liability Account (EBLA). Once the EBLA is fully funded, it is anticipated to achieve long-term self-sustainability. The PTO policy and employee attrition will further assist with employee benefit sustainability. The new policies are anticipated to decrease the long-term liabilities associated with the District’s Compensated Absences and ultimately eliminate the Longevity Enhancement Program.

Grant / Alternative Funding

District staff continues working to secure various grants as an alternative revenue source to maintain or enhance District services or to offset existing costs. 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 not be prudent to include potential grant awards in the annual budget revenue and expenditure accounts but to include potential grant revenues in the Capital Improvement Plan. 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 a grant be successfully obtained. Further details regarding grants and any potential required matching funds may be found in the Capital Improvement Plan section of the District’s 2013-2014 Revision of the District’s Business Plan.



Expenditures

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



Financial Services, Administrative Services & Community Risk Management Divisions

District Administration is responsible for providing efficient financial and administrative services combined with effective community risk management services. The Financial/Administrative Services/Community Risk Management Divisions are overseen by the Fire Chief and managed by the Administrative/Community Risk Management Divisions Assistant Chief. The Financial Services Division is supported by an Accounting Supervisor and an Account Clerk. The Administrative Services Division is supported by an Administrative Coordinator, a Human Resources position, and an Administrative Assistant. The Community Risk Management Division is supported by a Fire Marshal/IT Coordinator and a Community Outreach Specialist along with the District's Fire Corps volunteers. The Administrative/Community Risk Management Divisions are responsible for all District administration, fire and life safety education, and fire prevention duties.

The administrative functions for this Division include: management of daily administrative operations; human resources, monitoring the quality of risk management services; volunteer coordination; research and implementation of new programs; compliance with applicable legislative requirements and financial standards; and general systems development.

The Financial Services, the Administrative Services, and the Community Risk Management Divisions will be discussed in detail in the pages that follow.



Financial Services Division

The Financial Services Division is overseen by the Administrative/Community Risk Management Divisions Assistant Chief and the Accounting Supervisor who is responsible for the day-to-day operations of the Financial Services Division. This division is supported by an Account Clerk. They constitute the District's Financial Services Division and are responsible for ensuring all financial requirements are accomplished.

The Financial Services Division administers and maintains all financial systems utilized by the Fire District. These systems include developing and maintaining the Capital Improvement Plan (CIP) which is included in the District's Business Plan; focusing on operational funding; cost savings and recovery; revenue generation strategies; accounting; payroll; budget preparation; purchasing; and customer billing services. This division also has the responsibility of ensuring compliance with all applicable state and federal financial reporting statutes. The division compiles and submits reports to state and local governments regarding the annual budget and the preparation and undergoing of annual audits as required by state statute. The reports are prepared in accordance with Generally Accepted Accounting Principles (GAAP), and the Governmental Accounting Standards Board (GASB) including the incorporation of GASB 34 requirements into audit and financial presentations.

The Financial Services Division also ensures that the District's financial systems are structured to satisfy the recommendations of the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. COSO is dedicated to providing thought leadership through the development of frameworks and guidance on enterprise risk management, internal control, and fraud deterrence. The District continually performs assessments to improve internal control using guidance from the COSO framework. As a result of these recommendations, the District modified the presentation of the General Fund and maintains a separate Capital Projects Fund and a separate Special Revenue Fund within the accounting system. The Financial Services Division separated these funds to ensure autonomy between the funds. This separation was encouraged by the District's external auditor and allows the District to more clearly allocate funds for restricted uses associated with the Special Revenue Fund and specific capital projects that may carry over from one fiscal year to another within the Capital Projects Fund. It allows for an accurate presentation of the District's cash resources and how they are applied in support of the long-term funding goals.

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

The Financial Services Division provides support for the following District Business Plan Strategic Components under Strategic Priority #2: Financial Sustainability:

Strategic Priority #2: Financial Sustainability

- Strategic Component – Alternative Revenue Sources
 - Action Item 2.1 – Merger / Functional Consolidation / Partnerships
 - Action Item 2.2 – Operational Funding / Cost Savings & Recovery
- Strategic Component – Resource Maximization
 - Action Item 2.3 – Planning / Forecasting / Service Area Expansion

Financial Services Division Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Assistant Chief	1.0	1.0	1.0
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
Total Personnel Assigned	3.0	3.0	3.0

Financial Services Division Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Mandated Annual Reports Processed & Filed			
Maricopa County Board of Supervisors	2	2	2
Maricopa County Treasurer	2	2	2
Arizona Department of Health Services	1	1	1
Lending Agencies	1	2	1
Arizona State Fire Marshal's Office	1	1	1
United States Department of Commerce	1	1	1
Arizona Department of Revenue	2	2	2
Arizona Property Tax Oversight Commission	2	2	2
Monthly Fire Board Financial Reports	12	12	12
General Accounting Requirements			
Bank Accounts Managed	12	12	12
Credit Card Accounts Managed	27	27	28
Purchase Orders Processed	1,428	1,500	1,500
Vendor Bills Processed	1,184	1,200	1,200
Credit Card Charges Processed	651	650	650
Warrants/Checks Processed	1,390	1,400	1,400
Deposits Processed	626	650	700
Account Transfers Processed	47	50	50
General Receivables Invoices Processed	434	450	450
Arizona State Land Billing Invoices Processed	4	1	TBD
1096/1099 Miscellaneous Reports Processed	1-1096 14-1099's	1-1096 17-1099's	1-1096 20-1099's
Payroll Requirements			
Employee Payroll Files Managed	82	82	82
Payroll Checks/EFT's Processed	2,565	2,500	2,500
Payroll Liability Checks/EFT's Processed	521	550	550
Quarterly Payroll Reports Filed	16	16	16
Federal W3/W2's Wage & Earnings Statements	1-W3 88-W2's	1-W3 87-W2's	1-W3 82-W2's
Arizona A1-R Wage & Earnings Statements	1-A1-R	1-A1-R	1-A1-R

Status of FY 2013/2014 Performance Goals & Objectives

- Continue the skillful and responsible management of the District's monetary resources to optimize the public's investment in their organization - **Accomplished / Ongoing**
- Continue the pursuit of strategies that minimize tax levy dependence through alternative revenue sources - **Accomplished / Ongoing**
- Continue to refine the accounting system and revise policies and procedures where necessary - **Accomplished / Ongoing**
- Refine the computerized purchase order system to eliminate duplication and encumber funds to increase accuracy of reflected budget activity - **Accomplished / Ongoing**
- Continue to work with the Community Risk Management Division to review proposed District growth/development and determine timelines and future financial impact - **Accomplished / Ongoing**
- Refine payroll process to increase efficiency and decrease required schedule verification - **Accomplished / Ongoing**
- Maintain apparatus, equipment, & facility depreciation schedule - **Accomplished / Ongoing**
- Maintain replacement schedule for vehicles, large equipment, and smaller capital items - **Accomplished / Ongoing**
- Submit the FY 2013/2014 Annual Budget and Operational Plan to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Awards Program for award consideration - **Accomplished / Awaiting Results**
- Generate a Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ended (FYE) June 30, 2013 audit presentation - **Accomplished**
- Submit the FYE June 30, 2013 CAFR to the Government Finance Officers Association (GFOA) for a Certificate of Achievement for Excellence in Financial Reporting - **Accomplished / Awaiting Results**



FY 2014/2015 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.
- Complete purchase and implementation of fund accounting software if approved by Governing Board.
- Continue to work with the Community Risk Management Division to review the proposed District growth/development and determine timelines and future financial impact.
- Maintain the apparatus, equipment & facility depreciation schedule.

- Maintain the Capital Improvement Plan (CIP) replacement schedule.
- Submit the FY 2014/2015 Budget to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Awards Program for award consideration.
- Generate a Comprehensive Annual Financial Report (CAFR) for the FYE June 30, 2014 audit presentation.
- Submit the FYE June 30, 2014 CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting award consideration.
- Identify and explore Cost Savings & Cost Recovery strategies.
- Pursue strategies that maximize tax levy variations.
 - Review proposed land development & determine financial impact that projects would have on District.
 - Assist the Community Risk Management Division in evaluating additional ways in which Fire Corps volunteers can assist with District programs.
 - Evaluate Fee Schedule updates & possible expansion.

Personnel Compensation, Benefits and Staffing Overview

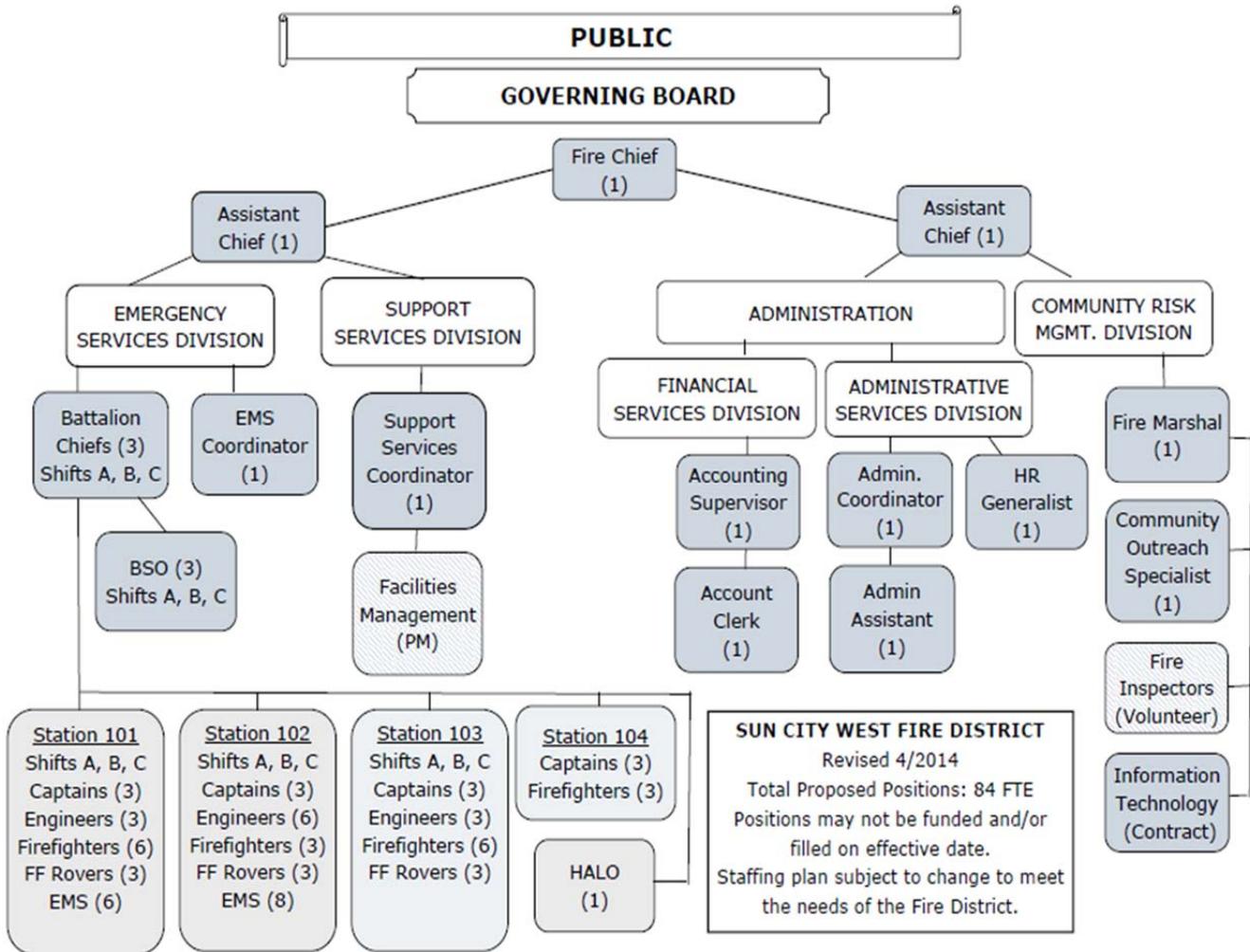
The Financial Services Division, along with Human Resources, is charged with researching, budgeting, and tracking all direct personnel expenditures. This includes the Governing Board's goal of ensuring competitive compensation and benefits.

Experienced emergency service providers are a valuable commodity. Attracting and retaining these highly skilled individuals in order to provide the highest standard of service, while considering 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.

Personnel Staffing Overview

When evaluating and determining adequate District staffing levels; current and future employee workload, current response models, regulatory requirements, and industry standards are explored. The District staffing levels are detailed in the Organizational Chart/Staffing Plan presented on the next page:





Fire District Personnel Authorized Staffing Levels - Summary			
Full Time Employees - Position/Rank	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Fire Chief	1.0	1.0	1.0
Assistant Chief	2.0	2.0	2.0
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
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
Human Resources	1.0	1.0	1.0
Information Technology Specialist	0.0	0.0	0.0
Support Services Coordinator	1.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0
Battalion Chief (Shift Sworn)	3.0	3.0	3.0
Captain (Shift Sworn)	12.0	12.0	15.0
Engineer (Shift Sworn)	12.0	12.0	12.0
Firefighter (Shift Sworn)	15.0	21.0	18.0
Firefighter Rover (Shift Sworn)	9.0	9.0	9.0
Firefighter HALO Medic (Shift Sworn)	1.0	1.0	1.0
EMS Personnel (Shift Non-Sworn)	18.0	12.0	14.0
Total District Personnel	81.0	82.0	84.0

The Fire Chief, Assistant Chiefs, Fire Marshal, Accounting Supervisor, Administrative Coordinator, Human Resources, EMS Coordinator, Support Services Coordinator, and Battalion Chiefs are each classified as salary/exempt employees. Hourly day shift employees generally work 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 48-hour tour of duty consisting of two 24-hour back-to-back shifts beginning every fourth day which is classified as a 48/96 shift schedule.

During FY 2014/2015, the Fire District Organizational Chart/Staffing Plan was changed to add personnel staffing for Station 104. Three Fire Corps Volunteers have been selected to serve as Volunteer Fire Inspectors and are currently in training. A District firefighter is currently working on a limited basis as the District's Facilities Management Program Manager but is not being compensated as a Program Manager at this time as the position has not been fully implemented. This position may or may not be filled at various times throughout the fiscal year and will not necessarily work an established schedule. The duties associated with these positions may also be accomplished by current personnel during non-shift hours. The Volunteer Fire Inspectors' positions are being filled by Fire Corps Members and will be covered under Worker's Compensation Insurance coverage only. Information Technology is currently being handled by an outside firm with the in-house assistance of the Fire Marshal. At any point in the future, should these positions be made full-time positions, they will then be eligible to receive full District benefits.

Personnel Compensation and Benefits Overview

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 marketplace, the Board has also dictated that certain benefits be provided to preserve the District's exceptionally skilled labor force. The various District divisions also submit budget requests for estimated overtime, identified in the budget as coverage compensation, and other wage related expenditures.

Loss of employees creates financial hardship based on the costs associated with the hiring and training of new employees. Openings in 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 competitive when compared with other Valley fire agencies, which has resulted in a reduction in employee turnover.

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

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 most fire departments in the Valley and has proven effective in eliminating subjectivity and also instilling consistency into personnel compensation packages. In FY 2012/2013, the District implemented a new Employee Performance Review Program which will further enhance objectivity and uniformity.

The District wage scale organizes employees into five (5) general classes. These classes combine individuals based on work periods under the Fair Labor Standards Act requirements for generation of mandatory overtime hours. While the District's Staffing Plan depicts an optimum total of 84 full-time employees, the FY 2014/2015 Budget and Operational Plan currently allocates funding for a stipend and associated overtime for the Facilities Management Program Manager, worker's compensation costs associated with the Volunteer Fire Inspectors and the estimated expenditures required for the contracting of services to fulfill the requirements of the Information Technology Specialist's position. Although these positions are not proposed to be filled with full time employees within the next fiscal year, they remain in the District's Organizational/Staffing Plan for future consideration.

FY 2014/2015 Compensation and Benefits Significant Changes

Potential compensation and benefits changes for any given fiscal year are weighed against a number of factors. In previous years, it was blatantly obvious that the District's compensation and benefits package was greatly lacking in comparison to other Valley agencies. As previously stated, 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 ongoing due diligence of the Board, the District continues to create a compensation and benefits package of a comparable nature to other entities at the District's level of professionalism.

Annually, inflationary impacts are one factor used in determining the necessity and extent of annual Cost of Living Allowance (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 U.S. Bureau of Labor Statistics reported that the CPI for All Urban Consumers (CPI-U) increased 0.2% in March 2014 on a seasonally adjusted basis. Over the last 12 months, the "all items" index increased 1.5% before the seasonal adjustment.

The Social Security Administration announced in October 2013 that the monthly Social Security and Supplemental Security Income (SSI) benefits would increase for the third time since 2009. The COLA adjustment has been established at 1.5%, effective in January 2014. A Cost of Living Adjustment has been included for FY 2014/2015 for Sun City West Fire District employees for the first time after five consecutive years without a modification. Prior to the 2009/2010 Fiscal Year, the District had included COLA increases in the budget each year.



Since the Fire District began operations, 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 District management and the Board of Directors to consider changing or creating for FY 2014/2015. For the last several years, District employees have only requested minor benefit enhancements. The only request included in the FY 2014/2015 Budget is to maintain the District's health insurance provider for next year.

Other additions to the District's compensation plan expenditures include wage increases that are projected as part of the annual review/merit process for those employees who have not yet reached the top step salary for their particular wage scale. As previously mentioned, this budget includes a 1.5% COLA Adjustment to the District's wage scale.

The resulting budgetary impact attributed approximately 1.3% of the 8.2% overall increase in the area of wages and benefits. Revisions to the Wage Scale are adopted with the budget.

Considering all District full-time employees, 48 employees or 59.3% are ineligible for merit enhancement during FY 2014/2015. Another 10 employees are projected to transition to the top step for their wage scale, making them ineligible for merit increases during the next fiscal year. By June 30, 2015, the total number of “topped out” employees will reach 56 or 69.2% of the District’s current work force.

Personnel Compensation and Benefits Expenditures

The table on the next page identifies each account associated with the District’s wages and benefits program, followed by detailed descriptions of each of those accounts.



FF Kane Nixon, FF Jared Randall, CPT Jeremiah Johnson, ENG Vince Nielsen, FF Nate Benaar, FF John Dial



Wages & Benefits Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5000 General Wages						
5005 · Administrative	\$ 436,338	\$ 462,019	\$ 462,019	\$ 464,330	\$ 2,311	0.5%
5010 · EMS	\$ 861,995	\$ 949,675	\$ 762,965	\$ 721,623	\$ (228,052)	-24.0%
5015 · Emergency Services	\$ 3,824,515	\$ 4,061,268	\$ 4,151,877	\$ 4,389,771	\$ 328,503	8.1%
5020 · Community Risk Management	\$ 274,098	\$ 278,104	\$ 278,104	\$ 295,890	\$ 17,786	6.4%
5025 · Support Services	\$ 57,079	\$ 60,131	\$ 60,131	\$ 64,076	\$ 3,945	6.6%
Total 5000 General Wages:	\$ 5,454,026	\$ 5,811,197	\$ 5,715,096	\$ 5,935,690	\$ 124,493	2.1%
Wages & Benefits Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5000 Continued: Additional Compensation						
5030 · Miscellaneous Compensation	\$ 23,146	\$ 34,529	\$ 58,635	\$ 82,051	\$ 47,522	137.6%
5035 · Longevity Compensation	\$ 107,389	\$ 123,405	\$ 123,405	\$ 133,177	\$ 9,772	7.9%
5050 · Holiday On-Call Compensation	\$ 223,481	\$ 236,047	\$ 226,455	\$ 241,072	\$ 5,025	2.1%
5070 · Program Manager Compensation	\$ 1,300	\$ 3,900	\$ 1,300	\$ 3,900	\$ -	0.0%
5085 · Coverage Compensation	\$ 439,720	\$ 330,836	\$ 454,806	\$ 474,774	\$ 143,938	43.5%
Total 5000 Additional Compensation:	\$ 795,037	\$ 728,717	\$ 864,601	\$ 934,974	\$ 206,257	28.3%
Grand Total General Wages:	\$ 6,249,062	\$ 6,539,914	\$ 6,579,697	\$ 6,870,664	\$ 330,750	5.1%
Wages & Benefits Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5100 Employer Taxes & Benefits						
5110 Employer Taxes						
5111 · Social Security Tax - Employer	\$ 94,627	\$ 107,891	\$ 90,421	\$ 98,351	\$ (9,540)	-8.8%
5112 · Medicare Tax - Employer	\$ 87,992	\$ 97,096	\$ 90,477	\$ 103,012	\$ 5,916	6.1%
5113 · AZ UI & Job Training Tax	\$ 3,285	\$ 7,116	\$ 4,072	\$ 4,035	\$ (3,081)	-43.3%
5114 · Workers Compensation Insurance	\$ 174,332	\$ 153,211	\$ 178,271	\$ 198,300	\$ 45,089	29.4%
Total 5110 Employer Taxes:	\$ 360,235	\$ 365,314	\$ 363,241	\$ 403,698	\$ 38,384	10.5%
Wages & Benefits Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5120 Retirements						
5121 · PSPRS Retirement Contributions	\$ 907,979	\$ 987,296	\$ 1,014,022	\$ 1,190,199	\$ 202,903	20.6%
5122 · ASRS Retirement Contributions	\$ 174,128	\$ 200,917	\$ 173,719	\$ 184,906	\$ (16,011)	-8.0%
5123 · 401(a) Retirement Contributions	\$ 193,817	\$ 198,712	\$ 195,232	\$ 236,239	\$ 37,527	18.9%
Total 5120 Retirements:	\$ 1,275,924	\$ 1,386,925	\$ 1,382,973	\$ 1,611,344	\$ 224,419	16.2%
Wages & Benefits Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5130 Benefit Insurance						
5131 · Health Insurance	\$ 1,048,344	\$ 1,156,890	\$ 1,146,179	\$ 1,264,555	\$ 107,665	9.3%
5132 · Dental Insurance	\$ 87,202	\$ 91,723	\$ 91,975	\$ 90,545	\$ (1,178)	-1.3%
5133 · Life/AD&D Insurance	\$ 10,987	\$ 13,797	\$ 12,743	\$ 13,895	\$ 98	0.7%
5134 · PSPRS Cancer Insurance	\$ 2,500	\$ 2,600	\$ 2,500	\$ 2,800	\$ 200	7.7%
5135 · Post Employment Health Plan	\$ 62,632	\$ 65,915	\$ 64,719	\$ 69,585	\$ 3,670	5.6%
5136 · MERP Retiree Med Reimbursemnt	\$ 4,200	\$ 4,200	\$ 4,200	\$ 3,850	\$ (350)	-8.3%
5137 · Long Term Disability	\$ 15,120	\$ 18,686	\$ 11,833	\$ 17,288	\$ (1,398)	-7.5%
5138 · Flexible Spending Account	\$ 160	\$ -	\$ -	\$ -	\$ -	0.0%
5139 · Vision Insurance	\$ 4,783	\$ 5,107	\$ 4,794	\$ 5,045	\$ (62)	-1.2%
Total 5130 Benefit Insurance:	\$ 1,235,928	\$ 1,358,918	\$ 1,338,942	\$ 1,467,563	\$ 108,645	8.0%
Wages & Benefits Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5140 Operational Allowances						
5141 · Longevity Enhancement Programs	\$ 37,369	\$ 76,123	\$ 76,123	\$ 154,125	\$ 78,002	102.5%
5142 · Uniform Allowance	\$ 62,900	\$ 65,167	\$ 60,208	\$ 63,750	\$ (1,417)	-2.2%
5143 · Cell Phone Allowance	\$ 10,476	\$ 12,168	\$ 11,596	\$ 12,168	\$ -	0.0%
Total 5140 Operational Allowances:	\$ 110,745	\$ 153,458	\$ 147,927	\$ 230,043	\$ 76,585	49.9%
Total Benefits:	\$ 2,982,832	\$ 3,264,615	\$ 3,233,083	\$ 3,712,648	\$ 448,033	13.7%
Total Combined Wages & Benefits:	\$ 9,231,894	\$ 9,804,529	\$ 9,812,779	\$ 10,583,312	\$ 778,783	7.9%

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:** These employees generally work a 40-hour work schedule. Salaries for the Fire Chief, Accounting Supervisor, Administrative Coordinator, and Human Resources are supported here. Also included in this account are the hourly wages for the Account Clerk and the Administrative Assistant position. Increases in this account are reflective of the impacts of wage and benefit changes.
- **5010 EMS:** This account 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 who currently work one 48-hour tour of duty consisting of two 24-hour back-to-back shifts beginning every fourth 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. This account reflects a reduction which is directly linked to the transition of six EMS positions into firefighting positions.
- **5015 Emergency Services:** The ranks of Captain, Engineer, and Firefighter are included in this line item. The majority of the personnel included are classified as Shift Sworn Employees who work one 48-hour tour of duty consisting of two 24-hour back-to-back shifts beginning every fourth 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. Shift-Sworn Certified Emergency Paramedics (CEP) in this employee class receive CEP Stipends of \$2.35 per hour. One full-time firefighter/paramedic utilized for supporting the HALO program is also included in this area. HALO personnel receive Specialty Pay for HALO participation of \$1.72 per hour for hours specifically associated with the HALO Program. All expenditures associated with this employee, including the Specialty Pay, are off-set by the HALO revenues received. One (1) Assistant Chief and three (3) Battalion Chiefs' salaries are also funded through this account. Increases in this account are related to the transition of EMS personnel into Fire Positions and wage and benefit adjustments.
- **5020 Community Risk Management:** Employees in this account generally work a 40-hour work week schedule. Budgeted funds cover the salaries of one (1) Assistant Chief and (1) Fire Marshal. Also included are the hourly wages of the Community Outreach Specialist. The Information Technology Specialist is currently authorized as a contract position under the District's Staffing Plan and may be funded as a full-time employee at some point in the future and would

then be budgeted in this account. Any necessary wage and benefit changes have been added to this account.

- **5025 Support Services:** This account funds the salary of the Support Services Coordinator who works a 40-hour work week schedule and has been increased due to wage and benefit changes.
- **5030 Miscellaneous Compensation:** This line item funds miscellaneous compensation items such as vehicle allowance, Inter-Facility Non-Emergency Ambulance Transport (IFXTP) Stipends and Out-of-Class Assignment Compensation. Due to the overwhelming success of the IFXTP program during last fiscal year, the Fire Board instituted a stipend payable to each employee who participates in a patient transport with a mileage greater than ten miles. Out-of-Class Assignment Compensation, termed “Move-Up Pay”, 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, i.e.: an Engineer who must temporarily work in the position of Captain. Employees may only work in this higher ranking capacity if they meet District defined minimum requirements for the higher ranking position. Currently, employees receive this structured stipend for each full 24-hour shift worked under Out-of-Class assignment guidelines.
- **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 longevity with the District and has become commonplace in fire departments across the valley.

Almost 60% of the District’s employees have reached the top step of the wage scale and a majority of them have been there for two or more years. Longevity compensation is incremental based on years of service and ranges from 0.5% to a maximum of 5% for an employee with 25 plus years of service. The benefit begins after an individual has completed seven years of service. This program continues to be a valuable incentive in retaining tenured employees.

- **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 personnel spend time away from their families during established holidays. Various on-call personnel such as the Support Services Coordinator, 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.

- 5070 Program Manager Compensation:** This program compensates the Emergency Medical Services (EMS) Supplies, Health & Fitness and Station Supplies/Facilities Maintenance Program Managers for additional specialized duties above and beyond their normal job requirements. These program managers require an in-depth knowledge of their specific programs in order to effectively ensure certain District requirements are adhered to on a daily basis. No changes have been instituted for this account.
- 5085 Coverage Compensation:** This is a difficult area in which to project budgeted funding. Many unknown circumstances contribute to this expenditure area which 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. An over-expenditure for this account is reflected for FY 2013/2014 due to the District having a number of staffing vacancies as compared to previous years which required additional overtime hours for existing employees. The anticipated coverage associated with the new IFTXP program is reflected in the significant increase for FY 2014/2015.
- 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., shift-sworn emergency services 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 eligible to be covered under Social Security. As a result of the transition of staffing positions from EMS to Fire, this represents less than one third of the District's employees. The District has projected a decrease in this account for the coming year. Eligible employees are also mandated to pay a portion of their wages into the Social Security system. It is important to note a recent ruling by the Arizona State Retirement System (ASRS) regarding PSPRS annuitant employees. This ruling states that any employee who is a PSPRS annuitant, meaning they have previously participated in and retired from PSPRS, may not participate in ASRS. Therefore, they are not covered by the District's Section 218 Agreement with the Social Security Administration and are not covered under Social Security. The District currently has two senior employees who are legislatively excluded from both ASRS and PSPRS.



- **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:** All Arizona employers are required to pay unemployment and job training taxes on the first \$7,000 of gross wages each employee earns per calendar year. The District received a tax rate of 0.20% for this tax last fiscal year, which is significantly lower than average and it is estimated that the rate will increase to 0.56% for FY 2014/2015 based on historical trends. 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 which assists in maintaining a reduced percentage for this tax.



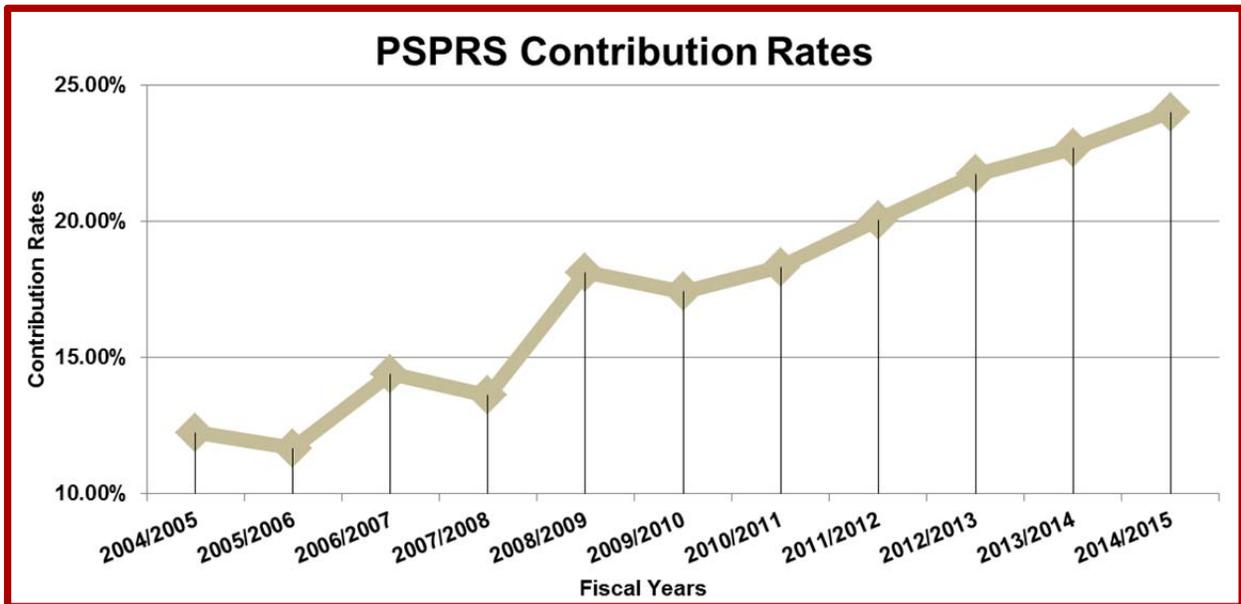
- **5114 Worker's Compensation Insurance:** District employees experience potentially life threatening or bodily injury situations on a daily basis. This risk to their lives and livelihoods is greater than for an average private sector employee. This increased risk typically results in higher annual premiums for Worker's Compensation Insurance. Premium rates are differentiated between each Worker's Compensation Class and can change from year-to-year based on industry trends. 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.

The National Council on Compensation Insurance (NCCI) organization recommends the workers' compensation insurance rates to state insurance departments nationwide. A substantial increase is projected for this account due to the changes made in the staffing model and wage adjustments. However, the District's commitment to employee health, wellness, and focused safety measures resulted in minimal employee work related injuries. As a result, the District's Experience Modifier (e-mod), which compares the performance of a particular employer to the average of all employers in similar businesses, decreased by 7.0% from 69.0% down to 62.0%. The District's new e-mod saved an estimated \$120,000.

- **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 2014/2015 year is 24.03% of wages paid to all eligible employees which is a 1.34% increase over the FY 2013/2014 contribution rate of 22.69%. Participating employees are also mandated to pay a designated portion of their wages, established by statute, to the PSPRS. The participant (employee) contribution rate was impacted by legislative changes that became effective July 1, 2011 and

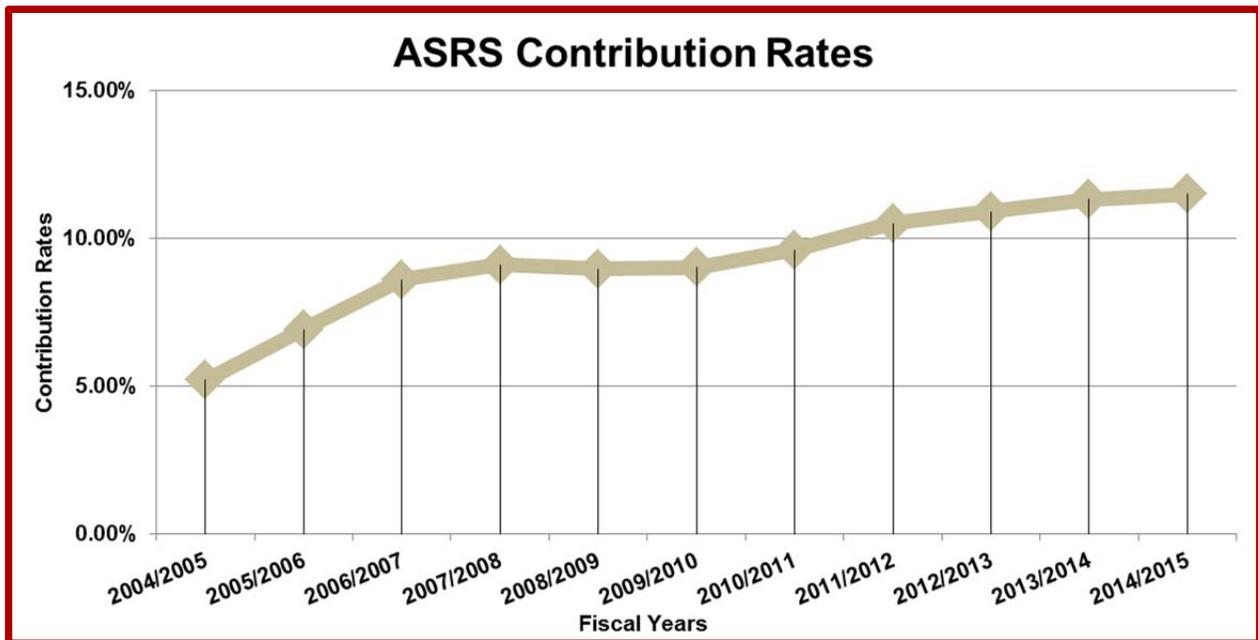


has been increased for the coming fiscal year from 10.35% to 11.05%. The employee contribution rate is anticipated to increase incrementally over the next several years until it reaches a maximum participant contribution rate of 11.65% during FY 2015/2016. After FY 2015/2016, the rates will be actuarially determined annually based on funding requirements. Additionally, changes in state statute now mandate that the District must pay an actuarially established contribution rate on all wages paid to PSPRS annuitants who have been re-hired into a PSPRS position. The District has two senior employees that fit this criterion. The PSPRS FY 2014/2015 contribution rate for PSPRS annuitants is 19.65% compared to the previous year's rate of 17.07%. A significant portion of the 20.6% increase in this account is due to moving six District EMS personnel to fire operations which also resulted in a reduction in the ASRS account. However, an increase in the PSPRS rate and the annuitant's requirement also impacted the account.



- 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 required combined employer/employee contribution rates for FY 2014/2015 at 22.96%. ASRS has a legislatively established employer/employee contribution percentage ratio of 50/50. Therefore, the budgeted contribution percentage for FY 2014/2015 has been calculated at 11.48% of wages paid to all eligible employees which represents a slight increase from the 11.30% rate of the prior fiscal year. Eligible participants (employees) are mandated to pay a portion of their wages to the ASRS. The employee contribution rate is equivalent to the District's contribution rates. Staffing modifications which reduced the number of EMS positions within the District generated a net reduction in this account.





- 5123 401(a) Retirement:** This 401(a) 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 identified 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. Those employees that are not eligible to participate in the ASRS, PSPRS or Social Security retirement systems are provided an alternative retirement contribution. These employees receive the equivalent of the District's ASRS and Social Security contribution rates, less the PSPRS annuitant rate, as an in-kind contribution into their 401(a) accounts. This modified contribution cannot fall below the District's established contribution rate of 3%. This account has been adjusted according to any changes in wages for District employees.
- 5131 Health Insurance:** Health Insurance, including a prescription drug program, is provided as a benefit to the employees, eligible retirees and their dependents in accordance with industry standards. Four years ago, the District began offering two medical insurance options for employees and eligible retirees. The first option was the traditional Preferred Provider Organization (PPO) Plan, and the second was a Health Savings Account (HSA) Plan.

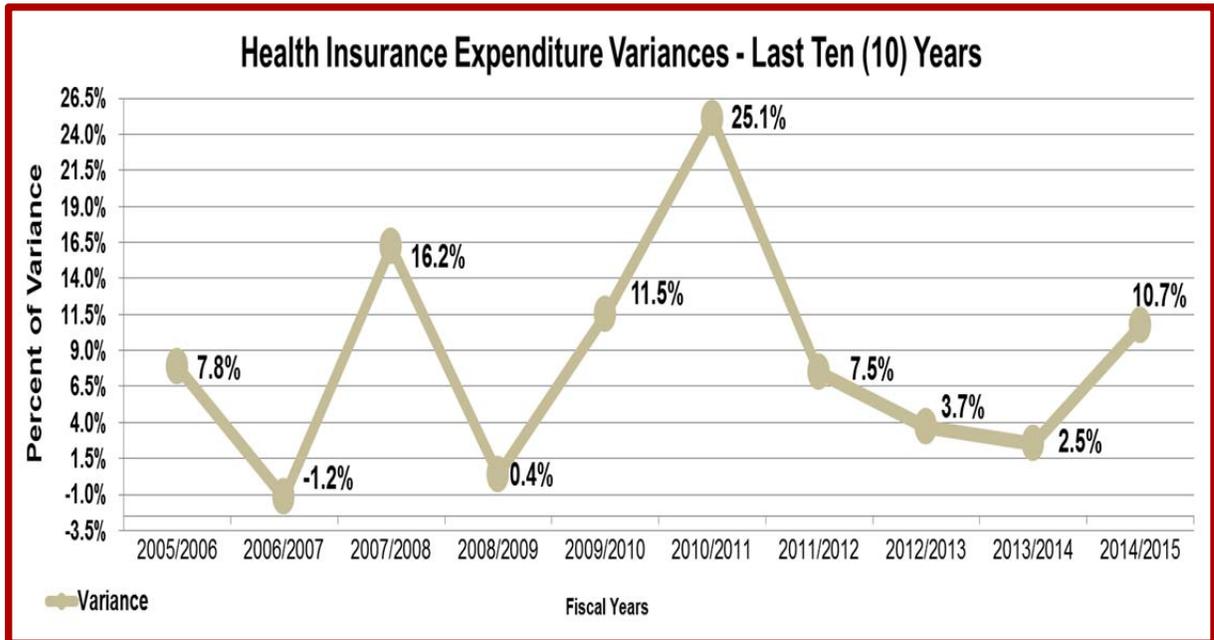
HSA plans are a form of consumer directed health coverage, pairing a high-deductible health plan with a tax-free savings account for medical expenses. HSA's are ultimately designed to reduce healthcare insurance costs for employers and employees by motivating better health care purchasing decisions. The underlying concept is that people make smarter financial choices when they're expending their own funds. Consequently, claims will be smaller and renewals will be less. HSA accounts are managed by the participant and any

unexpended funds carry forward from year-to-year with no penalty and are available to offset future health insurance costs.

For the FY 2014/2015, Blue Cross Blue Shield (BCBS), the District's current provider initially proposed an 18.72% increase over last year's premium costs for both the PPO and HSA plans. After negotiations, BCBS compromised and reduced their proposed increase to 11.0%. However, the plan deductibles were significantly increased. The new deductibles changed from \$2,600 for an individual to \$3,000 and from \$5,200 to \$6,000 for families. After researching other available market options, the District has determined that this was the most economical option available.

Health insurance premiums for full-time employees will continue to be covered by the District for either medical insurance option. Premiums for dependent coverage will be shared between the employee (20% for HSA and 30% for PPO) and the District (80% for HSA and 70% for PPO). The District will also make a contribution for health-related expenses to the HSA account of full-time employees participating in the high deductible health plan. The cost of this contribution is largely offset by the premium savings for HSA participants and will be reviewed and revised each plan year as necessary. In an attempt to reduce the premium increase trend, employees and their covered spouses will continue to be encouraged to participate in certain health and wellness related programs. Employees who are tobacco users will be assessed an additional 5%, (25% of the premium for HSA employees with dependents, 35% for PPO employees with dependents and 5% for employee only participants) of the monthly premiums.

Although there will be a substantial increase in the participant deductibles, the District's HSA contributions for FY 2014/2015 remain at the previously established \$1,850 for Employee Only participants and \$3,700 for Employees with dependents. Consequently, single participants will now be responsible for \$1,150 of the total \$3,000 deductible and participants with dependents are responsible for \$2,300 of the total \$6,000 deductible. The District distributes fifty percent (50%) of the HSA contribution during the first pay period in July and the balance will be issued during the first pay period in January. This contribution schedule limits the District's potential for lost contributions and encourages accelerated funding of HSA accounts by participants. This allows employees to take control of their health insurance and plan their Health Savings Account (HSA) contribution requirements over the course of an entire year. The maximum allowable annual contribution under IRS regulations (2014 Maximums: \$3,300 for individuals and \$6,550 for families).



The Fire District will continue researching methods to reduce health insurance costs. As depicted in the graph above, over the last ten years, the District has experienced significant health insurance expenditures fluctuations. However, transitioning to a Consumer Driven High Deductible Health Insurance Plan (CDHDP) or HSA still appears to be the best direction for the District. Regardless of the costs associated with contributing to the HSA accounts, overall costs are minimized and the employees are sharing more in the health insurance burden.

HSA participants may elect to re-direct their Post-Employment Health Plan (PEHP) contributions, made by the District on their behalf, into their HSA accounts. Normally these contributions are directed into a PEHP account managed by Nationwide Retirement Solutions and are inaccessible until the employee separates from the District.

- 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 dependent coverage under dental insurance.

Fire District employees are currently covered through MetLife Dental which had previously guaranteed the premium rates through June 30, 2015. As a result, the District agreed to maintain the plan with MetLife. Decreases in this account result from fewer family participants than were budgeted during the last fiscal year.

- **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. Effective July 1, 2012, the District entered into a three-year contract with The Standard Insurance Company, which included a rate guarantee that maintains the current premiums for the term of the agreement which will not expire until June 30, 2015.

- **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 Arizona State statutes. 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 PSPRS Deferred Retirement Option Plan (DROP). The annual premiums are established by PSPRS at \$50 per participant. This account was increased as a result of the transition of EMS personnel to PSPRS covered positions.



- **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 District service. 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 a rate of 1.0% of wages paid per employee. Effective July 1, 2012, District employees who participate in the Health Savings Account (HSA) Health Insurance Program can choose to divert these employer contributions into their HSA accounts. This will not change the percentage of funding paid by the District. It will provide an additional option to assist employees in funding these accounts for current and future medical expenditures. Unspent funds within the employee's HSA account can be carried forward from year-to-year and utilized for future medical expenses in the same method as the PEHP.
- **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, when this program was replaced by the PEHP. This program reimburses PSPRS 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 as each eligible retiree reaches Medicare eligibility age. Two of the current retiree participants in this program will age out during FY 2014/2015 resulting in a reduction in this item. The last participant's eligibility will expire in FY 2022/2023.

- **5137 Long Term Disability (LTD):** This benefit is provided through two different entities: Arizona State Retirement System (ASRS) and The Standard Insurance Company. This fiscal year, ASRS mandates that the required contribution be 0.24%, divided 50/50 between both the employer and the employee. This expenditure is budgeted using a premium rate of 0.12% of each participant's wages annually to provide for Long Term Disability for ASRS participants. Participants become eligible to utilize this benefit from the first day of their enrollment into ASRS. Because Public Safety Personnel Retirement System (PSPRS) participants do not receive this benefit through PSPRS, the District contracts with a vendor to provide a comparable benefit to that of ASRS participants. Effective July 1, 2012, the District entered into a three-year contract with the Standard Insurance Company to maintain the current premium rates through June 30, 2015.
- **5138 Flexible Spending Account (FSA):** The Flexible Spending Account (FSA) was a tax-advantaged financial account administered through the District's cafeteria plan. It allowed an employee to allot a portion of his or her earnings, up to \$2,500 annually, to pay for qualified expenses as established under the cafeteria plan. The migration of a majority of employees to the HSA program left only two participants in the FSA system. Due to the management fees, this program was no longer cost effective and was eliminated effective July 1, 2013.
- **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. Effective July 1, 2012, the District entered into a multi-year contract with EyeMed Vision Care to provide this benefit with no increase in premium costs for the duration of the agreement ending June 30, 2015.
- **5141 Longevity Enhancement Programs:** In accordance with the District's Accrued Leave Management Policy #6.01, which was modified in October of 2013, employees who meet the policy requirements are eligible to participate in the Longevity Enhancement Program (LEP) if they have met certain qualifications. This program was created in an effort to reward employees who have served the District ten years or more and have utilized minimal leave hours during their tenure. These employees have accumulated compensated absence banks and with it an associated District liability. The creation of this policy encourages participation in the LEP and reduces future costs and liability funding requirements for the District. Employees decrease their compensated absence accumulation at current hourly wages rather than continuing to accumulate hours that will be paid later at a much higher rate. Funding for this expenditure is calculated based on projected usage by District employees. Employees who plan to participate in this program during the next fiscal year are required to notify the Financial Services Division by March 1. This account experienced an increase as a result of an increase of senior employees' requests to participate in this



program and the anticipated retirement of three District employees during FY 2014/2015.

Modifications to the Leave Management Policy effective July 1, 2012 created the Paid Time Off (PTO) program which applies to all employees hired after July 1, 2012. This program phases out Sick / Vacation Leave and creates a “sunset” on the Longevity Enhancement Program. This transition will ultimately greatly reduce the District’s liability associated with the previous accumulation of sick leave balances. In an effort to identify and ensure available funding for the current and future compensated absence related liabilities, the District introduced a policy to allot the necessary funds to satisfy this liability. These funds are classified as Committed Funds within the General Fund Balance and identified as the Employee Benefit Liability Account (EBLA). Once it is fully funded, the District anticipates that the EBLA, coupled with the PTO policy, will generate long-term self-sustainability through a combination of interest earnings and employee attrition. Transfers from the EBLA are expected to offset the annual expenditures associated with the District’s Compensated Absences and Longevity Enhancement Program liabilities.

- **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 who interact in the field, with the exception of some members of the Administrative Staff, receive this taxable benefit. Changes in this account were very minimal and are related to the pro-ration of the uniform allowance for retiring employees.
- **5143 Cell Phone Allowance:** Key employees, who are required to be accessible 24 hours a day, 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. There are no changes calculated for this account for FY 2014/2015.

Accounting and Professional Services Overview

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

Financial Services Division Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5305 · Accounting	\$ 12,950	\$ 18,850	\$ 14,969	\$ 16,850	\$ (2,000)	-10.6%
5310 · Bank Service Charges	\$ 12,341	\$ 16,400	\$ 12,107	\$ 16,400	\$ -	0.0%
5315 · Payroll Processing	\$ 553	\$ 1,200	\$ 1,000	\$ 1,200	\$ -	0.0%
5320 · Ambulance Billing	\$ 146,117	\$ 155,756	\$ 173,265	\$ 187,765	\$ 32,009	20.6%
5505 · Memberships & Dues	\$ 6,843	\$ 9,048	\$ 7,528	\$ 8,928	\$ (120)	-1.3%
5510 · Professional Subscriptions	\$ 2,262	\$ 2,781	\$ 2,781	\$ 2,756	\$ (25)	-0.9%
5595 · Contingency	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	0.0%
Total Financial Services Division:	\$ 181,066	\$ 554,035	\$ 561,650	\$ 583,899	\$ 29,864	5.4%

- 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 Division 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. The District produces a Comprehensive Annual Financial Report (CAFR) each fiscal year. This document presents the District's Basic Financial Statements and provides the public, and District creditors, with the broadest possible picture of the District's financial status. It is the intent of the District to continue production of this in-depth annual financial report. The projected decrease in this account is associated with the plan to maintain the services of the District's current auditing firm under the current rate agreement. This account also includes funding for participation in the Government Finance Officers Association (GFOA) Budget and CAFR Award Programs.
- 5310 Bank Service Charges:** In previous years, the District was able to avoid banking service charges through the use of balance credits applied against banking service fees. As a result of low interest rates, the District does not receive enough balance credits to offset these costs. 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. This program is managed by the District's Financial Services Division personnel.
- 5320 Ambulance Billing:** The contract with Medclaim Data Services (MDS), the District's ambulance transport billing service provider, is managed by the Financial Services Division. The MDS contract was renewed effective July 1, 2012, for a five year term and is due to expire on June 30, 2017. This contract

provides ambulance billing services for a rate of 9.25% (previously 9.5%) of net ambulance revenues collected by MDS and is calculated based on the estimated ambulance revenues for FY 2014/2015. 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 association dues keep the District current on local, state, and national issues; ensuring that District personnel have access to the most current industry information. 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 slightly decreased as a result of decreased fees for some of the District's professional memberships.



- 5510 Professional Subscriptions:** The Administrative office subscribes to local periodicals for community relations and historical and current events purposes. It also subscribes to nationally recognized professional materials which provide educational information for Emergency Medical Services personnel and code enforcement manuals utilized by staff on a regular basis. A slight decrease in this account is the result of the elimination of one publication.
- 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 occur at any time. Additionally, it is not uncommon for the District to end its fiscal year with a short fall in property tax or other alternative revenues collection. This expenditure account also acts as an offset to the necessary capital projects annual funding requirements. Unexpended funds in this account are transferred directly to the Capital Projects Fund in support of future capital needs.

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 less than 3% of these expenditures. Following the GAFR recommendations, the District's contingency fund should be incrementally increased, when possible, with the ultimate goal of maintaining the recommended minimums.

Debt Service Overview

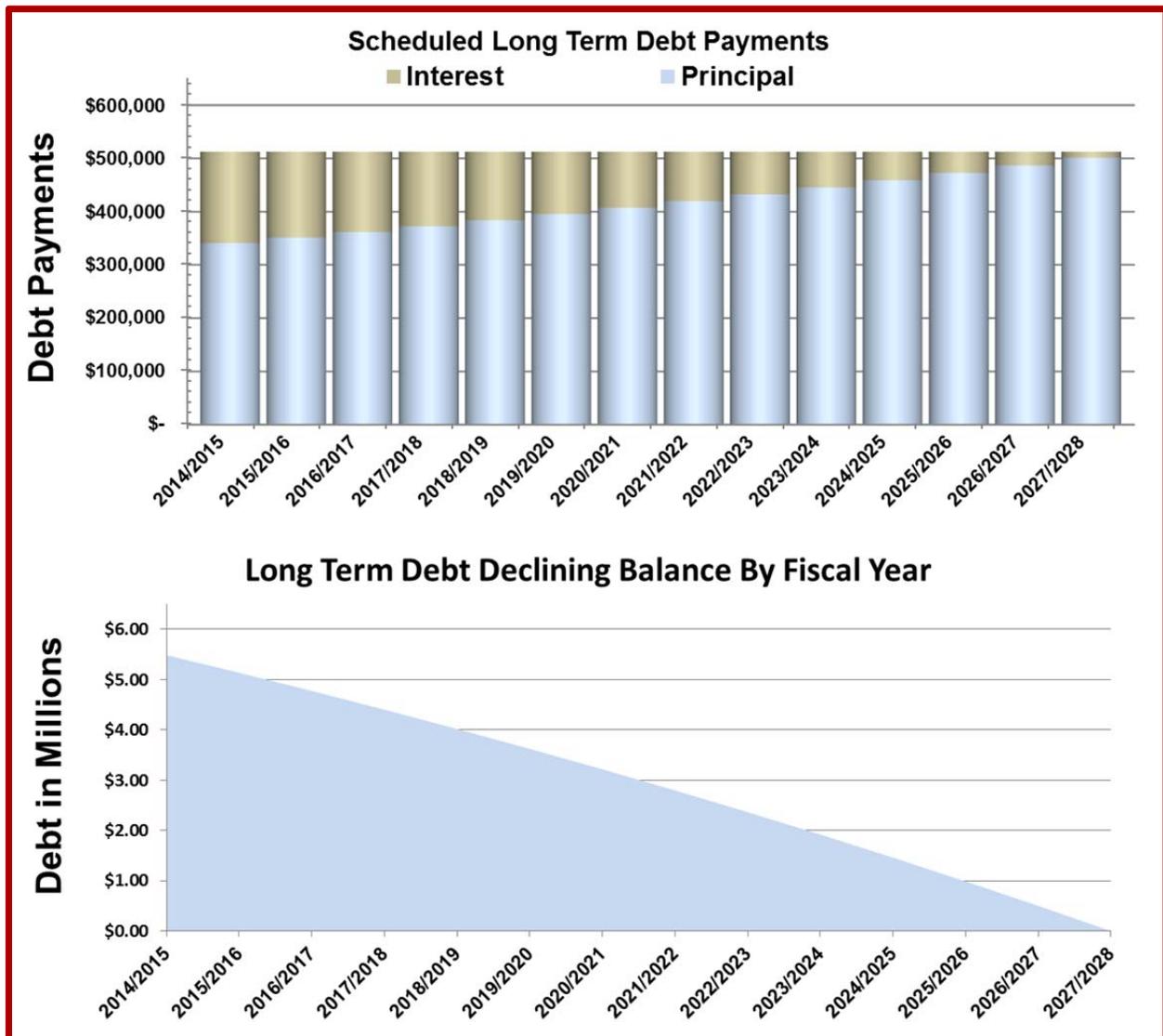
Large-scale apparatus, specialized equipment, and facilities have always been immense expenses to fire districts and the taxpayers who support them. The District consistently looks for ways to decrease the impact of these major purchases to its property owners through alternative funding sources. The 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 current taxpayers; 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 General Obligation (GO) 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 two lease/purchase agreements totaling approximately \$2.7 million dollars of previously existing debt into one note. This transaction reduced two separate variable interest rates of 4.48% and 4.45% to one fixed rate of 4.3% and condensed 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 ladder truck. The District's Administration Building and Station 101 were used as collateral to secure the new lease/purchase agreement. Upon placing the two newly purchased apparatus' into service, they also became a part of the required collateral fortifying this agreement.

The District continuously searches for ways to stretch its resources. Accordingly, in August of 2013, District staff was able to negotiate the refinancing of its outstanding debt. In doing so, the District yet again experienced a reduction in interest rates from 4.3% fixed to 2.99% fixed. This transaction also released the liens on the Engine 101 and Ladder 102. The new agreement required the District to secure the agreement with the Administration building, Station 101 and Station 102. Staff further negotiated that the lien held on the Administrative facility be released in December of 2020. An additional million dollars in capital projects loan proceeds were also secured to assist in the renovation of Station 103 and construction of Station 104. More importantly, the annual debt service payments were reduced by over \$100,000. 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 responsibly manage its remaining debt. The District will have just under \$5.5 million dollars of outstanding indebtedness at the end of FY 2013/2014. As previously stated, the District's current debt has a fixed interest rate of 2.99%. The annual principal and interest payments for this Lease/Purchase Agreement equate to roughly \$512,000 for FY 2014/2015 and remain at that level until the debt is fully retired in June of 2028. The District will continue to explore options for retiring or refinancing debt, when financially beneficial, whenever feasible. The graphs below illustrate the annual principle and interest payments and declining balances until this Lease/Purchase Agreement reaches maturity.



The District utilizes this section of the budget to allocate funding for the support of the Capital Improvement Plan (CIP), also identified as depreciation funding. The District has

implemented a Capital Improvement Plan (CIP) as a section within the District's Business Plan. Although the Fire District prepares a separate CIP from the Annual Budget and Operational Plan, the two plans are closely linked. The CIP is a systematic method of anticipating, planning, and budgeting for major capital projects. The structure of the plan is based on the District's Property Stewardship and Capitalization Policies and is reviewed annually. The Plan includes depreciation schedules, normal replacement schedules, and annual funding requirements for additional capital projects.

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

Debt Service Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
7250 · Lease/Purchase Principal	\$ 348,088	\$ 407,282	\$ 372,083	\$ 340,942	\$ (66,340)	-16.3%
7255 · Lease/Purchase Interest Expenditur	\$ 224,937	\$ 209,340	\$ 140,655	\$ 171,798	\$ (37,542)	-17.9%
7290 · Capital Projects Funding (Deprc)	\$ -	\$ 96,000	\$ 96,000	\$ 19,650	\$ (76,350)	-79.5%
Total Debt Service:	\$ 573,025	\$ 712,622	\$ 608,738	\$ 532,390	\$ (180,232)	-25.3%

- **7250 Lease/Purchase 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 2028.
- **7255 Lease/Purchase Interest:** This account funds the current year's semi-annual interest payment expenditures. The interest rate associated with this debt is fixed at 2.99% for the term of the debt.
- **7290 Capital Projects Funding (Depreciation):** This account allocates funding for the purchase and replacement of the District's depreciable capital assets including facilities, apparatus and other costly equipment. Calculations for this account are generally derived from the Capital Improvement Plan, which is found as a section within the District's 2013-2014 Revision of the 2011-2016 Business Plan. Funding in this account is combined with un-expended funds from the Contingency Account (#5595) to satisfy required funding levels. The FY 2014/2015 Budget shows a marked decrease for this account. This reduction was directly linked to the Loan Proceeds received from the refinancing of the above debt, combined with anticipated revenues over expenditures for fiscal year 2013/2014. It is expected that in FY 2015/2016, the budget for this account will again be returned to normal levels.

Administrative Services Division

The Administrative Services Division is overseen by the Administrative/Community Risk Management Divisions Assistant Chief who is supported by an Administrative Coordinator, a Human Resource position, and an Administrative Assistant. Each position and the associated responsibilities will be detailed in the following pages of this document. In addition to general administrative duties, this section also encompasses the District's Human Resources, Board of Directors requirements and special projects such as the generation and facilitation of the District's Strategic and Business Plans, generation of grants, and the Fire District Accreditation process.

Board of Directors Overview

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, the Administrative/Community Risk Management Division Assistant Chief and the Administrative Coordinator also have the task of ensuring the District's Board of Directors are advised of all pertinent and important issues so they may make informed decisions for their constituents. These personnel guide the District and Board in complying with the laws governing special districts and open meetings.

Board of Directors Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Board Members	5.0	5.0	5.0
Fire Chief	1.0	1.0	1.0
Assistant Chief	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0
Total Personnel Assigned	8.0	8.0	8.0

Board of Directors Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Board Workshops	12	12	12
Legally Mandated Board Meetings	12	12	12
Projected Public Hearings/Special Meetings	3	4	4
Board Policies Administered	89	90	90

Status of FY 2013/2014 Performance Goals & Objectives

- Continue to participate in monthly Public Board Workshops and Public Board Meetings, address public questions and comments, review and approve the District's Monthly Financial Reports and obtain statistics regarding the general

- operations of the Fire District. - Accomplished
- Continue to award special recognition for the District's customers, volunteers, residents, and employees who have attained certain service milestones and/or made significant contributions to the District and its residents. - Accomplished
- Continue the review and authorization of District expenditures, to be completed on a weekly basis by no less than two Board Members. - Accomplished
- Review and approve the District's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2013. - Accomplished
- Continue to ensure that the District adheres to the expenditure limits established with the adoption of the FY 2013/2014 Annual Budget & Operational Plan. - Accomplished
- Provide direction and authorization of significant District expenditures associated with the District's Capital Improvement Plan (CIP) and/or contingency expenditures as defined in policy. - Accomplished
- Review and approve the 2013/2014 Revision of the District 2011-2016 Business Plan, to include the 2014/2015 Capital Improvement Plan (CIP). - Accomplished
- Review and Adopt the District's FY 2014/2015 Annual Budget & Operational Plan. - Accomplished
- Direct the administration, generation, and adoption of new Fire District Policy Manual Policies as necessary. - Accomplished
- Continue to keep informed of general and legislative issues that may impact the Fire District through the attendance of conferences such as the Arizona Fire District Association Conference offered twice per year. - Accomplished
- Update Fire Board Manuals as needed. - Accomplished

FY 2014/2015 Performance Goals and Objectives

- Continue to participate in monthly Public Board Workshops and Public Board Meetings, address public questions and comments, review and approve the District's Monthly Financial Reports and obtain statistics regarding the general operations of the Fire District.
- Continue to award special recognition for the District's customers, volunteers, residents, and employees who have attained certain service milestones and/or made significant contributions to the District and its residents.
- Continue the review and authorization of District expenditures, to be completed on a weekly basis by no less than two Board Members.
- Review and approve the District's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2014.
- Continue to ensure that the District adheres to the expenditure limits established with the adoption of the FY 2014/2015 Annual Budget & Operational Plan.
- Provide direction and authorization of significant District expenditures associated with the District's Capital Improvement Plan (CIP) and/or contingency expenditures as defined in policy.
- Review and approve the 2014/2015 Revision of the District 2011-2016 Business Plan, to include the 2015/2016 Capital Improvement Plan (CIP).
- Review and Adopt the District's FY 2015/2016 Annual Budget & Operational Plan

- Direct the administration, generation, and adoption of new Fire District Policy Manual Policies as necessary.
- Continue to keep informed of general and legislative issues that may impact the Fire District through the attendance of conferences such as the Arizona Fire District Association Conference offered twice per year.
- Call for a Fire Board election in November 2014 per state statute.
- Participate in new Fire Board member orientation.

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 Administrative Coordinator manages 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). The AFDA currently sponsors conferences twice a year, in January and between the July and September months. Conferences are usually Thursday through Sunday and provide a variety of topics presented by a cadre of qualified educators. Training typically includes representatives from state and local governmental entities to which fire districts are required to submit annual reporting mandates; legal counsels who provide information on Open Meeting laws and board member roles and responsibilities; auditors, accountants and other experienced individuals in the field of fire district finance, etc. Each conference offers varied subject matter and reinforces the importance of continued education through the inception of a certificated program. This training benefits both new and tenured fire board members. There are occasions in which other professional organizations may provide training that would benefit District Board members and that funding is also reserved in this area.

This section of the budget also contains items such as Board meeting and administrative expenses, and elections funding as necessary. Budget expenditures in this area may fluctuate dramatically between election years and non-election years. FY 2014/2015 is an election year.



Fire Board Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5330 · Election Expenditures	\$ 11,922	\$ -	\$ -	\$ 13,500	\$ 13,500	100.0%
6110 · Educational Expenditures	\$ 660	\$ 1,450	\$ 875	\$ 1,450	\$ -	0.0%
6130 · Travel Expenditures	\$ 3,168	\$ 5,120	\$ 4,741	\$ 5,120	\$ -	0.0%
5515 · Meeting Expenditures	\$ 1,328	\$ 850	\$ 997	\$ 850	\$ -	0.0%
Total Fire Board:	\$ 17,078	\$ 7,420	\$ 6,613	\$ 20,920	\$ 13,500	181.9%

- 5330 Election Expenditures:** The District is required by State statute to hold biennial elections for its board members. An election may be required in November 2014 of FY 2014/2015 as there will be two (2) Board Members with completed terms. Therefore, election funding is included in the FY 2014/2015 Budget in the event an election is required.
- 6110 Educational Expenditures:** This budgetary account provides funding for training conference registration for all five (5) Board members to attend both Arizona Fire District Association (AFDA) training 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 account (#5515), covers Fire Board meeting expenses and supplies. There is no change in this budgetary item.

Administrative Services Division Overview

The Administrative Services Division is overseen by the Administrative/Community Risk Management Division Assistant Chief and managed by the Administrative Coordinator and Human Resources with the support of the Administrative Assistant. The primary responsibilities of the Administrative Services Division are to provide administrative support in the form of Human Resources, records management, office management, and customer service. The Division's employees are charged with maintaining personnel records and public documents, coordinating and managing insurance programs (including facility and apparatus), customer relations with residents seeking services directly from the administrative offices of the District, and assisting with ensuring proper data management. They are also charged with researching and applying for grants to support the efforts of the District. Special Projects are also assigned to the Administrative Services Division including the administration and development of the District's Core Documents and other assignments as necessary (accreditation, intranet policy and operational manuals, etc.).

The Administrative Services Division provides support for the following District Business Plan Strategic Priorities and the associated Strategic components listed below:

Strategic Priority #2: Financial Sustainability

- Strategic Component – Cost Effectiveness
 - Action Item 2.4 – Alternative Work Schedules or Locations
 - Action Item 2.5 – Recycling / Conservation Program

Strategic Priority #4: Personnel Development

- Strategic Component – Recruitment & Retention
 - Action Item 4.2 – Human Resources / Personnel Retention
 - Action Item 4.3 – Recruitment
 - Action Item 4.4 – Management & Leadership / Succession Plan

Administrative Services Division Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Assistant Chief	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0
Human Resources	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Total Personnel Assigned	4.0	4.0	4.0

Administrative Services Division Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Human Resources			
Employees Supported	79	82	82
Volunteers Supported	47	50	65
Retirements and Departures Processed	1	1	3
New Employees Hired and Orientated	1	6	TBD
Workers Compensation Claims Processed	6	7	TBD
Employee Benefit Fairs Conducted	2	1	2
Recruitment Events	0	1	TBD
Special Projects			
Grant Applications Submitted/Value	3/\$347,000	3/\$680,274	TBD
Grant Awards Received/Value	0/\$0	1/\$5,274	TBD
Special Projects Managed*/**	2	2	2

Status of FY 2013/2014 Performance Goals & Objectives

- Conduct orientation for all newly hired employees. - **Accomplished**
- Complete an Employee Classification and Compensation Study. - **Accomplished**
- Continue to update and distribute new policies and procedures as necessary. - **Accomplished**
- Continue to enhance the content of District quarterly newsletters. - **Restructured**

- 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. - **Ongoing**
- Maintain computerized performance appraisal instrument. - **Accomplished**
- Continue to work towards a paperless office environment. - **Accomplished**
- Continue to manage District's recycling program. - **Accomplished**
- Research additional renewable Energy projects and/or opportunities - **Accomplished**
- Research appliances due for replacement and purchase Energy Star appliances when possible in cooperation with Support Services Division. - **Accomplished**
- Finalize transition to Document Locator (workflow/records management software). - **Ongoing**
- Identify additional items to be scanned that could enhance efficiency and storage reduction. - **Ongoing**
- Increase viability and spectrum of District Data Management. - **Ongoing**
- Enhance the Support Services Division data management systems. - **Ongoing**
- Complete annual review and revision of District Business Plan. - **Accomplished**
- Continue to research potential grant opportunities and seek alternative grant revenue to enhance District funding. - **Ongoing**
- Continue to maintain the intranet Fire District Forms Catalog, Policy and Operations Manuals for personnel use. - **Ongoing**
- Continue to explore possible program partnerships/functional consolidation/shared services or mergers, present any results to the Fire Board, implement results as appropriate. - **Ongoing**
- Complete Shared Services Assessment Study. - **Postponed**
- Complete Accreditation Annual Compliance Reports (ACR). - **Accomplished**
- Complete annual review of designated District Policies and Standard Operating Procedures. - **Ongoing**
- Continue to monitor Legislative issues that affect Fire Districts. - **Ongoing**
- Enhance District promotional testing and assessment center processes. - **Accomplished**
- Complete evaluation training for all supervisors. - **Accomplished**
- Schedule EEOC training for all Chief Officers. - **Accomplished**
- Research alternative methods of psychological testing for new employees. - **Accomplished**

FY 2014/2015 Performance Goals & Objectives

- Conduct orientation for all newly hired employees.
- Complete an Employee Classification and Compensation Study as requested.
- Continue to update and distribute new policies and procedures as necessary.
- Continue the research and development of internal District 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.
- Maintain computerized performance appraisal instrument.
- Continue to work towards a paperless office environment.

- Continue to manage District's recycling program.
- Research additional renewable Energy projects and/or opportunities.
- Research appliances due for replacement and purchase Energy Star appliances when possible in cooperation with Support Services Division.
- Finalize transition to Document Locator (workflow/records management software) and/or transition to appropriate software within new Accounting Software if appropriate.
- Identify additional items to be scanned that could enhance efficiency and storage reduction.
- Increase viability and spectrum of District Data Management.
- Enhance the Support Services Division data management systems.
- Complete annual review and revision of District Business Plan.
- Continue to research potential grant opportunities and seek alternative grant revenue to enhance District funding.
- Continue to maintain the intranet Fire District Forms Catalog, Policy and Operations Manuals for personnel use.
- Continue to explore possible program partnerships/functional consolidation/shared services or mergers, present any results to the Fire Board, implement results as appropriate.
- Explore Shared Services as directed.
- Complete Accreditation Annual Compliance Reports (ACR).
- Begin re-Accreditation process.
- Complete annual review of designated District Policies and Standard Operating Procedures.
- Continue to monitor Legislative issues that affect Fire Districts.
- Develop Front Office Handbook
- Re-design Fire Board Manuals by October 2014

Administrative Services Expenditures

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

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

essential to the management of the District's Human Resources including coordination and implementation of employee events, retirement programs, and additional recognition awards.

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

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

Administrative Services Division Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5210 · Facilities/Equipment Insurance	\$ 27,763	\$ 26,613	\$ 26,616	\$ 32,071	\$ 5,458	20.5%
5220 · Motor Vehicle Insurance	\$ 18,535	\$ 21,363	\$ 20,976	\$ 20,720	\$ (643)	-3.0%
5230 · Umbrella, Errors & Omissions	\$ 7,887	\$ 7,970	\$ 7,860	\$ 8,433	\$ 463	5.8%
5325 · Consulting Expenditures	\$ 9,525	\$ 16,450	\$ 32,579	\$ 20,000	\$ 3,550	21.6%
5335 · Legal Expenditures	\$ 25,884	\$ 25,000	\$ 26,051	\$ 25,000	\$ -	0.0%
5515 · District Outreach	\$ 7,687	\$ 9,035	\$ 8,888	\$ 9,035	\$ -	0.0%
5520 · Office Supplies	\$ 9,611	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	0.0%
5525 · Office Equipment	\$ 1,892	\$ 6,000	\$ 6,000	\$ 5,000	\$ (1,000)	-16.7%
5530 · Postage & Delivery	\$ 2,953	\$ 2,929	\$ 4,241	\$ 4,332	\$ 1,403	47.9%
5535 · Publishing & Printing	\$ 1,666	\$ 5,340	\$ 5,535	\$ 3,525	\$ (1,815)	-34.0%
5540 · Copier Expenditures	\$ 2,331	\$ 2,789	\$ 2,758	\$ 3,333	\$ 544	19.5%
5555 · Hiring, Testing & Recruitment	\$ 1,994	\$ 9,755	\$ 10,861	\$ 13,755	\$ 4,000	41.0%
5590 · Accreditation	\$ 1,100	\$ 16,100	\$ 3,000	\$ 14,770	\$ (1,330)	-8.3%
5610 · Duty Uniforms	\$ 5,168	\$ 6,050	\$ 8,511	\$ 5,850	\$ (200)	-3.3%
Total Administrative Services:	\$ 123,995	\$ 166,394	\$ 174,875	\$ 176,824	\$ 10,430	6.3%

- 5210 Facilities / Equipment 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 as a result of damage, theft, or loss. This policy ensures the repair and / or replacement of any District facilities or equipment the

loss of which may impact normal service operations due to its damage, theft, or destruction. This line item also includes General and Management Liability Insurances costs, which were responsible for the significant increase experienced this year. Cyber Liability and Crisis Management Expense Coverage were added to the District's Management Liability at no additional cost to the District in FY 2013/2014. These coverage's are related to electronic information security.

- **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. Decreases are associated with a reduction in rates due to aging apparatus.
- **5230 Umbrella, Errors & Omissions:** The District also retains insurance coverage to protect against unforeseen or unidentified potential liabilities. 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. Premiums are reflective of industry rates.
- **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 guidance; in-depth feasibility studies; and the generation and coordination of mapping and response systems. 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 and has been increased for 2014/2015.
- **5335 Legal Expenditures:** This account encompasses any legal expenditure requirements that may arise during the fiscal year. The budget estimate is based on past usage and current circumstances associated with potential grants, annexations, pending agreements, etc. This line item has been maintained for FY 2014/2015.
- **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. This line item includes such items as funding for volunteer, citizen, and employee recognition events. Additionally, opportunities such as 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. 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, but are not limited to, Valley Fire Consortium meetings, Westside Fire Chiefs meetings, District Budget meetings, District Strategic Planning meetings, etc. This item has been maintained for FY 2014/2015.

- **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 internally. In-house printing does contribute to usage of ink and toner. Expenditures in this account will remain the same for FY 2014/2015.
- **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. This line item has been reduced this year.
- **5530 Postage & Delivery:** This account provides the funding necessary to mail or ship materials as needed. This account also provides for the leasing of a postage meter to facilitate the allocation of postage. This account has been increased to accommodate additional annexation mailings and the estimated cost of mailing the Community newsletter to requesting individuals. There was also an increase in postage charges and the quarterly postage meter rental.
- **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. This expenditure was reduced based on an evaluation of business card needs and a sufficient quantity of the District's multi-page color brochure being printed last year so that expense will not be necessary for Fiscal Year 2014/2015.
- **5540 Copier Expenditures:** This account allows for the purchase of supplies and the quarterly maintenance contract for the District's copy machine. It has been increased due to the increase in usage experienced during the past fiscal year which has generated additional copy-count fees. Multiple projects have contributed to an increase in this account such as annexation mailings and an increase in Community Risk Reduction copies necessary for public education.
- **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. There is a slight increase due to an enhanced

psychological testing process. The District also includes funding for Promotional Testing in this budget account. Promotional testing opportunities for Battalion Chief, Captain, and Engineer are typically 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 an Engineer's and Battalion Chief's promotional testing process which generated the increase in this budget account.

- 5590 Accreditation:** The funds associated under this account will allow the District to comply with the annual reporting criteria required to maintain the Center for Public Safety Excellence (CPSE) Accreditation. The District's re-accreditation process will begin in FY 2014/2015 and required submission of the Applicant Agency Fee necessary for re-accreditation. Ambulance Services Accreditation through the Commission on Accreditation of Ambulance Services (CAAS) began in FY 2013/2014 and required funding had been budgeted at that time, therefore this account was reduced.
- 5610 Duty Uniforms:** This account provides uniforms for the administrative staff to assist with the mandate 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 to enforce the District's professional operational appearance and safety standards.



Administrative Services Division Training

The Administrative Services Division Training expenditures provide training funding for the administrative personnel within the District including the Fire Chief. These personnel require annual training to maintain and enhance necessary skill sets as well as to stay current in their fields of expertise. Changes in federal and state regulations, as well as a cadre of other management, legal, financial, technology and data management related issues occur annually. This may include knowledge of Human Resource issues, tax revenue statutes and payroll tax withholding mandates, as well as legal reporting issues and tasks. Periodic training is required to ensure that legal constraints are adhered to regarding these issues. Additionally, staff must keep abreast of topics such as the Fair Labor Standards Act (FLSA), the Family Medical Leave Act (FMLA), the Health Insurance Portability and Accountability Act of 1996 (HIPPA), and Arizona Revised Statutes, Title 48, regarding Special Taxing Districts.

Administrative Services Division Training Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
6610 · Educational Expenditures	\$ 2,121	\$ 9,335	\$ 4,683	\$ 8,210	\$ (1,125)	-12.1%
6630 · Travel Expenditures	\$ 4,752	\$ 9,932	\$ 7,048	\$ 8,782	\$ (1,150)	-11.6%
Total Administrative Services Trng:	\$ 6,874	\$ 19,267	\$ 11,732	\$ 16,992	\$ (2,275)	-11.8%

- **6610 Educational Expenditures:** This funding allows for the Fire Chief, the Financial Services Division and the Administrative Services Division personnel to attend AFDA and other beneficial conferences, degree advancement courses, state and federally sponsored employer seminars, and retirement administration symposiums. Educational fees for maintaining the Professional Human Resource Manager's (PHRM) Certification Program through the Society for Human Resource Management (SHRM) for Human Resources, and the pursuit of advanced degrees are included in this account. There is a decrease in this account due to a TeleStaff Conference Registration that was included in FY 2013/2014 being deleted for this fiscal year.
- **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 designated members of the administrative staff. This account was reduced due to the deletion of the TeleStaff Conference.



Community Risk Management Division

The Administrative/Community Risk Management Assistant Chief oversees the Community Risk Management Division, which is managed by the Fire Marshal/IT Coordinator with the support of the Community Outreach Specialist. Training has begun for some of the District's Fire Corps members to serve as volunteer Fire Inspectors to also support this Division. This Division and its responsibilities will be detailed in the following pages of this document.

Community Risk Management Overview

The Community Risk Management 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 education component. This Division is responsible for annual fire and safety inspections and fire code enforcement; plans review, to include the issuance of construction permits associated with both new structures and renovations; fire investigations (cause & origin); planning and development of District resources to include potential annexations; community fire and life safety education, community/media relations, and disaster preparedness.

The Community Risk Management Division focuses on basic targeted functions including Fire Prevention, Fire and Life Safety Education, technology and data management, future Planning - Land / Growth Development, and volunteerism. While the operations of this Division have a significant impact on the current and future residents of the District, it thrives on a proportionately smaller funding requirement for support. The District plans to continue the expansion of the Fire Corps Volunteer Program in the coming fiscal years into areas such as volunteer fire inspectors. During last fiscal year, volunteers were selected to assist the District in the Accounting Division and as amateur radio (HAM) operators in the event of an emergency.

Community fire and life safety education is the first line of defense in risk management. Through community fire and life safety education, the District has a tool to educate the public by learning from the mistakes of others so the same mistakes are not repeated. The Community Risk Management 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 Management 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 reach the community with 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 Management 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 the District's communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threats of crime, terrorism, and disasters of all kinds. The Fire Corps Program builds on the successful efforts that are already in place in many organizations in the community to prevent crime and respond to emergencies. Programs that started through local innovation are the foundation for Fire Corps and this national approach to citizen participation in community safety. As a result of this valuable and highly effective program, in FY 2011/2012, the Fire District was awarded a Smoke Alarm grant totaling \$197,990 from the Federal Emergency Management Agency. These alarms included special adaptive alarms for the deaf/hard of hearing. During the past two years, Fire Corps volunteers have been instrumental in the installation of these alarms. Installation of the smoke alarms within the original designated grant area was completed last year. Since smoke alarms purchased under the grant still remained, the grantors authorized expansion of this program to other adjacent areas that were among the first residential structures built in Sun City West.

The Fire District is one of many organizations partnering with the Sun City West Citizen Corps Council to strive for a safer, stronger, and better prepared community. This partnership affords the District opportunities for additional resources and funding for Community Risk Management on a federal, state, county, and local level. For example, during the previous two years, the District has partnered with the Sun City West Rotary Foundation in a smoke alarm battery grant for the purchase of 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 has expanded the use of the Fire Corps volunteers into several areas which include, but are certainly not limited to: the Lockbox Program, Child Safety Seat Loaner Program, smoke alarm inspections and installations, home safety surveys and inspections, commercial fire inspections, community education activities, CCO/CPR/AED Community Training, non-hazardous service call response, future Community Connector Program, etc.



Fire Corps Volunteers

The District's Fire Corps Program received the national 2013 Fire Corps Award of Excellence by the International Fire Service Training Association (IFSTA) and Fire Protection Publications (FPP). This award honors remarkable achievements in fire and emergency services and the community and exemplifies outstanding performance for calendar year 2012. The District's Program was chosen out of approximately 1,000 applicants as the winner of this award.



Fire Corps members Michael Bannon and Douglas Randall

The Community Risk Management 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. As of the end of FY 2014/2015, the District anticipated that it will have 65 active Fire Corps volunteers.

The Community Risk Management Division also manages the District's Information Technology Systems. This includes supporting the District's computer hardware and maintaining sophisticated software systems and operations to ensure proper data management. The information technology component of this Division is responsible for the 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); and the District's data management systems. These data management systems include the paperless records management system, identified as Document Locator, Target Solutions, FireAdmin.com, FireHouse and Electronic Patient Care Reporting (ePCR) software, fire prevention occupancy and inspection records; and District 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 vital to the District in the terms of grant acquisition, Insurance Services Office (ISO) ratings, Accreditation accomplishment, and growth planning projections.

The Community Risk Management Division is responsible for the following District Business Plan Strategic Priorities and the associated Strategic Components as listed on the next page:

Strategic Priority #1: Community Outreach & Partnerships

- Strategic Component – Customer Service
 - Action Item 1.1 – Community Education & Relations
- Strategic Component – Citizen Health & Safety
 - Action Item 1.2 – Community Assistance Program
 - Action Item 1.3 – Fire Prevention / Investigations
- Strategic Component – Collaborative Community Partnerships
 - Action Item 1.4 – Fire Corps Volunteer Program

Strategic Priority #3: Resource Development & Deployment

- Strategic Component – Response Capacity / Capability
 - Action Item 3.1 – Mapping / GIS
 - Action Item 3.2 – Disaster Preparedness

Strategic Priority #5: Infrastructure

- Strategic Component – Information Technology Utilization
 - Action Item 5.7 – Review & Enhance Internal Communication Mechanisms
 - Action Item 5.8 – Administration Paperless System

- Strategic Component – Repeatable & Accountable Organizational Processes
 - Action Item 5.10 – Data & Records Management



Emergency Preparedness Presentation

Community Risk Management (CRM) Division Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Full-Time Personnel			
Assistant Chief	1.0	1.0	1.0
Fire Marshal/IT Coordinator	1.0	1.0	1.0
Community Outreach Specialist	1.0	1.0	1.0
Information Technology Specialist	1.0	0.0	0.0
Total Full-Time CRM Personnel	4.0	3.0	3.0



Fire extinguisher training with Fire Corps members



Various child safety seats used in Loaner Program

Community Risk Management Division Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Community Risk Management Code Enforcement			
Fire Crew Inspections	70	100	120
Community Risk Management Staff Inspections	129	200	250
Inspections Not Completed within 30 Day Variance	0	0	0
Construction Inspections	58	60	60
Hazards Noted	110	120	TBD
Hazards Abated	110	120	TBD
Plans Reviewed	40	40	40
Plans Reviewed within 30 Day Goal	40	40	40
Consultations	23	30	30
Permits Issued	40	40	40
Fire Investigations			
Investigations Performed	4	5	5
Hours expended in investigation	65	50	50
Planning & Development			
Plat/Development Plan Reviews	0	0	0
Developer/Owner Consultations	2	2	1
Community Education / Relations			
News Releases & Articles	68	70	80
Public Education Presentations	60	60	60
Public Education Participants	1,367	1,000	1,000
Public Relations Events / Presentations	184	180	200
Event Presentation Participants	9,971	9,500	10,000
Public CCC/CPR/AED Training Participants	677	600	600
Child Safety Seat Installations	463	450	450
Lock Box Sales	589	600	600
Lock Box Installations	573	600	600
Lock Box Maintenance	1,291	1,000	1,000
Smoke Alarm Checks	1,101	1,000	950
Smoke Alarm Installations	2,436	2,500	1,500
Fire Corps Volunteer Coordination			
Fire Corps Volunteers	43	55	65
Fire Corps Volunteer Hours Provided to the District	5,822	6,000	7,000
Fire Corps Volunteer Training Hours	364	380	400
Information Technology			
Servers Supported	5	5	5
Desktop & Portable Computers Supported	56	60	60
Critical Software Packages Supported	24	27	27

FY 2013/2014 Performance Goals and Objectives

- Continue with promotional and educational programs for the community – **Accomplished / Ongoing**
- Continue to explore new partnerships to assist in delivering our educational safety messages to the community – **Accomplished / Ongoing**
- Continue to deliver the “Remembering When” educational program which includes senior fall and fire prevention as well as other components – **Modified**

- Continue District field participation in Homeowner's Association meetings, community service clubs, etc. – **Accomplished / Ongoing**
- Finalize standardized written community education lesson plans for consistency in presentation – **Accomplished / Ongoing**
- Finalize formalized evaluation instrument on type & quality of District presentations – **Accomplished / Ongoing**
- Continue to coordinate Citizens Academies and Fire Corps Volunteer Program – **Accomplished / Ongoing**
- Continue to research area Community Assistance Programs as well as potential community assistance partnerships – **Accomplished / Ongoing**
- Continue to research and identify long term community assistance needs within the Fire District – **Accomplished / Ongoing**
- Complete all priority inspections to reduce potential for life loss within a 30 day variance of their scheduled time – **Accomplished / Ongoing**
- Complete all plan reviews and permit/user fee invoices within a 30 day period from the time received – **Accomplished / Ongoing**
- Implement expanded inspection fee program – **Accomplished**
- Maintain annual fire prevention/investigation training program for District fire and EMS crews - **Ongoing**
- Assist other Divisions with Material Safety Data Sheets (MSDS), pre-planning, and mapping/GIS requirements - **Ongoing**
- Maintain/update maps of neighboring jurisdictions – **Accomplished / Ongoing**
- Evaluate access/egress capabilities in the newly annexed areas and work to improve any issues - **Ongoing**
- Continue to update records and forecast District growth related issues – **Accomplished / Ongoing**
- Build & maintain relationships with developers from new and prospective annexation areas - **Ongoing**
- Assess projected District growth plans/potential – **Accomplished / Ongoing**
- Promote District services to other areas not currently in the Fire District but considered to be in the Fire District planning area – **Accomplished / Ongoing**
- Continue to research & assess alternative funding mechanisms for community education/services – **Accomplished / Ongoing**
- Monitor and evaluate performance measures for existing and new District Community Risk Management programs – **Accomplished / Ongoing**
- Explore the development of a community electronic newsletter - **Ongoing**
- Create a District property owner contact database - **Ongoing**
- Continue the fostering of hazard mitigation throughout the District via public education and plan development – **Accomplished / Ongoing**
- Identify additional community events in which District participation would be warranted – **Accomplished / Ongoing**
- Research additional Fire Corps Volunteer Program usage – **Accomplished / Ongoing**
- Identify additional Fire Corps Program resource opportunities – **Accomplished / Ongoing**
- Add additional Fire Corps Volunteers as budgeted – **Accomplished**

- Explore additional social media & other outlets for citizen communications possibilities – **Accomplished / Ongoing**
- Continue evaluation of utilizing volunteer inspectors including budgetary impact, and training/supervision requirements – **Ongoing**
- Train assigned personnel in advanced fire investigation practices. – **Accomplished / Ongoing**
- Continue to work with residents of newly annexed areas to improve access, water supply, and address identification. – **Accomplished / Ongoing**
- Research methods to communicate Fire District news, events and educational information to annexed area residents. – **Accomplished / Ongoing**
- Research additional Mapping/GIS software based on planning needs. – **Accomplished / Ongoing**
- Provide mapping/GIS training as needed. – **Accomplished / Ongoing**
- Update response maps as necessary to maintain correct data. – **Accomplished / Ongoing**
- Participate in any NIMS required courses. – **Accomplished / Ongoing**
- Identify additional community resources for the “Are You Ready?” Program. – **Accomplished / Ongoing**
- Continue partnership with Banner Del E. Webb Hospital's annual “Have a Heart” CPR event in observance of Valentine’s Day. – **Accomplished / Ongoing**
- Enhance the “Are You Ready?” Program as necessary. – **Accomplished / Ongoing**
- Continue to administer Smoke Alarm Replacement Grant for oldest portion of Sun City West. – **Accomplished / Ongoing**
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District computers and related equipment and software.
- Continue to – **Accomplished / Ongoing** update existing intranet for easier access to pertinent information for employees. – **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. – **Accomplished / Ongoing**
- Evaluate & install operating system software upgrades. – **Accomplished /**



Ongoing

- Evaluate computer system storage and access for ease of use. – **Accomplished / Ongoing**
- Enhance HRIS System in FireHouse – **Revised**
- Evaluate GIS Mapping Program Equipment needs – **Accomplished / Ongoing**

FY 2014/2015 Performance Goals and Objectives

- Continue with promotional and educational programs for the community.
- Continue to explore new partnerships to assist in delivering District educational safety messages to the community.
- Continue to deliver the “Matter of Balance” educational program which includes senior fall prevention as well as other components.
- Continue District field participation in Homeowner’s Association meetings, community service clubs, etc.
- Finalize standardized written community education lesson plans for consistency in presentation.
- Finalize formalized evaluation instrument on type & quality of District presentations.
- Monitor and evaluate performance measures for existing and new District Community Risk Management programs.
- Continue to coordinate Citizens Academies and Fire Corps Volunteer Program.
- Continue to research area Community Assistance Programs as well as potential community assistance partnerships.
- Continue to research and identify long term community assistance needs within the Fire District through programs such as Aging In Place, Community Resilience or a Connector program.
- Continue to research & assess alternative funding mechanisms for community education/services.
- Continue the fostering of hazard mitigation throughout the District via public education and plan development.
- Research additional Fire Corps Volunteer Program usage.
- Identify additional Fire Corps Program resource opportunities.
- Train, certify and utilize Fire Corps volunteers in commercial fire inspections.
- Explore additional social media & other outlets for citizen communications possibilities.
- Research methods to communicate Fire District news, events and educational information to annexed area residents.
- Enhance the “Are You Ready?” Program as necessary.
- Enhance the Fire Extinguisher Training Program as necessary.
- Continue to administer Smoke Alarm Replacement Grant program for oldest portions of Sun City West until all grant alarms are installed.
- Continue partnership with Banner Del E. Webb Hospital’s annual programs and events.
- Complete all priority inspections to reduce potential for life loss their scheduled time.
- Complete all plan reviews and permit/user fee invoices within a 14 day period

from the time received.

- Maintain annual fire prevention/investigation training program for District fire and EMS crews; train assigned personnel in advanced fire investigation practices.
- Assist other Divisions with Material Safety Data Sheets (MSDS), pre-planning, and mapping/GIS requirements.
- Research additional Mapping/GIS software based on planning needs.
- Provide mapping/GIS training as needed.
- Update response maps as necessary to maintain correct data; maintain/update maps of neighboring jurisdictions.
- Evaluate access/egress capabilities in the newly annexed areas and work to improve any issues.
- Continue to work with residents of newly annexed areas to improve access, water supply, and address identification.
- Continue to update records and forecast District growth related issues.
- Build & maintain relationships with developers from new and prospective annexation areas.
- Promote District services to other areas not currently in the Fire District but considered to be in the Fire District planning area.
- Create a District property owner contact database.
- Participate in any NIMS required courses.
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District computers / ePCR devices and related equipment and software.
- Continue to support the financial, human resources, EMS, fire, fleet and building maintenance software programs and all other software utilized to operate the District.
- Evaluate computer system storage and access for ease of use.



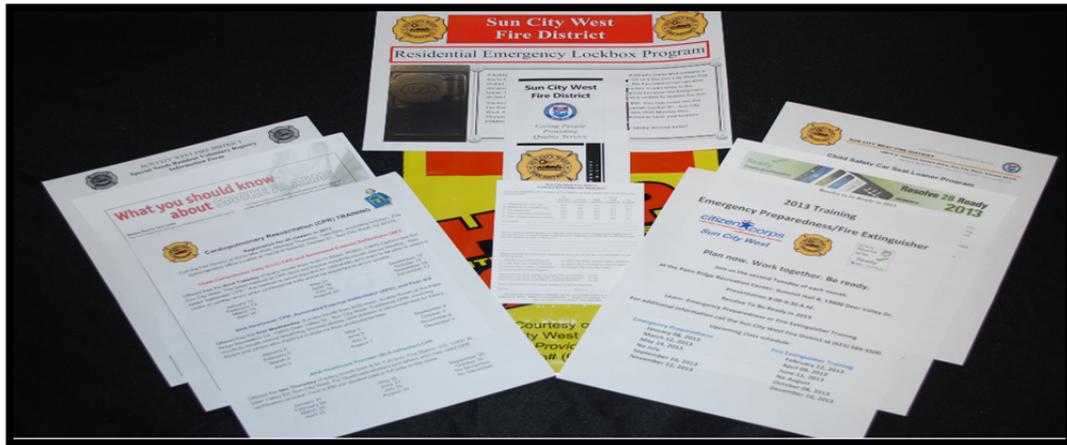
Community Risk Management Division Expenditures

The following budgetary accounts identify the expenditures involved in supporting the Community Risk Management Division's programs. A detailed explanation of each account follows.

Community Risk Management Division Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5450 · Computer/Systems/Equip R/M	\$ 32,057	\$ 28,850	\$ 38,250	\$ 30,000	\$ 1,150	4.0%
5455 · Computer Software Licensing	\$ 15,241	\$ 21,971	\$ 23,318	\$ 23,798	\$ 1,827	8.3%
5545 · Computer Hardware	\$ 2,978	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
5550 · Computer Software	\$ 2,750	\$ 6,080	\$ 6,080	\$ 5,000	\$ (1,080)	-17.8%
5660 · Fire Corps Materials & Supplies	\$ 2,580	\$ 3,000	\$ 3,000	\$ 3,900	\$ 900	30.0%
5665 · Risk Management Materials	\$ 7,560	\$ 12,500	\$ 12,500	\$ 12,500	\$ -	0.0%
5691 · Lock Box Materials	\$ 21,522	\$ 23,200	\$ 23,000	\$ 23,200	\$ -	0.0%
5692 · T-Shirt Materials	\$ -	\$ 900	\$ 400	\$ 900	\$ -	0.0%
5693 · Smoke Alarm Materials	\$ 21,402	\$ 30,250	\$ 30,000	\$ 31,250	\$ 1,000	3.3%
5694 · Prevention Services Materials	\$ 6,396	\$ 4,200	\$ 1,500	\$ 4,200	\$ -	0.0%
Total Community Risk Management:	\$ 112,487	\$ 140,951	\$ 148,048	\$ 144,748	\$ 3,797	2.7%

- **5450 Computer / Systems / Equipment Repair & Maintenance (R/M):** Computer systems are a critical component of the District's operations and are used extensively. These systems are managed by the Community Risk Management Division and allow personnel to meet the daily management, information recording and reporting, and research and processing requirements of the District. This account has increased for the 2014/2015 fiscal year based on the support needed to maintain the additional computer equipment in the District's more sophisticated network and information technology system.
- **5455 Computer Software Licensing:** This account funds the annual maintenance contracts of the District's current computer software systems. These systems include: FireHouse, TeleStaff, ImageTrend the electronic patient care reporting (ePCR) system, Document Locator, FireAdmin.com, ArcView GIS, GasBoy, NEFSIS, and many more. In order to sustain these programs with the most current updates, annual maintenance contracts must be maintained. These systems are designed to maintain or increase the effectiveness and efficiency of District data and records management processes. This account was increased due to the addition of the new ePCR software maintenance requirements.
- **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 components as necessary.

- **5550 Computer Software Expenditures:** These funds provide for the purchase of new software programs and operating systems such as Microsoft Office, Outlook, Publisher and Microsoft Windows. These software and operating programs do not require annual upgrades. They only occur when necessary or when new computers are purchased. This account has been reduced.
- **5660 Fire Corps Materials & Supplies:** As the Fire District continues to operate its volunteer Fire Corps Program, it is necessary to provide miscellaneous materials, uniforms and equipment for their use as they assist the District. Increases in this account reflect the addition of 10 Fire Corps members and an increase in materials and supplies needed for day-to-day operations.
- **5665 Risk Management Materials:** This budget category covers many of the supplies necessary to run existing or projected programs of the Community Risk Management 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 utilize during community education presentations and also for in-house training on community education or fire prevention topics. Videos and CD’s will also be employed in the District’s “A Matter of Balance” Program and various other projects. Plans review, permit, inspection, and investigation supplies are also purchased with this funding.



Miscellaneous community information flyers in use by the District

- **5691 Lockbox Materials:** This expenditure account tracks the disbursements associated with the Emergency Lockbox Program. The purchase of lockboxes, lockbox maintenance supplies, drills, drill bits and other materials used to support this program are expended from this account. This account was maintained for the coming fiscal year. A portion of the District’s program revenues are budgeted to recoup these direct expenses.



Lock Boxes currently in use by the District – oldest to newest versions

- **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.
- **5693 Smoke Alarm Materials:** The District has extended its customer service efforts with the expansion of this program. Smoke alarms are purchased by the District for resale during routine home safety inspections. Residents have the option of purchasing additional or replacement smoke alarms from District personnel at the time of the inspection and it is installed immediately. This account has been increased as a result of the growing popularity and public exposure of this program. A portion of the District’s program revenues are budgeted to recoup these direct expenses.
- **5694 Prevention Service Materials:** This funding covers training materials required for various EMS classes including student manuals, Automated External Defibrillation (AED) training apparatus, CPR and AED training mannequins, CPR cards, training videos, CD’s and on-line training aids, etc. Since the District is now an American Heart Association Accredited Training Site managing the training of three other public safety entities, we must provide those agencies with course completion cards causing this account to be increased. However, these costs are reimbursed to the District and the off-setting revenues can be found in the Prevention Service/Fee Revenues account.



Community Risk Management Division Training

Funding in this category supports continuing education in the areas of code enforcement, arson investigation, community education, information technology, or

other Division related training. Community education related training for employees is also necessary for the continued growth of these programs. The District also supports training of the Fire Corps Volunteer Program through this section of the budget.

Community Risk Management Division Training Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
6320 · Educational Expenditures	\$ 2,491	\$ 7,054	\$ 2,000	\$ 7,174	\$ 120	1.7%
6340 · Travel Expenditures	\$ 3,350	\$ 7,860	\$ 3,500	\$ 9,131	\$ 1,271	16.2%
6350 · Fire Corps Training	\$ 376	\$ 750	\$ 750	\$ 750	\$ -	0.0%
Total Community Risk Mgmt Trng:	\$ 6,217	\$ 15,664	\$ 6,250	\$ 17,055	\$ 1,391	8.9%

- 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 pertinent 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. Funding is also provided for two District personnel to participate in an advanced Fire Investigation Certification continuing education programs. Training is also provided through this account for managing the District’s records management system (FireHouse) and the GIS mapping software. The increase in this account also reflects additional training requirements for the Administrative/ Community Risk Management Divisions Assistant Chief.
- 6340 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with attending educational requirements outlined above for the Community Risk Management Division. This increase resulted from anticipated travel expenditures associated with FireHouse and Fire investigation training requirements.
- 6350 Fire Corps Training:** This account covers expenses for 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, CPR Instructor training, smoke alarm and residential lockbox installation procedures, and any necessary software training. 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.

Emergency/Support Services Divisions

The Emergency/Support Services Divisions are responsible for providing support and a safe environment for residents and property owners by minimizing the loss of life and property through effective and innovative emergency response programs. They also ensure the safety and effectiveness of the District's employees through the maintenance of the District's facilities and response apparatus. Emergency Services is overseen by the Emergency/Support Services Divisions Assistant Chief. It is comprised of the Emergency Services Division which is supported by the Battalion Chiefs, the EMS Coordinator, the Firefighters and the EMS personnel. Emergency Services is responsible for ensuring an effective emergency response for all incidents including fire, Emergency Medical Services (EMS), specialized rescue, hazardous materials, and major emergencies.

The Support Services Division is also overseen by the Emergency/Support Services Divisions Assistant Chief and is managed by the Support Services Coordinator and a Facilities Management Program Manager position.

The administrative functions for these Divisions 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 facilities and apparatus management and maintenance.

The Emergency and Support Services Divisions will be discussed in detail in the pages that follow.



ENG Vince Nielsen / FF Coy Boggler

Emergency Services Division

The Emergency Services Division includes the following program areas: Emergency Response, Emergency Medical Service (EMS), Wildland, Employee Health and Safety, Firefighting and Personal Protective Equipment, Self-Contained Breathing Apparatus (SCBA), Mission Readiness Training and Development, and Disaster Preparedness.

Emergency Services Division Overview

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

The Emergency Services Division supports the following District Business Plan Strategic Priorities and the associated Strategic Components as listed below:

Strategic Priority #3: Resource Development & Deployment

- Strategic Component – Service Delivery & Resource Allocation
 - Action Item 3.3 – Fire District Accreditation
 - Action Item 3.5 – Incident Response Quality Assurance
 - Action Item 3.6 – Emergency Response / Effective Deployment of Resources
- Strategic Component – Operational Partnerships
 - Action Item 3.9 – Fire Service Leadership / Regional Consistency & Coordination

Strategic Priority #4: Personnel Development

- Strategic Component – Knowledge & Skills
 - Action Item 4.1 – Personnel Training
- Strategic Component – Well Being
 - Action Item 4.5 – Employee Fitness and Wellness
 - Action Item 4.6 – Risk Management / Health & Safety

Strategic Priority #5: Infrastructure

- Strategic Component – Repeatable & Accountable Organizational Processes
 - Action Item 5.9 – District Policies & Standard Operating Procedures



Emergency Services Division Staffing

Position	2012/2013 Actual	2013/2014 Actual	2014/2015 Proposed
Assistant 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	15.0
Engineers	12.0	12.0	12.0
Firefighters	16.0	16.0	19.0
Firefighter Rovers	9.0	9.0	9.0
EMS Personnel	18.0	18.0	12.0
Total Assigned Personnel	72.0	72.0	72.0

Emergency Response Program

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



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.*

- **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.*

Maintaining staffing recommendations and response times within these guidelines will also assist the District in meeting its Certificate of Necessity (CON) mandates for the 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 July 1, 2012 through June 30, 2013. The table below displays data for all emergency calls that occurred during FY 2012/2013. 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.

Performance Measure	90%	80%	70%	60%	50%
Call Processing Time	00:01:23	00:01:07	00:00:56	00:00:49	00:00:42
Turnout Time	00:01:22	00:01:05	00:00:56	00:00:49	00:00:43
Travel Time	00:05:20	00:04:32	00:04:02	00:03:40	00:03:20

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

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



An effective fire force is comprised of a minimum of fifteen (15) personnel deployed via engine companies, ladder/ladder tender(s), rescue unit(s) and battalion chief(s). Upon notification of a "working fire", additional personnel will be automatically dispatched via Engine Companies, ladder trucks, and various other vehicles.

- **Special Operations Performance Objectives:**

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



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

- **Emergency Medical Operations Performance Objectives:** Stop the escalation



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

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

The District's on-scene performance objectives were formalized with the accreditation process; formal statistical data for this on scene performance objective is being gathered. However, these performance objectives have been integrated into the District's computerized emergency response tracking database and will be comparable in the future.

Firefighting and Personal Protective Equipment Overview



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.

This Section of the Emergency Services Division manages the following District Business Plan Strategic Priorities and their associated Strategic Components as listed:

Strategic Priority #5: Infrastructure

- Strategic Component – Facilities, Apparatus & Equipment
 - Action Item 5.4 – Fire Equipment

Firefighting Equipment and PPE Section Personnel Summary

Position	2012/2013 Actual	2013/2014 Actual	2014/2015 Proposed
Battalion Chief	1.0	1.0	1.0
Captain	1.0	1.0	1.0
Engineer	1.0	1.0	1.0
Total Personnel Assigned	3.0	3.0	3.0

Firefighting Equipment and PPE Section Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Total Front Line Fire Hose in Service:			
4" Supply Line (Feet)	3,600'	4,750'	4,900'
2 ½" Attack Line (Feet)	4,450'	3,350'	4,450'
1 ½" Attack Line (Feet)	0	350'	350'
1 ¾" Attack Line (Feet)	4,450'	3,860'	4,600'
Hard & Soft Suction (Feet)	220'	220'	320'
Smoke Ejectors	3	3	3
Positive Pressure Ventilation Fans	4	4	4
Thermal Imaging Cameras (TIC's)	6	6	6
Extrication Systems in Service:			
Hydraulic Rescue Systems	2	2	2
Pneumatic Air Bag Lift Systems	2	2	2
Stabilization Systems	2	2	2
Rescue Saws In Service:			
Chain Saws – Carbide Chains	4	4	5
Circular Saws – Carbide Blades	5	5	5
Turn-Outs in Service:			
Turn-Out Ensembles Maintained	76	76	76
Turn-Out Ensembles Repaired	12	12	12

Status of FY 2013/2014 Performance Goals and Objectives

- Increase District hose and equipment inventories on reserve apparatus to comply with established District standard and maintain one “turn-key” engine and medic unit reserve. – **Partially Accomplished / Ongoing**
- Maintain an adequate inventory of firefighting equipment and supplies. –

Ongoing

- Maintain all equipment in a state of good repair for the safety of all firefighters. – **Accomplished / Ongoing**
- Replace PPE items based on manufacturer’s recommendations or as a result of irreparable damage. – **Accomplished / Ongoing**
- Maintain employee certification for PPE repairs and maintenance. – **Ongoing**
- Implement new comprehensive and accurate records management and inventory system for PPE. – **In Progress**
- Complete and continually update the response/deployment analysis regarding appropriate apparatus. – **Ongoing**

FY 2014/2015 Performance Goals and Objectives

- Identify need to preserve and/or improve levels of service to keep pace with predicted service area and call volume growth in terms of: Personnel, Apparatus, Facilities, and Finances.
- Complete new service delivery strategies (alternative response criteria).
- Complete staffing and response study for Station 104.
- Complete annual comprehensive evaluation of PPE, fire equipment, and SCBA for potential upgrade/replacement needs.
- 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.

Firefighting and Personal Protective Equipment Expenditures

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

Firefighting and PPE Program Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5430 · Firefighting Equipment R/M	\$ 6,649	\$ 3,000	\$ 4,000	\$ 4,500	\$ 1,500	50.0%
5710 · Firefighting Equipment	\$ 4,573	\$ 7,500	\$ 7,500	\$ 7,400	\$ (100)	-1.3%
5730 · Protective Equipment	\$ 33,099	\$ 31,745	\$ 33,315	\$ 34,796	\$ 3,051	9.6%
Total Firefighting & PPE Program:	\$ 44,320	\$ 42,245	\$ 44,815	\$ 46,696	\$ 4,451	10.5%

- **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 chainsaws, hoses, ventilation fans, extrication equipment etc. The increase is due to a reduction in the amount of funding needed for replacement of equipment. This represents a shift to maintaining the District’s equipment for longer service life and replacing the more expensive equipment with District Capital Improvement Funds.



- **5710 Firefighting Equipment:** This account provides funding for the replacement of small tools, fire equipment and firefighting supplies used or worn in the normal course of emergency and firefighting activities. Items include, but are not limited to: saw blades and chains, fire suppression foam, hose couplings and appliances, and hand tools such as shovels, halogen tools, pike poles, and axes.
- **5730 Protective Equipment:** The dangers inherent in firefighting require specialized personal protective equipment for District personnel which can withstand extreme conditions. Although the District is able to perform minor repairs to this equipment, some items require replacement due to excessive wear or damage which cannot be economically or properly repaired to meet minimum NFPA safety standards. Decreases in this category are related to assessment of wear and tear and continued improvements in manufacturing.

Wildland Deployment Program Overview

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.



It is very difficult to project all revenues and expenditures for this beneficial 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. Revenues are set to meet the anticipated fiscal year expenditures based on continuing program costs.

The Wildland Team has been deployed to many parts of the nation in recent years 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	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Wildland Red Card Engine Boss	2.0	4.0	4.0
Wildland Strike Team Leaders	0.0	1.0	1.0
Wildland Red Card Personnel	13.0	11.0	11.0
Total Assigned Personnel	15.0	15.0	15.0

Wildland Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Wildland Deployments	1	TBD	TBD
Wildland Re-Certified Engine Boss	2	2	2
Wildland Engine Boss Trainees	0	3	3
Wildland Strike Team Leader Trainees	0	1	1
Wildland Red Card Re-Certified Firefighters	13	11	11

Status of FY 2013/2014 Performance Goals and Objectives

- Maintain adequate number of Red Card certified personnel in the District and assist with advanced Wildland certifications for interested employees. **Accomplished**
- Increase the number of Engine Bosses and Strike Team Leaders in the District through completion of required experience on deployments. **Not Accomplished**
- Ensure all Wildland Red Card Firefighters participate in the annual Central Arizona Wildland Response Team (CAWRT) Training. **Accomplished**
- Maintain all Wildland apparatus supplies, equipment and personnel in a ready state for immediate deployment at any time day or night. **Accomplished**
- Provide all District members with annual urban interface and wildland fire training. **Accomplished**
- Extend CAWRT Duty Officer responsibilities to qualified members of the team. **Not Accomplished**
- Improve communication and navigation capabilities of apparatus and crews. **Accomplished**
- Renew biannually (2014, 2016, 2018), at a minimum, Arizona State Forester's Cooperative Fire Rate Agreement with the Arizona Department of Revenue. **Accomplished**

FY 2014/2015 Performance Goals and Objectives



- Maintain adequate number of Red Card certified personnel in the District and assist with advanced Wildland certifications for interested employees.
 - Increase the number of Engine Bosses and Strike Team Leaders in the District through completion of required experience on deployments.
 - Ensure all Wildland Red Card Firefighters participate in the annual Central Arizona Wildland Response Team (CAWRT) Training.
 - Provide all District members with annual urban interface and wildland fire training.
- Extend CAWRT Duty Officer responsibilities to qualified members of the team.
- Improve communication and navigation capabilities of apparatus and crews.

Wildland Deployment Program Expenditures

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

Wildland Program Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5720 · Wildland Equipment	\$ 4,989	\$ 4,314	\$ 3,700	\$ 4,314	\$ -	0.0%
6235 · Wildland Training Expenditures	\$ 2,811	\$ 3,000	\$ 2,800	\$ 3,000	\$ -	0.0%
Total Wildland Program:	\$ 7,800	\$ 7,314	\$ 6,500	\$ 7,314	\$ -	0.0%

- **5720 Wildland Equipment:** This budgetary account provides funding for replacement of all Wildland equipment such as personal protective equipment, small tools, and hoses. Also included is a handheld Global Positioning Satellite (GPS) navigation device, and the addition of one Bendex King portable digital radio. 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 Training Expenditures:** This account provides funding for all Wildland training. Associated expenditures 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) Overview

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

Self-Contained Breathing Apparatus Section Personnel Summary

Position	2012/2013 Actual	2013/2014 Actual	2014/2015 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	2012/2013 Estimated	2013/2014 Projected	2014/2015 Projected
SCBA Units	41	41	41
Annual Fit Tests Performed	130	130	130
Front Line SCBA Units Maintained	31	31	31
Training SCBA Units Maintained	10	10	10
Clear Command Systems Maintained	24	24	28
SCBA Air Compressors Maintained	1	1	1
SCBA Training Sessions Conducted	2	2	2
RIC SCBA Unit Maintained	1	1	1

Status of FY 2013/2014 Performance Goals and Objectives

- Continue with annual SCBA and N95 Airborne Pathogen Mask fit testing for all line personnel - **Goal Accomplished / Ongoing**
- Continue to assure that state and national standard procedures are followed (i.e. NFPA, OSHA, ANSI, etc.) - **Goal Accomplished / Ongoing**
- Perform required maintenance inspections and repairs - **Goal Accomplished / Ongoing**
- Maintain and manage all inventories and equipment for the SCBA program - **Goal Accomplished / Ongoing**
- Attempt to forecast industry changes as they may apply to the District - **Ongoing**
- Maintain/obtain required certifications in order to ensure that proper maintenance and safety skills are current - **Goal Accomplished / Ongoing**
- Maintain accurate and comprehensive records including SCBA training, maintenance, equipment allocations, etc. - **Goal Accomplished / Ongoing**
- Maintain the electronic emergency scene SCBA accountability system - **Goal Accomplished / Ongoing**

FY 2014/2015 Performance Goals and Objectives

- Annual SCBA and N95 Airborne Pathogen Mask fit testing for all line personnel.
- 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/obtain 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.
- Maintain the electronic emergency scene SCBA accountability system.

Self-Contained Breathing Apparatus (SCBA) Expenditures

SCBA Equipment Program Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5435 · SCBA Equipment R/M	\$ 6,099	\$ 5,890	\$ 5,416	\$ 4,766	\$ (1,124)	-19.1%
5740 · SCBA Equipment	\$ 10,869	\$ 10,995	\$ 17,000	\$ 12,225	\$ 1,230	11.2%
Total SCBA Equipment Program:	\$ 16,968	\$ 16,885	\$ 22,416	\$ 16,991	\$ 106	0.6%

- **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. Calibration for the Posi-Check unit is not required during this fiscal year and a savings was realized in this account. OSHA requires Hydrostatic testing of SCBA Cylinders every three years and DOT Cascade Storage Cylinders every five years. This testing was last performed on the SCBA Cylinders in September of 2009 and is not scheduled to be tested again until September of 2015. The Cascade Cylinders were also tested in 2009. However, they are scheduled for retesting in FY 2014/2015.

- **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 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. This account increased due to the anticipated purchase of two replacement SCBA masks.



Health and Safety Overview



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.

The Health and Safety Section of the Emergency Services Division manages the following District Business Plan Strategic Priorities and the associated Strategic Components:

Strategic Priority #4: Personnel Development

- Strategic Component – Well Being
 - Action Item 4.5 – Employee Fitness and Wellness
 - Action Item 4.6 – Risk Management / Health & Safety

Health & Safety Section Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Battalion Chief	1.0	1.0	1.0
Battalion Safety Officers	3.0	3.0	3.0
Program Manager	1.0	1.0	1.0
Fire Captain / Peer Fitness Instructors	3.0	5.0	4.0
Total Assigned Personnel	8.0	10.0	9.0

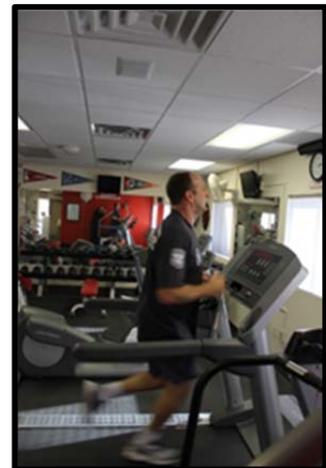
Health and Safety Section Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Wellness Program Participation by Employees (%)	100%	100%	100%
Annual Fit-For-Duty Physicals for Shift Personnel (#)	72	72	70
Exercise Participation by Shift Personnel (%)	100%	100%	100%
Yearly Fitness Assessments for Shift Personnel (%)	100%	100%	100%

Status of FY 2013/2014 Performance Goals and Objectives

- Continue to facilitate and provide yearly physicals for required District personnel - **Goal Accomplished / Ongoing**
- 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 - **Goal Accomplished / Ongoing**
- Continue to audit District facilities and equipment for regulatory agency compliance and safety - **Goal Accomplished / Ongoing**
- 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 - **Goal Accomplished / Ongoing**
- Continue to monitor personnel who repeatedly emerge in Workers' Compensation claims - **Goal Accomplished / 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 / Ongoing**
- Continue to maintain peer fitness program – complete fitness assessments for shift personnel - **Goal Accomplished / Ongoing**

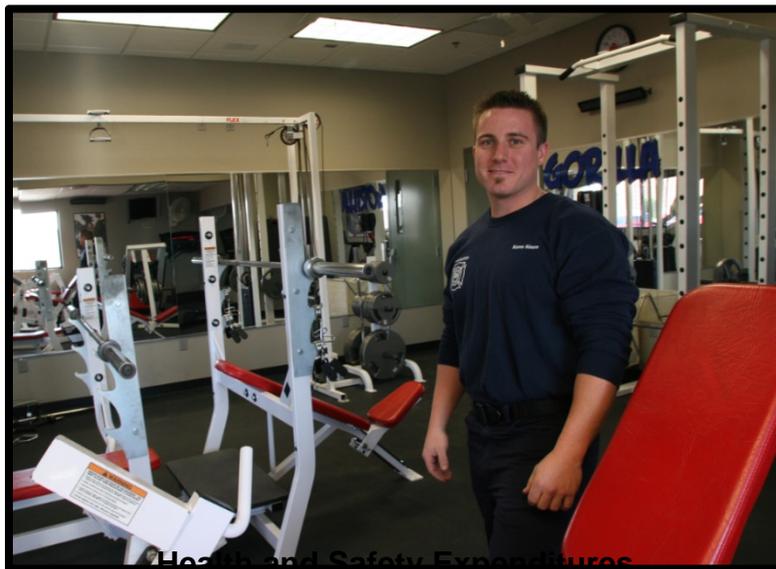
- Continue to maintain guidelines for exercise and nutrition for shift personnel - **Goal Accomplished / Ongoing**
- Continue annual fitness reviews for all shift personnel with a peer fitness trainer. **Goal Accomplished / Ongoing**
- Evaluate and possibly implement a Fitness Award Program - **Ongoing**
- Publish quarterly educational information for District newsletter with topics dealing with fitness, nutrition, safety, and general health and wellness - **Goal Accomplished / Ongoing**
- Conduct periodic Health & Safety Section self-assessment and program audit - **Goal Accomplished / Ongoing**
- Work with the Administrative Services Division to provide pre-hire physicals for new Emergency Services Division personnel - **Goal Accomplished / Ongoing**
- Work with Administrative Services Division to facilitate return to work and fit for duty issues for District personnel - **Goal Accomplished / Ongoing**
- Work with Administrative Services Division to investigate all employee injuries and accidents - **Goal Accomplished / Ongoing**
- Work with Administrative Services Division to evaluate Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs - **Goal Accomplished / Ongoing**
- Work with Administrative Services Division to evaluate and maintain quality pre-and post-exposure services - **Goal Accomplished / Ongoing**
- Work with Administrative Services Division to evaluate and revise District safety policies and procedures where needed - **Goal Accomplished / Ongoing**
- Work with Administrative Services Division to evaluate and possibly implement Employee Safety Handbook - **Modified / Ongoing**
- Work with Administrative Services Division to continue to administer required annual employee inoculation program - **Goal Accomplished / Ongoing**
- Work with Administrative Services Division to explore other community based inoculation programs for feasibility - **Goal Accomplished**
- Work with Administrative Services Division to 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 - **Goal Accomplished / Ongoing**
- Review and revise Infection Control Plan as necessary - **Goal Accomplished / Ongoing**
- 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 - **Ongoing**
- Continue to review all District DriveCam activation incidents and provide individual counseling and discipline on an as needed basis – **Goal Accomplished / Ongoing**
- Evaluate Peer Fitness Program for enhancement if necessary - **Goal Accomplished / Ongoing**



- Research possible improvements to District facilities that promote health & safety
- **Goal Accomplished / Ongoing**

FY 2014/2015 Performance Goals and Objectives

- Implement fitness program for Administrative staff.
- Coordinate with Human Resources on the following:
 - Providing pre-hire physicals for new Emergency Services Division personnel.
 - Facilitating return to work and fit for duty issues for District personnel.
 - Investigating all employee injuries and accidents.
 - Evaluating Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs.
 - Evaluating and maintaining quality pre- and post-exposure services.
 - Evaluating and revising District safety policies and procedures where needed.
 - Evaluating and possibly implementing Employee Safety Handbook.
 - Continuing to administer required annual employee inoculation program.
 - Continuing to evaluate current Critical Incident Stress Management needs.
- Explore options and develop a plan to deal with current as well as future needs including utilizing CISM 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.
- Evaluate Peer Fitness Program for enhancement if necessary.
- Research possible improvements to District facilities that promote health & safety.
- Work closely with Architect and design team to ensure aspects of firefighter safety are included in new and remodeled station design.
- Provide required safety signs and equipment for the new and remodeled stations.



Health and Safety Expenditures
FF Kane Nixon in the Fitness Facilities at Station 102

The following expenditure accounts are associated with the continued health and safety of all District employees.

Health & Safety Program Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5340 · Physicals/Vaccinations/Testing	\$ 49,859	\$ 56,796	\$ 51,000	\$ 59,246	\$ 2,450	4.3%
5470 · Fitness Equipment R/M	\$ 536	\$ 1,650	\$ 1,300	\$ 1,650	\$ -	0.0%
5650 · Safety Materials & Supplies	\$ 5	\$ 150	\$ 150	\$ 850	\$ 700	466.7%
5750 · Health & Safety Equipment	\$ 380	\$ 750	\$ 600	\$ 750	\$ -	0.0%
6220 · Fitness & Safety Training	\$ 1,321	\$ 4,500	\$ 3,800	\$ 4,500	\$ -	0.0%
5070 · Program Manager Compensation	\$ 650	\$ 1,300	\$ -	\$ 1,300	\$ -	0.0%
Total Health & Safety Program:	\$ 52,752	\$ 65,146	\$ 56,850	\$ 68,296	\$ 3,150	4.8%

- 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 levels above average. By monitoring employee health the District is, in essence, saving money due to a reduction in Worker's Compensation claims and sick time usage as well as avoiding very costly medical retirements. The District is experiencing the manifestation of this reduction in the significantly decreased Experience Modification (E-Mod) Rating for our Worker's Compensation Insurance which translates to lower premiums. Expenditures in this area commonly include physicals and lab fees, an annual infection control program, and annual inoculations, testing, and titers. These expenditures were increased as a result of the transition of six EMS positions to firefighting positions, requiring six additional annual firefighter physicals.
- 5470 Fitness Equipment Repair / Maintenance (R/M):** With regular use of current physical fitness equipment; maintenance and repairs 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. Increases in this account are reflective of the initial outfitting of the new Station 104 and the renovation of Station 103.
- 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. Proposed funding 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 primarily 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 Management (CISM) and Occupational Safety and Health Act (OSHA) training are also budgeted in this area. Continuing education for Peer Fitness Trainers (PFT) has resulted in a substantial increase in this account. This account will be used to provide advanced continuing education for the Peer Fitness Trainers through a nationally certified program. Each PFT is required to attend two units of continuing education per year.
- **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: Training & Development Program Overview

The Mission Readiness: Training and Development Program provides coordination for both the training and development of current suppression personnel as well as providing an active role in the recruitment of new District personnel. The primary focus of this program is to provide ongoing training for emergency personnel (with the exception of 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.



Recruits Swearing In FF Aaron Armstead / FF Matthew Burry / FF Deanna Camacho / FF Ryan Randall

The District must be prepared in the event of a major disaster at the strategic as well as task level. In support of the District’s Emergency Management Program, personnel work closely with the State of Arizona and Maricopa County Emergency Management to provide training in the areas of weapons of mass destruction, domestic terrorism, and self-awareness/preparedness in events of natural disaster. These courses are provided at minimal to no cost to the District through the Department of Homeland Security. Personnel in this program also coordinate with employees in the Community Risk Management Division to provide awareness and preparedness presentations for the community. This allows the District to educate residents in preparing for potential disasters within the Fire District. This may be as simple as preparing for electrical brown-outs during the height of the summer heat or complete loss of power during the Arizona monsoon season.

The Mission Readiness section of the Emergency Services Division is responsible for the following District Business Plan Strategic Priorities and the associated Strategic Components:

- Strategic Priority #4: Personnel Development
 - Strategic Component – Knowledge & Skills
 - Action Item 4.1 – Personnel Training

Mission Readiness: Training & Development Program Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Assistant Chief	1.0	1.0	1.0
Battalion Chief	1.0	1.0	1.0
Fire Captain/Program Coordinator	0.0	1.0	1.0
Total Assigned Personnel	2.0	3.0	3.0

Mission Readiness: Training & Development Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Training and Development			
Company Training Hours	10,422	18,000	20,000
Officer/Professional Development Training Hours	1,327	9,000	11,000
Driver/Operator Training Hours	728	3,000	3,000
Special Operations Training Hours	745	2,000	2,000
EMS Training Hours	4,160	5,000	6,000
Pre-Fire Planning Inspections Hours	307	150	250
Entry Level Recruit Academy Personnel	1,122	0	0
Disaster Preparedness			
Disaster Preparedness Presentations Provided	19	20	20
Participants	321	400	400

Status of FY 2013/2014 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 - **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 - **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 - **Accomplished**
- Continue use of the training module within the FireHouse and/or Target Solutions software systems to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking - **Accomplished**
- Continue to provide monthly reports detailing employee training type and hours - **Accomplished / Ongoing**
- Continue to research and build partnerships with public agencies to promote joint coordination of training props, academies, facilities, and instructors - **Accomplished**
- 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 - **Accomplished / Ongoing**
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's training programs - **Accomplished / Ongoing**
- Continue to work with the various regulatory agencies and other associations to stay abreast of changing standards, and to assist in the development of future training policies and standards - **Accomplished / Ongoing**
- Continue to work with the Regional Operations Consistency Committee (ROCC) to maintain regional consistency and coordination - **Accomplished / Ongoing**
- Maintain an adequate incident critique program - **Accomplished / Ongoing**
- Create plan to possibly implement a Fire District Reserve / Cadet / Mentorship Program - **Not Accomplished**
- Continue to utilize the Target Solutions Training Program to its full potential - **Accomplished**
- 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 - **Accomplished**
- Develop and implement written guidelines for new employee recruitment and



- selection activities - **Accomplished / Ongoing**
- Work with other local Westside agencies regarding Westside training facilities - **Accomplished / Ongoing**
- Maintain continued membership in pertinent industry related agencies - **Accomplished**
- Analyze necessity for recruitment process based on staffing/response changes - **Ongoing**
- Complete outline of structure of the District's Professional Leadership Program including items such as mentorship literature, "move-up" task books, etc. - **Accomplished**
- Institute formalized "move-up" Captains/Battalion Chiefs/Incident Safety Officer (ISO) academies, training - **Not Accomplished**
- Continue to update/revise District Disaster Preparedness Plan as necessary. 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.) - **In Development / Ongoing**
- Identify additional target hazards on an "as necessary" basis & input into Computer Aided Dispatch (CAD) database - **Accomplished / Ongoing**
- Continue to maintain a training and exercise plan to evaluate and improve the major emergency response plan of the District - **Ongoing**

FY 2014/2015 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.
- 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.
- Improve the training module within the Target Solutions to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking.
- Continue to provide monthly fiscal year to date and annual reports detailing employee training type and hours.
- Research and build partnerships with public and private agencies to promote joint coordination of training, education and facilities.
- Continue to work with the Regional Operations Consistency Committee (ROCC) to maintain regional consistency and coordination.
- 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.
- Coordinate with Human Resources to develop and implement written guidelines for new employee recruitment and selection activities.
- Maintain continued membership in pertinent industry related agencies.
- Analyze necessity for recruitment process based on staffing/response changes.
- Institute formalized Officer Development training including move-up academies and mentoring programs

- Update/revise the District Emergency Management Plan and finalize the plan for the Fire District “District Operations Center” including an exercise to test communication systems.
- I.S.O. Grading Preparation

Mission Readiness: Training & Development Program Expenditures

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

Mission Readiness Program Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5655 · Emergency Management Supplies	\$ 1,154	\$ 1,500	\$ 1,000	\$ 1,210	\$ (290)	-19.3%
6230 · Educational Expenditures	\$ 23,959	\$ 35,691	\$ 28,000	\$ 33,394	\$ (2,297)	-6.4%
6240 · Training Materials	\$ 2,101	\$ 5,580	\$ 5,521	\$ 4,710	\$ (870)	-15.6%
6250 · Travel Expenditures	\$ 5,277	\$ 5,560	\$ 1,909	\$ 4,810	\$ (750)	-13.5%
Total Mission Readiness Program:	\$ 32,491	\$ 48,331	\$ 36,430	\$ 44,124	\$ (4,207)	-8.7%

- 
5655 Emergency Management Supplies: Expenditures from this category provide for supplies necessary to maintain emergency management requirements. The goal is to ensure the preparedness to properly perform the tasks which would be assigned in the event of a disaster, as well as ensuring the preparedness of our residents for catastrophic events. In addition, funds are used to operate the District’s Operations Center (DOC) and interact with the County’s Emergency Operations Center (EOC).
- 6230 Educational Expenditures:** Funding in this account provides 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, and recruit training.
- 6240 Training Materials:** The funding in this category is used for District training and 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:** Expenses associated with per diem, lodgings and travel expenditures for attending educational opportunities throughout the fiscal year are provided for within this account. Escalations in this account reflect

increased travel costs associated with travel and conference requirements.

Emergency Medical Services Program Overview

The Emergency Medical Services (EMS) Program 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 Program also provides community Chest Compression Only (CCO), Cardio Pulmonary Resuscitation (CPR), Automated External Defibrillation (AED) and First-Aid training assistance.

In 2013, the District began providing basic and advanced life support inter-facility non-emergent transport services. The program was initiated to enhance the services to District residents and provide additional revenue. The program will be monitored closely to ensure it meets the needs of the District and further enhancements will be made as necessary.



The Emergency Medical Services Program supports the following District Business Plan Strategic Priorities and the associated Strategic Components:

Strategic Priority #3: Resource Development & Deployment

- Strategic Component – Service Delivery & Resource Allocation
 - Action Item 3.4 – Ambulance Operations Accreditation
 - Action Item 3.8 – EMS Standards & Legislation

Strategic Priority #5: Infrastructure

- Strategic Component – Facilities, Apparatus & Equipment
 - Action Item 5.5 – EMS Equipment
- Strategic Component – Information Technology Utilization

Emergency Medical Services Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 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

Emergency Medical Services Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Paramedic Refresher Training Course Participants	20	21	22
Employee CPR Training Participants	29	43	50
Documentation Quality Assessment (%)	100%	100%	100%

Status of FY 2013/2014 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 / On Going**
- Continue to maintain accurate database on all employee certification types and expiration dates - **Goal Accomplished / On Going**
- Continue EMS Policy revisions where necessary - **On going**
- Complete certification renewal process for District ambulances - **Accomplished/Ongoing**
- Continue to move forward with the EMS Accreditation Process - **Modified / Ongoing**
- Continue to maintain EMS supply inventory program and monitor cost effectiveness - **Goal Accomplished / On Going**
- Continue to monitor the established measurable set of standards to evaluate the productivity and performance of the District's EMS programs - **Goal Accomplished / On Going**
- Continue to update District intranet with Continuing Medical Education (CME) and training opportunities (dates/descriptions) - **Ongoing**
- Continue to review and, if necessary, revise criteria for Quality Assurance of EMS Charts - **Goal Accomplished / On Going**
- Continue to coordinate EMS data storage and retrieval - **Ongoing**
- Assist with ensuring that all pertinent EMS equipment is included on the District capital equipment replacement schedule - **Goal Accomplished / On Going**
- Maintain preventative maintenance schedule on all EMS equipment - **Accomplished**
- Adapt additional continuing education programs and develop Target Solutions and other electronic EMS related training - **Ongoing**
- Continue partnership with Banner Del E. Webb Hospital to provide monthly education topics for paramedics - **Modified / Ongoing**
- Familiarize the District with the Commission on Accreditation of Ambulance Services (CAAS) standards for the Accreditation of Ambulance Services - **Ongoing**
- Enhance virtual recreation of incidents or events in multiple locations utilizing District's multi-media education capability thus reducing number of times personnel would need to leave first-due areas - **Modified / Ongoing**
- Evaluate compliance with Arizona Department of Health Services and base station protocols and rules; make any required changes - **Goal Accomplished / On Going**
- Maintain pertinent memberships in EMS related agencies - **Goal Accomplished / On Going**
- Research & evaluate District medical equipment needs based on future technology and industry standards - **Goal Accomplished / On Going**

- Organize and coordinate the District's Inter-Facility Transport Program - **Accomplished**



FY 2014/2015 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 maintain accurate database on all employee certification types and expiration dates.
- Continue EMS Policy revisions where necessary.
- Complete certification renewal process for District ambulances.
- Complete Commission on Accreditation of Ambulance Services (CAAS) standards for the Accreditation of District's Ambulance Service.
- Continue to maintain the EMS supply inventory program and monitor cost effectiveness.
- 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 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 review and, if necessary, revise criteria for Quality Assurance of EMS Charts.
- Continue to coordinate EMS data storage and retrieval.
- Maintain preventative maintenance schedule on all EMS equipment.

- Adapt additional continuing education programs and develop Target Solutions and other electronic EMS related training.
- Continue partnership with Banner Del E. Webb Hospital & Sun City Fire District to provide monthly education topics and real time scenarios for paramedics.
- Meet criteria to maintain Training Site status with American Heart Association and the American Safety and Health Institute.
- Develop program to deliver in house training session to EMS personnel via the District's multi-media system.
- Evaluate compliance with Arizona Department of Health Services and base station protocols and rules; make any required changes.
- Maintain pertinent memberships in EMS related agencies.
- Research & evaluate District medical equipment needs based on future technology and industry standards.
- Coordinate the District's Inter-Facility Transport Program and develop performance measures to evaluate impact of program on the District's EMS program.
- Initiate Community Paramedicine Program Partnership research and potentially implement program.



Emergency Medical Services Program Expenditures

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

EMS Operations Expenditure Projections						
Description	<i>FY 2012/2013 ACTUALS</i>	FY 2013/2014 ADOPTED	<i>FY 2013/2014 ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5440 · EMS Equipment R/M	\$ 3,928	\$ 6,370	\$ 5,400	\$ 6,370	\$ -	0.0%
5810 · EMS Ambulance Registrations	\$ 2,082	\$ 1,825	\$ 1,650	\$ 1,875	\$ 50	2.7%
5820 · EMS Equipment	\$ 4,322	\$ 3,600	\$ 3,600	\$ 5,745	\$ 2,145	59.6%
5830 · EMS Supplies	\$ 84,565	\$ 94,700	\$ 94,700	\$ 103,200	\$ 8,500	9.0%
5840 · EMS Pharmaceutical Supplies	\$ 10,129	\$ 10,500	\$ 8,500	\$ 10,500	\$ -	0.0%
5070 · Program Manager Compensation	\$ 650	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%
Total EMS Operations:	\$ 105,677	\$ 118,295	\$ 115,150	\$ 128,990	\$ 10,695	9.0%

- **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, pneumatic gurneys, suction units, and glucose monitors, etc. This account includes the addition of the annual preventative maintenance for the District's Continuous Positive Airway Pressure (C-PAP) devices.
- **5810 EMS Ambulance Registrations:** This account funds the annual Arizona Department of Health Services inspection and registration of the District's six (6) operating ambulances. This account was increased due to the registration fees for the anticipated additional a new Fast Response/Ambulance. This account also funds the biennial re-certifications associated with providing ambulance services under the District's Certificate of Necessity (CON), which is required during FY 2014/2015.
- **5820 EMS Equipment:** To provide superior quality pre-hospital emergency care to District patients, it is necessary to provide 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, heart monitor batteries and cables, backboards, and gurney mattresses, etc.

- **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. The District utilizes a "Bin" system for disposable supplies that has been very successful. The increase in this account is attributed to increases in medical supply costs.



- **5840 EMS Pharmaceutical Supplies:** This budgetary account was implemented in FY 2009/2010. Federal Medicare changes prevent a receiving medical facility from billing for any medications not directly administered by that entity. As a result, the District must purchase any replacement pharmaceuticals utilized during the course of providing emergency patient care.
- **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 Expenditures

The EMS Section coordinates emergency medical training for District personnel to include Emergency Medical Technician (EMT) and Certified Emergency Paramedic (CEP) Recertification Programs, Chest Compression Only (CCO), Cardiac Pulmonary Resuscitation (CPR), and Automated External Defibrillation (AED). Federal and State entities direct standards of training, frequency of recertification, and set minimum training requirement levels that must be adhered to in order for the District to remain eligible to provide pre-hospital emergency care to its citizenry. The District takes great pride in the exceptional level of care it ensures its residents.

It is a District priority to continue to facilitate an EMS Training Program which provides a large portion of the biennial re-certification training requirements in-house thus reducing off-site travel costs. Paramedic and EMT recertification processes have recently been updated by the State of Arizona and additional changes for paramedic recertification will be implemented in 2014. The District's EMS Training Program has been revised to meet these new requirements.

EMS Training Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
6510 · Educational Expenditures	\$ 4,627	\$ 11,760	\$ 8,700	\$ 12,510	\$ 750	6.4%
6520 · Training Materials	\$ 198	\$ 4,020	\$ 4,000	\$ 4,445	\$ 425	10.6%
6530 · Travel Expenditures	\$ 1,162	\$ 1,940	\$ 1,238	\$ 1,940	\$ -	0.0%
Total EMS Training:	\$ 5,988	\$ 17,720	\$ 13,938	\$ 18,895	\$ 1,175	6.6%

- **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 includes attendance at symposiums and conferences.
- **6520 Training Materials:** This funding covers training materials required for various EMS classes including student manuals, Automated External Defibrillation (AED) training apparatus, CPR and AED training mannequins, training videos, CD's and on-line training aids, etc. This account also allows for the purchase of textbooks, workbooks and materials for Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS) and Basic Life Support (BLS) re-certifications. These materials are used to maintain the certifications of District Emergency Medical Technicians and Certified Emergency Paramedics.
- **6530 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with attending educational classes throughout the

fiscal year. Travel costs for attendance of the Arizona Fire District Association and the Arizona Ambulance Association conferences are contained within this account for the EMS Coordinator.



Support Services Division

The Support Services Division is overseen by the Emergency/Support Services Assistant Chief and is managed by a Support Services Coordinator with the assistance of a Facilities Management Program Manager position. The Division maintains all vehicles and facilities, including assisting in the design and construction of new and/or the renovation of existing facilities. The Division maintains 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. This Division also performs and supervises minor remodeling work and is responsible for facility inventory. 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 communications equipment. Personnel also project apparatus strengths and weaknesses to estimate apparatus life expectancy for the vehicle aging/replacement schedule.

The Support Services Division oversees the following District Business Plan Strategic Priorities and the associated Strategic Components as listed:

Strategic Priority #3: Resource Development & Deployment

- Strategic Component – Service Delivery & Resource Allocation
 - Action Item 3.7 – 800 MHz Communication System

Strategic Priority #5: Infrastructure

- Strategic Component – Facilities, Apparatus & Equipment
 - Action Item 5.1 – Facilities Renovation / Expansion
 - Action Item 5.2 – Facilities Preventative Maintenance Program
 - Action Item 5.3 – Apparatus Preventative Maintenance Program

Support Services Division Personnel Summary

Position	2012/2013 Actual	2013/2014 Authorized	2014/2015 Proposed
Full-Time Personnel			
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	0.0	0.0	0.0
Total Assigned Personnel	1.0	1.0	1.0

Support Services Division Performance Measures

Description	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Facilities Maintained			
Square Footage Maintained for 5 permanent Facilities & 1 temporary structure (approx)	52,440	52,440	52,440
Apparatus Maintained			
Emergency Response Vehicles	18	15	16
Non-Emergency Response Vehicles	12	14	14
Vehicles Maintained	29	29	30
Estimated Response Apparatus Miles Per Year	80,000	80,000	90,000

Status of FY 2013/2014 Performance Goals and Objectives: Facilities

- Continue to work within the District's "facilities work order" system to improve reporting and efficiency - **Accomplished / Ongoing**
- Continue to monitor the measurable set of standards developed previously to evaluate the productivity and performance of the District's facilities maintenance programs - **Accomplished / Ongoing**
- Continue to maintain the District facilities preventative maintenance schedule - **Accomplished / Ongoing**
- Complete all preventative maintenance services within a 20-day variance of scheduled date - **Accomplished / Ongoing**
- Continue to respond to all corrective maintenance requests within one (1) business day - **Accomplished / Ongoing**
- Continue to assist with the District inventory system - **Goal Accomplished / Ongoing**
- Complete all budgeted maintenance and repair projects - **Goal Accomplished**
- Continue to manage the District's Surplus Property Program - **Goal Accomplished / Ongoing**
- Enhance computerized Facilities Preventative Maintenance Program - **Ongoing**
- Evaluate Facilities Preventative Maintenance equipment needs - **Goal Accomplished / Ongoing**
- Assist in planning/programming for future Fire District facility needs - **Goal Accomplished / Ongoing**



FY 2014/2015 Performance Goals and Objectives: Facilities

- Continue to work within the District's "facilities work order" system to improve reporting and efficiency.
- Continue to monitor the measurable set of standards developed previously to evaluate the productivity and performance of the District's facilities maintenance programs.
- Maintain the District facilities preventative maintenance schedule and complete all preventative maintenance services according to schedule.
- Continue to respond to all corrective maintenance requests within one (1) business day.
- Continue to assist with the District inventory system.
- Enhance computerized Facilities Preventative Maintenance Program.

Status of FY 2013/2014 Performance Goals and Objectives: Fleet

- Continue to maintain non-capital fleet maintenance costs under set costs per mile of operation, as detailed below:
 - Pumpers \$1.75/mile
 - Ladder \$2.00/mile
 - Ambulance \$1.00/mile
 - Ladder Tender \$1.35/mile
 - Misc. Response \$1.00/mile
 - Autos \$0.45/mile

Goal Accomplished / Ongoing

- Continue to maintain preventative maintenance schedules for all apparatus as follows:
 - Pumpers 12 months/25,000 miles
 - Ladder 12 months/25,000 miles
 - Ambulance 12 months/25,000 miles
 - Ladder Tender 12 months/25,000 miles
 - Misc. Response 12 months/25,000 miles
 - Autos 12 months/25,000 miles

Goal Accomplished / Ongoing and Modified

- Maintain quarterly inspections on all apparatus due to the extended preventative maintenance schedules per Amsoil Lubricant recommendations.
- Ladder Inspections Bi-Annually.
- Continue the implementation of Amsoil Lubricant Program - **Goal Accomplished / Implementation initiated**
- Complete all preventative maintenance services within a 20-day variance of scheduled date - **Goal Accomplished**
- Respond to all corrective maintenance requests within one (1) business day - **Goal Accomplished**
- Maintain fleet availability above 95% - **Not Accomplished**
- Maintain average turnaround times for scheduled services of:



- Response Apparatus 48 Hours - **Goal Accomplished**
- Staff Vehicles 8 Hours - **Goal Accomplished**
- Equip and place two Assistant Chief Vehicles into service upon receipt - **Goal Accomplished**
- Enhance computerized Apparatus Preventative Maintenance Plan - **Ongoing**
- Evaluate Apparatus Preventative Maintenance equipment needs - **Goal Accomplished / Ongoing**
- Research and add appropriate Preventative Maintenance equipment to Capital Replacement Schedule - **Goal Accomplished / Ongoing**
- Maintain Monthly Tire Depth Analysis Reporting used to program the replacement of tires for District vehicles - **Goal Accomplished / Ongoing**
- Continue Apparatus Technician training and certification process as outlined - **Goal Accomplished / Ongoing**
- Assist in generating specifications and contract requirements for a Pumper - **Ongoing and Modified**



FY 2014/2015 Performance Goals and Objectives: Fleet

- Continue to maintain non-capital fleet maintenance costs under set costs per mile of operation, as detailed below:
 - Pumpers \$1.75/mile
 - Ladder \$2.00/mile
 - Ambulance \$1.00/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 12 months/25,000 miles
 - Ladder 12 months/25,000 miles
 - Ambulance 12 months/25,000 miles
 - Ladder Tender 12 months/25,000 miles

- Misc. Response 12 months/25,000 miles
- Autos 12 months/25,000 miles
- Maintain quarterly inspections on all apparatus due to the extended preventative maintenance schedules per Amsoil Lubricant recommendations.
- Ladder Inspections Bi-Annually.
- Continue implementation of new preventative maintenance schedule for all apparatus due to Amsoil Lubricant Program recommendations.
- Coordinate annual Ladder Inspections and Pump Tests.
- 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 at 90% annually.
- Maintain average turnaround times for in-house scheduled services of:
 - Response Apparatus 48 Hours
 - Staff Vehicles 8 Hours
- Enhance computerized Apparatus Preventative Maintenance Plan.
- Evaluate Apparatus Preventative Maintenance equipment needs.
- Research and add appropriate Preventative Maintenance equipment to Capital Replacement Schedule.
- Maintain Monthly Tire Depth Analysis Reporting used to program the replacement of tires for District vehicles.
- Continue Apparatus Technician training and certification process as outlined.
- Assist with new apparatus needs assessment for Station 104.

Facilities Management Expenditures

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:

Facilities Maintenance Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5391 · Electricity	\$ 78,361	\$ 72,820	\$ 90,417	\$ 99,494	\$ 26,674	36.63%
5392 · Natural Gas	\$ 3,586	\$ 4,100	\$ 3,322	\$ 3,504	\$ (596)	-14.5%
5393 · Water & Sewer	\$ 20,636	\$ 23,887	\$ 21,705	\$ 23,487	\$ (400)	-1.7%
5394 · Telephone	\$ 12,479	\$ 9,420	\$ 9,045	\$ 12,255	\$ 2,835	30.1%
5395 · Refuse Services	\$ 2,455	\$ 3,108	\$ 3,060	\$ 3,657	\$ 549	17.7%
5411 · Internal Facility R/M	\$ 6,778	\$ 6,400	\$ 7,900	\$ 7,450	\$ 1,050	16.4%
5412 · Outsourced Facilities Maintenance	\$ 12,305	\$ 12,500	\$ 8,500	\$ 11,500	\$ (1,000)	-8.0%
5413 · Custodial Services	\$ 2,978	\$ 4,200	\$ 3,500	\$ 4,200	\$ -	0.0%
5414 · Landscaping Services	\$ 4,109	\$ 4,650	\$ 4,034	\$ 4,650	\$ -	0.0%
5415 · Pest Control	\$ 3,635	\$ 4,800	\$ 4,176	\$ 5,100	\$ 300	6.3%
5416 · Fire & Security Alarm Systems	\$ 8,411	\$ 8,560	\$ 10,155	\$ 9,390	\$ 830	9.7%
5620 · Janitorial Supplies	\$ 5,578	\$ 7,000	\$ 7,000	\$ 8,750	\$ 1,750	25.0%
5630 · Facilities Supplies	\$ 3,882	\$ 5,000	\$ 5,000	\$ 5,625	\$ 625	12.5%
5070 · Program Manager Compensation	\$ -	\$ 1,300	\$ -	\$ 1,300	\$ -	0.0%
Total Facilities Maintenance:	\$ 165,196	\$ 167,745	\$ 177,814	\$ 200,362	\$ 32,617	19.4%



Administration Facilities



Station 101



Station 102



Station 103

- **5391 Electricity:** This account provides funding for all District facilities. Budgeted funding for this account has been increased due to the costs associated with the addition of Station 104 and analysis of actual costs combined with the transition to the use of solar power for all of the District facilities.
- **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 is budgeted based on actual consumption costs experienced for all facilities.
- **5394 Telephone:** This funding allows for continued telephone service at all District facilities and has been adjusted reflecting increases imposed by the provider and the costs associated with the addition of Station 104.
- **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 \$61.00 during FY 2014/2015. This account also includes refuse service for Station 104.
- **5411 Internal Facility Repair / Maintenance (R/M):** This line item 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 addition of Station 104 resulted in the increases to 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 provides funding for those situations. Increases in this account are due to a reduction in full-time Support Services personnel and the increased cost to outsource 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. This account has been adjusted to reflect a slight increase in the cost of these services.
- **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.
- **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. Funds have also been budgeted to provide services for Station 104.
- **5416 Fire & Security Systems:** This funding covers the code related monitoring of the fire sprinkler and burglar alarm systems at all District facilities. A significant expenditure from this account is the required annual inspections of the fire extinguishing hood systems in the kitchens at Fire Stations 101, 102 & 103. The District must allocate funding for annual inspections of the alarm systems and back flow testing for all facilities. This account has been adjusted to reflect an increase in the cost of these services, combined with the addition of Station 104.
- **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. Increases are related to the addition of Station 104.
- **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, creamer, napkins, and other related items. Costs associated with supplying Station 104 have been added.

- **5070 Program Manager Compensation:** This funding compensates the program manager for added responsibilities in maintaining the requirements of the Station Supplies/Facilities Maintenance Program.

Fleet Management Expenditures

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.

Fleet Maintenance Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5420 · Internal Apparatus R/M	\$ 36,214	\$ 43,800	\$ 43,800	\$ 48,000	\$ 4,200	9.6%
5425 · Outsourced Apparatus Maint	\$ 29,221	\$ 25,000	\$ 27,178	\$ 27,000	\$ 2,000	8.0%
5460 · Support Svc Equip R/M	\$ 466	\$ 500	\$ 500	\$ 500	\$ -	0.0%
5640 · Support Svc/Shop Supplies	\$ 6,192	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
5680 · Fuel (Gasoline/Diesel)	\$ 71,680	\$ 95,000	\$ 88,528	\$ 95,000	\$ -	0.0%
Total Fleet Maintenance:	\$ 143,773	\$ 170,300	\$ 166,006	\$ 176,500	\$ 6,200	3.6%

- **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 budget allows for the timely replacement of tires for all front line apparatus when necessitated. The Support Services Coordinator has instituted a Monthly Tire Tread Depth Analysis Program to better project and plan tire replacements. The increase in this account is due to the anticipated addition of new apparatus.
- **5425 Outsourced Apparatus Maintenance:** This account funds apparatus maintenance and repairs when it is necessary to outsource to other repair facilities. Due to the advancing age of some apparatus requiring additional service, and two (2) apparatus no longer having factory warranty coverage this account has been increased.
- **5460 Support Services Equipment Repair and Maintenance (R/M):** Support Services personnel 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. These include, but are not limited to, batteries, shop tools, towels, paint, penetrating oils, etc.
- **5680 Fuel (Gasoline/Diesel):** Fuel is one the District's single largest consumables and the cost is dictated primarily by existing fuel prices. Fire apparatus have a low mile-per-gallon fuel consumption yet must respond to an increasing call volume. Fuel conservation is a responsibility of the District. Various fuel conservation techniques implemented by the District will continue to be utilized. These efforts include, but are not limited to, shopping fuel prices from various vendors and distributors, operating 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; Support Services personnel 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. The Fire Board's approval of an intergovernmental agreement with Maricopa County has provided the District with an opportunity to utilize the county's fueling stations and reduced the fuel cost for administrative and support vehicles. Based on expenditures during prior years, and projected fuel prices increasing in FY 2014/2015, this account has been maintained.



Station 103 Diesel Fuel Storage Tank & Fuel Pump

Emergency Communications Overview

The Support Services Division and an assigned Emergency Services Division Captain manage issues associated with emergency communications. This includes the purchase, as well as the preventative maintenance and repair work, of most District emergency communication and pre-emption systems. The 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	2012/2013 Actual	2013/2014 Estimated	2014/2015 Projected
Radio's Maintained			
Portable Radios	76	76	76
Mobile Radios	46	46	46
Total Radio's Maintained	122	122	122
MCT/AVL Systems			
MCT's Maintained	16	16	16
AVL's Maintained	16	16	16
Fire Station Packages	3	3	4
Pre-Emption Systems			
Intersections	18	19	20
Apparatus	23	23	24
Paging Service			
Pagers Maintained	9	5	2

Status of FY 2013/2014 Performance Goals and Objectives

- Continue to ensure response to all corrective communications maintenance requests within one (1) business day - **Accomplished / Ongoing**
- Continue development and monitoring of a measurable set of standards to evaluate the productivity and performance of the District's Emergency Communications Program - **Accomplished / Ongoing**
- Ensure that District communications equipment meets FCC and RWC requirements - **Accomplished**
- Continue evaluation and implement suitable pre-emption lighting on appropriate apparatus - **Accomplished / Ongoing**
- Continue working with Maricopa County to ensure proper operation of pre-emption systems as well as system installations at all designated District intersections - **Accomplished / Ongoing**
- Complete all budgeted maintenance and repair projects - **Accomplished**
- Continue to maintain a seat on the Regional Wireless Cooperative Counsel - **Accomplished / Ongoing**
- Continue phased full system activation of 800 MHz Communication System - **Accomplished / Ongoing**

FY 2014/2015 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.
- Ensure that District communication equipment meets FCC and RWC requirements.
- 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 designated District intersections.
- Complete all budgeted maintenance and repair projects.
- Continue to maintain a seat on the Regional Wireless Cooperative Counsel.
- Continue phased full system activation of 800 MHz Communication System.

Emergency Communications Expenditures

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

Emergency Communications Expenditure Projections						
Description	FY 2012/2013 <i>ACTUALS</i>	FY 2013/2014 ADOPTED	FY 2013/2014 <i>ESTIMATED</i>	FY 2014/2015 ADOPTED	Budget Variance	% of Change
5910 · Dispatching Services	\$ 359,265	\$ 391,897	\$ 387,489	\$ 426,778	\$ 34,881	8.9%
5920 · Communications Connections	\$ 19,465	\$ 28,194	\$ 26,154	\$ 28,547	\$ 353	1.3%
5940 · Radio Repair	\$ 2,269	\$ 2,000	\$ 1,500	\$ 2,000	\$ -	0.0%
5950 · Communications Parts/Equipment	\$ 4,177	\$ 4,000	\$ 2,000	\$ 4,000	\$ -	0.0%
5960 · Network Systems	\$ 2,242	\$ 3,711	\$ 3,711	\$ 4,043	\$ 332	8.9%
Total Emergency Communications:	\$ 387,418	\$ 429,802	\$ 420,854	\$ 465,368	\$ 35,566	8.3%

- **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. The cost per dispatch as determined by Phoenix Fire Regional Dispatch Center is budgeted based on a dispatch service fee of \$22.17 per call. This account also funds the expenditures associated with participation in the Regional Wireless Cooperative (RWC). The District pays annual fees for each of the 43 radios it currently operates on the RWC system.

- **5920 Communications 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 also requires monthly fees associated with the cellular connections required by the system hardware. The annual subscription fees associated with the DriveCam systems are included in this budgetary account. The increased data connections required for the coming fiscal year generated the largest portion of the increases reflected in this account.
- **5940 Radio Repair:** This funding ensures continued operation of all small communications equipment as well as the maintenance of telephone systems.
- **5950 Communications Parts/Equipment:** This line item allows for the purchase of radio batteries, radio replacements and/or parts for radio equipment and other emergency communications equipment.
- **5960 Network Systems:** This funding account is required to support internet access and the District's inter-operability between computer systems and facilities. The increase in this account is reflective of an increase in service costs assessed by the provider.

Support Services Training Expenditures

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

Support Services Division Training Expenditure Projections						
Description	FY 2012/2013 ACTUALS	FY 2013/2014 ADOPTED	FY 2013/2014 ESTIMATED	FY 2014/2015 ADOPTED	Budget Variance	% of Change
6410 · Educational Expenditures	\$ 207	\$ 950	\$ 250	\$ 950	\$ -	0.0%
6430 · Travel Expenditures	\$ -	\$ 900	\$ -	\$ 900	\$ -	0.0%
Total Support Services Training:	\$ 207	\$ 1,850	\$ 250	\$ 1,850	\$ -	0.0%

- **6410 Educational Expenditures:** This account funds the cost of Mechanic EVT/ASE Certification requirements as well as other appropriate training classes attended by Support Services personnel.



- **6430 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with Support Services personnel training.



Conclusion

The Fire District Board of Directors and personnel are proud to present this in-depth budgetary document to Fire District property owners for review and comment. The Sun City West Fire District is a unique entity which has a history of using an innovative approach to delivering excellent quality and highly efficient services to its residents. The District believes the FY 2014/2015 budget fully supports that innovative spirit.

The District works conscientiously, in conjunction with its Governing Board 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 2014/2015 Budget presented in this document outlines in detail the minimum financial requirements to maintain the professional services District residents expect.

The Sun City West Fire District 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 provide an index and combine the projected revenues and operating expenses within the adopted Fiscal Year 2014/2015 Budget. This format allows for a complete overview of the entire budget by account number and also allows for comparison with the FY 2013/2014 adopted budget totals.



Fire District Administrative/Maintenance Building

Revenue & Expenditure Directory

Fiscal Year 2014/2015 PROPOSED Annual Budget & Operational Plan Summary

Page #	Description	FY 2013/2014 ADOPTED	FY 2014/2015 ADOPTED	Variance	% of Change
Revenues					
4100 Tax Revenues					
50	4110 · Property Taxes	\$ 9,898,879	\$ 10,193,883	\$ 295,004	3.0%
52	4120 · Fire District Assistance Tax (FDAT)	\$ 400,000	\$ 400,000	\$ -	0.0%
Total 4100 Tax Revenues:		\$ 10,298,879	\$ 10,593,883	\$ 295,004	2.9%
4200 Ambulance Revenues					
52	4200 · Emergency Transport Revenues	\$ 1,591,542	\$ 1,534,248	\$ (57,294)	-3.6%
52	4200 · Inter-Facility Transport Revenues	\$ 92,305	\$ 495,644	\$ 403,339	437.0%
Total 4200 Ambulance Revenues:		\$ 1,683,847	\$ 2,029,892	\$ 346,045	20.6%
4300 Program Revenues					
53	4310 · Construction Fee Revenues	\$ 28,400	\$ 43,400	\$ 15,000	52.8%
53	4320 · Operational Fee Revenues	\$ 28,765	\$ 28,765	\$ -	0.0%
54	4350 · Prevention Service/Fee Revenues	\$ 5,800	\$ 5,300	\$ (500)	-8.6%
54	4360 · State Land/Wildland Revenues	\$ 7,314	\$ 7,314	\$ -	0.0%
57	4390 · Special Program Revenues	\$ 66,466	\$ 67,396	\$ 930	1.4%
Total 4300 Program Revenues:		\$ 136,745	\$ 152,175	\$ 15,430	11.3%
4400 Miscellaneous Revenues					
57	4430 · Contractual & Misc Revenue	\$ 194,576	\$ 185,869	\$ (8,707)	-4.5%
58	4435 · Fire Ins Premium Rev (PSPRS)	\$ 95,836	\$ 100,000	\$ 4,164	4.3%
58	4440 · Interest - General Fund	\$ 4,000	\$ 4,000	\$ -	0.0%
58	4450 · Sale of Surplus Equip & Assets	\$ -	\$ -	\$ -	0.0%
59	4455 · CC Convenience Fees	\$ -	\$ -	\$ -	0.0%
59	4490 · Transfer In - Emp Benefit Acct	\$ 88,732	\$ 181,807	\$ 93,075	104.9%
Total 4400 Miscellaneous Revenues:		\$ 383,144	\$ 471,676	\$ 88,532	23.1%
Total Combined Revenues:		\$ 12,502,615	\$ 13,247,626	\$ 745,011	6.0%



ENG Robert Corcoran / ENG Dan Villegas / FF Bill Tuvell / CPT Ian Dunbar

Revenue & Expenditure Directory, Continued

FY 2014/2015 PROPOSED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2013/2014 ADOPTED	FY 2014/2015 ADOPTED	Variance	% of Change
Wage & Benefit Expenditures					
5000 Wage Expenditures					
72	5005 · Administrative	\$ 462,019	\$ 464,330	\$ 2,311	0.5%
72	5010 · EMS	\$ 949,675	\$ 721,623	\$ (228,052)	-24.0%
72	5015 · Emergency Services	\$ 4,061,268	\$ 4,389,771	\$ 328,503	8.1%
72	5020 · Community Risk Management	\$ 278,104	\$ 295,890	\$ 17,786	6.4%
73	5025 · Support Services	\$ 60,131	\$ 64,076	\$ 3,945	6.6%
73	5030 · Miscellaneous Compensation	\$ 34,529	\$ 82,051	\$ 47,522	137.6%
73	5035 · Longevity Compensation	\$ 123,405	\$ 133,177	\$ 9,772	7.9%
73	5050 · Holiday On-Call Compensation	\$ 236,047	\$ 241,072	\$ 5,025	2.1%
74	5070 · Program Manager Compensation	\$ 3,900	\$ 3,900	\$ -	0.0%
74	5085 · Coverage Compensation	\$ 330,836	\$ 474,774	\$ 143,938	43.5%
Total 5100 Wages:		\$ 6,539,914	\$ 6,870,664	\$ 330,750	5.1%
5100 Employer Taxes & Benefits Expenditures					
5110 Employer Taxes					
74	5111 · Social Security Tax - Employer	\$ 107,891	\$ 98,351	\$ (9,540)	-8.8%
75	5112 · Medicare Tax - Employer	\$ 97,096	\$ 103,012	\$ 5,916	6.1%
75	5113 · AZ U/I & Job Training Tax	\$ 7,116	\$ 4,035	\$ (3,081)	-43.3%
75	5114 · Workers Compensation Insurance	\$ 153,211	\$ 198,300	\$ 45,089	29.4%
Total 5110 Employer Taxes:		\$ 365,314	\$ 403,698	\$ 38,384	10.5%
5120 Retirements					
75	5121 · PSPRS Retirement Contributions	\$ 987,296	\$ 1,190,199	\$ 202,903	20.6%
76	5122 · ASRS Retirement Contributions	\$ 200,917	\$ 184,906	\$ (16,011)	-8.0%
77	5123 · 401(a) Retirement Contributions	\$ 198,712	\$ 236,239	\$ 37,527	18.9%
Total 5120 Retirements:		\$ 1,386,925	\$ 1,611,344	\$ 224,419	16.2%
5130 Benefit Insurance					
77	5131 · Health Insurance	\$ 1,156,890	\$ 1,264,555	\$ 107,665	9.3%
79	5132 · Dental Insurance	\$ 91,723	\$ 90,545	\$ (1,178)	-1.3%
80	5133 · Life/AD&D Insurance	\$ 13,797	\$ 13,895	\$ 98	0.7%
80	5134 · PSPRS Cancer Insurance	\$ 2,600	\$ 2,800	\$ 200	7.7%
80	5135 · Post Employment Health Plan	\$ 65,915	\$ 69,585	\$ 3,670	5.6%
80	5136 · MERP Retiree Med Reimb	\$ 4,200	\$ 3,850	\$ (350)	-8.3%
81	5137 · Long Term Disability	\$ 18,686	\$ 17,288	\$ (1,398)	-7.5%
81	5138 · Flexible Spending Account	\$ -	\$ -	\$ -	0.0%
81	5139 · Vision Insurance	\$ 5,107	\$ 5,045	\$ (62)	-1.2%
Total 5130 Benefit Insurance:		\$ 1,358,918	\$ 1,467,563	\$ 108,645	8.0%
5140 Operational Allowances					
81	5141 · Longevity Enhancement Programs	\$ 76,123	\$ 154,125	\$ 78,002	102.5%
82	5142 · Uniform Allowance	\$ 65,167	\$ 63,750	\$ (1,417)	-2.2%
82	5143 · Cell Phone Allowance	\$ 12,168	\$ 12,168	\$ -	0.0%
Total 5140 Operational Allowances:		\$ 153,458	\$ 230,043	\$ 76,585	49.9%
Total Employer Taxes & Benefits:		\$ 3,264,615	\$ 3,712,648	\$ 448,033	13.7%
Total Wages & Benefit Expenditures:		\$ 9,804,529	\$ 10,583,312	\$ 778,783	7.9%

Revenue & Expenditure Directory, Continued

FY 2014/2015 PROPOSED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2013/2014 ADOPTED	FY 2014/2015 ADOPTED	Variance	% of Change
Operating Expenditures					
5200 Insurance					
95	5210 · Facilities/Equipment Insurance	\$ 26,613	\$ 32,071	\$ 5,458	20.5%
96	5220 · Motor Vehicle Insurance	\$ 21,363	\$ 20,720	\$ (643)	-3.0%
96	5230 · Umbrella, Errors & Omissions	\$ 7,970	\$ 8,433	\$ 463	5.8%
Total 5200 Insurance:		\$ 55,946	\$ 61,224	\$ 5,278	9.4%
5300 Professional Services					
83	5305 · Accounting	\$ 18,850	\$ 16,850	\$ (2,000)	-10.6%
83	5310 · Bank Service Charges	\$ 16,400	\$ 16,400	\$ -	0.0%
83	5315 · Payroll Processing	\$ 1,200	\$ 1,200	\$ -	0.0%
83	5320 · Ambulance Billing	\$ 155,756	\$ 187,765	\$ 32,009	20.6%
96	5325 · Consulting Expenditures	\$ 16,450	\$ 20,000	\$ 3,550	21.6%
91	5330 · Election Expenditures	\$ -	\$ 13,500	\$ 13,500	100.0%
96	5335 · Legal Expenditures	\$ 25,000	\$ 25,000	\$ -	0.0%
130	5340 · Physicals/Vaccinations/Testing	\$ 56,796	\$ 59,246	\$ 2,450	4.3%
148	5391 · Electricity	\$ 72,820	\$ 99,494	\$ 26,674	36.6%
148	5392 · Natural Gas	\$ 4,100	\$ 3,504	\$ (596)	-14.5%
148	5393 · Water & Sewer	\$ 23,887	\$ 23,487	\$ (400)	-1.7%
148	5394 · Telephone	\$ 9,420	\$ 12,255	\$ 2,835	30.1%
148	5395 · Refuse Services	\$ 3,108	\$ 3,657	\$ 549	17.7%
Total 5300 Professional Services:		\$ 403,787	\$ 482,358	\$ 78,571	19.5%
5400 District Repairs & Maintenance					
148	5411 · Internal Facility R/M	\$ 6,400	\$ 7,450	\$ 1,050	16.4%
149	5412 · Outsourced Facilities Maintenance	\$ 12,500	\$ 11,500	\$ (1,000)	-8.0%
149	5413 · Custodial Services	\$ 4,200	\$ 4,200	\$ -	0.0%
149	5414 · Landscaping Services	\$ 4,650	\$ 4,650	\$ -	0.0%
149	5415 · Pest Control	\$ 4,800	\$ 5,100	\$ 300	6.3%
149	5416 · Fire & Security Alarm Systems	\$ 8,560	\$ 9,390	\$ 830	9.7%
150	5420 · Internal Apparatus R/M	\$ 43,800	\$ 48,000	\$ 4,200	9.6%
150	5425 · Outsourced Apparatus Maint	\$ 25,000	\$ 27,000	\$ 2,000	8.0%
121	5430 · Firefighting Equipment R/M	\$ 3,000	\$ 4,500	\$ 1,500	50.0%
126	5435 · SCBA Equipment R/M	\$ 5,890	\$ 4,766	\$ (1,124)	-19.1%
140	5440 · EMS Equipment R/M	\$ 6,370	\$ 6,370	\$ -	0.0%
110	5450 · Computer/Systems/Equip R/M	\$ 28,850	\$ 30,000	\$ 1,150	4.0%
110	5455 · Computer Software Licensing	\$ 21,971	\$ 23,798	\$ 1,827	8.3%
150	5460 · Support Svc Equip R/M	\$ 500	\$ 500	\$ -	0.0%
130	5470 · Fitness Equipment R/M	\$ 1,650	\$ 1,650	\$ -	0.0%
Total 5400 District Repairs & Maint:		\$ 178,141	\$ 188,874	\$ 10,733	6.0%

Revenue & Expenditure Directory, Continued

FY 2014/2015 PROPOSED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2013/2014 ADOPTED	FY 2014/2015 ADOPTED	Variance	% of Change
5500 District Administration					
84	5505 · Memberships & Dues	\$ 9,048	\$ 8,928	\$ (120)	-1.3%
84	5510 · Professional Subscriptions	\$ 2,781	\$ 2,756	\$ (25)	-0.9%
91/96	5515 · District Outreach	\$ 9,885	\$ 9,885	\$ -	0.0%
97	5520 · Office Supplies	\$ 11,000	\$ 11,000	\$ -	0.0%
97	5525 · Office Equipment	\$ 6,000	\$ 5,000	\$ (1,000)	-16.7%
97	5530 · Postage & Delivery	\$ 2,929	\$ 4,332	\$ 1,403	47.9%
97	5535 · Publishing & Printing	\$ 5,340	\$ 3,525	\$ (1,815)	-34.0%
97	5540 · Copier Expenditures	\$ 2,789	\$ 3,333	\$ 544	19.5%
110	5545 · Computer Hardware	\$ 10,000	\$ 10,000	\$ -	0.0%
111	5550 · Computer Software	\$ 6,080	\$ 5,000	\$ (1,080)	-17.8%
97	5555 · Hiring, Testing & Recruitment	\$ 9,755	\$ 13,755	\$ 4,000	41.0%
98	5590 · Accreditation	\$ 16,100	\$ 14,770	\$ (1,330)	-8.3%
84	5595 · Contingency	\$ 350,000	\$ 350,000	\$ -	0.0%
Total 5500 District Administration:		\$ 441,707	\$ 442,284	\$ 577	0.1%
5600 District Operational Supplies					
98	5610 · Duty Uniforms	\$ 6,050	\$ 5,850	\$ (200)	-3.3%
149	5620 · Janitorial Supplies	\$ 7,000	\$ 8,750	\$ 1,750	25.0%
149	5630 · Facilities Supplies	\$ 5,000	\$ 5,625	\$ 625	12.5%
151	5640 · Support Svc/Shop Supplies	\$ 6,000	\$ 6,000	\$ -	0.0%
130	5650 · Safety Materials & Supplies	\$ 150	\$ 850	\$ 700	466.7%
135	5655 · Emergency Management Supplies	\$ 1,500	\$ 1,210	\$ (290)	-19.3%
111	5660 · Fire Corps Materials & Supplies	\$ 3,000	\$ 3,900	\$ 900	30.0%
111	5665 · Risk Management Materials	\$ 12,500	\$ 12,500	\$ -	0.0%
151	5680 · Fuel (Gasoline/Diesel)	\$ 95,000	\$ 95,000	\$ -	0.0%
111	5691 · Lock Box Materials	\$ 23,200	\$ 23,200	\$ -	0.0%
112	5692 · T-Shirt Materials	\$ 900	\$ 900	\$ -	0.0%
112	5693 · Smoke Alarm Materials	\$ 30,250	\$ 31,250	\$ 1,000	3.3%
112	5694 · Prevention Services Materials	\$ 4,200	\$ 4,200	\$ -	0.0%
Total 5600 Dist Operational Supplies:		\$ 194,750	\$ 199,235	\$ 4,485	2.3%
5700 Emergency Service Operations					
122	5710 · Firefighting Equipment	\$ 7,500	\$ 7,400	\$ (100)	-1.3%
124	5720 · Wildland Equipment	\$ 4,314	\$ 4,314	\$ -	0.0%
122	5730 · Protective Equipment	\$ 31,745	\$ 34,796	\$ 3,051	9.6%
126	5740 · SCBA Equipment	\$ 10,995	\$ 12,225	\$ 1,230	11.2%
130	5750 · Health & Safety Equipment	\$ 750	\$ 750	\$ -	0.0%
Total 5700 Emergency Svc Ops:		\$ 55,304	\$ 59,485	\$ 4,181	7.6%
5800 EMS Operations					
140	5810 · EMS Ambulance Registrations	\$ 1,825	\$ 1,875	\$ 50	2.7%
140	5820 · EMS Equipment	\$ 3,600	\$ 5,745	\$ 2,145	59.6%
140	5830 · EMS Supplies	\$ 94,700	\$ 103,200	\$ 8,500	9.0%
140	5840 · EMS Pharmaceutical Supplies	\$ 10,500	\$ 10,500	\$ -	0.0%
Total 5800 EMS Operations:		\$ 110,625	\$ 121,320	\$ 10,695	9.7%

Revenue & Expenditure Directory, Continued

FY 2014/2015 PROPOSED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2013/2014 ADOPTED	FY 2014/2015 ADOPTED	Variance	% of Change
5900 Communications					
153	5910 · Dispatching Services	\$ 391,897	\$ 426,778	\$ 34,881	8.9%
154	5920 · Communications Connections	\$ 28,194	\$ 28,547	\$ 353	1.3%
154	5940 · Radio Repair	\$ 2,000	\$ 2,000	\$ -	0.0%
154	5950 · Communications Parts/Equipment	\$ 4,000	\$ 4,000	\$ -	0.0%
154	5960 · Network Systems	\$ 3,711	\$ 4,043	\$ 332	8.9%
Total 5900 Communications:		\$ 429,802	\$ 465,368	\$ 35,566	8.3%
Total Operating Expenditures:		\$ 1,870,062	\$ 2,020,148	\$ 150,086	8.0%
District Training & Development Expenditures					
6100 Fire Board Training					
91	6110 · Educational Expenditures	\$ 1,450	\$ 1,450	\$ -	0.0%
91	6130 · Travel Expenditures	\$ 5,120	\$ 5,120	\$ -	0.0%
Total 6100 Fire Board Training:		\$ 6,570	\$ 6,570	\$ -	0.0%
6200 Emergency Services Training					
131	6220 · Fitness & Safety Training	\$ 4,500	\$ 4,500	\$ -	0.0%
135	6230 · Educational Expenditures	\$ 35,691	\$ 33,394	\$ (2,297)	-6.4%
124	6235 · Wildland Training Expenditures	\$ 3,000	\$ 3,000	\$ -	0.0%
135	6240 · Training Materials	\$ 5,580	\$ 4,710	\$ (870)	-15.6%
135	6250 · Travel Expenditures	\$ 5,560	\$ 4,810	\$ (750)	-13.5%
Total 6200 Emergency Svcs Tng:		\$ 54,331	\$ 50,414	\$ (3,917)	-7.2%
6300 Community Risk Reduction Training					
113	6320 · Educational Expenditures	\$ 7,054	\$ 7,174	\$ 120	1.7%
113	6340 · Travel Expenditures	\$ 7,860	\$ 9,131	\$ 1,271	16.2%
113	6350 · Fire Corps Training	\$ 750	\$ 750	\$ -	0.0%
Total 6300 Community Risk Reduction Training:		\$ 15,664	\$ 17,055	\$ 1,391	8.9%
6400 Support Services Training					
154	6410 · Educational Expenditures	\$ 950	\$ 950	\$ -	0.0%
155	6430 · Travel Expenditures	\$ 900	\$ 900	\$ -	0.0%
Total 6400 Support Services Tng:		\$ 1,850	\$ 1,850	\$ -	0.0%
6500 EMS Training					
141	6510 · Educational Expenditures	\$ 11,760	\$ 12,510	\$ 750	6.4%
141	6520 · Training Materials	\$ 4,020	\$ 4,445	\$ 425	10.6%
141	6530 · Travel Expenditures	\$ 1,940	\$ 1,940	\$ -	0.0%
Total 6500 EMS Training:		\$ 17,720	\$ 18,895	\$ 1,175	6.6%
6600 Administrative Training					
99	6610 · Educational Expenditures	\$ 9,335	\$ 8,210	\$ (1,125)	-12.1%
99	6630 · Travel Expenditures	\$ 9,932	\$ 8,782	\$ (1,150)	-11.6%
Total 6600 Administrative Training:		\$ 19,267	\$ 16,992	\$ (2,275)	-11.8%
Total District Training & Development:		\$ 115,402	\$ 111,776	\$ (3,626)	-3.1%
Debt Service Expenditures					
87	7250 · Lease/Purchase Principal	\$ 407,282	\$ 340,942	\$ (66,340)	-16.3%
87	7255 · Lease/Purchase Interest Expenditure	\$ 209,340	\$ 171,798	\$ (37,542)	-17.9%
87	7290 · Capital Projects Funding (Deprc)	\$ 96,000	\$ 19,650	\$ (76,350)	-79.5%
Total Debt Service:		\$ 712,622	\$ 532,390	\$ (180,232)	-25.3%
Total Combined Expenditures:		\$ 12,502,615	\$ 13,247,626	\$ 745,011	6.0%

Statistical Section

Fire District of Sun City West Assessed Value and Estimated Actual Value of Taxable Property Last Ten (10) Years

Fiscal Year Ended June 30,	Secondary Net Assessed Value	Direct Rate	Estimated Actual Value	Ratio of Net Assessed To Estimated
2013	\$ 355,766,535	\$ 2.7189	\$ 3,564,904,974	10.0 %
2012	388,861,955	2.4280	3,894,804,295	10.0 %
2011	433,885,773	2.2555	4,318,955,713	10.0 %
2010	455,991,330	1.9660	4,450,495,119	10.2 %
2009	505,223,198	1.7800	4,964,405,414	10.2 %
2008	458,677,185	1.6670	4,448,423,105	10.3 %
2007	293,512,421	2.4080	2,788,336,307	10.5 %
2006	271,837,824	2.4080	2,574,213,367	10.6 %
2005	260,837,824	2.3417	2,481,682,515	10.5 %
2004	253,226,806	2.2483	2,425,530,150	10.4 %
2003	232,306,671	2.1699	2,202,428,072	10.5 %

Source: Maricopa County

Notes: Secondary Net Assessed (or Full Cash) Values (SNAV) are based on Estimated Actual Value with an applicable rate of 10% (ARS § 42-15004) for residential property, 16%¹ (ARS § 42-15002) for Vacant Land and 20%² (ARS § 42-15001) for non-public utility and commercial property. Public utility infrastructure is centrally assessed by the Arizona Department of Revenue. Secondary Assessed Values (Estimated Actual Values) are determined each calendar year. The tax rate of the District is determined by the approved budget applicable divided by the Secondary Assessed Value as of July 1st of the respective fiscal year.

Ref (1): Vacant Land Assessment Ratios are the following percentage of its full cash value, as applicable (ARS § 42-15002):

16.0% Through December 31, 2015
15.0% Beginning from and after December 31, 2015

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

25.0% Through December 31, 2005
24.5% Through December 31, 2006
24.0% Through December 31, 2007
23.0% Through December 31, 2008
22.0% Through December 31, 2009
21.0% Through December 31, 2010
20.0% Through December 31, 2012
19.5% Through December 31, 2013
19.0% Through December 31, 2014
18.5% Through December 31, 2015
18.0% Beginning from and after December 31, 2015

**Fire District of Sun City West
Principal Property Tax Payers
Current Tax Year and Ten (10) Years Ago**

Tax Payer	2012 Tax Year			2002 Tax Year		
	Net Assessed Valuation	Rank	Percent of SNAV*	Net Assessed Valuation	Rank	Percent of SNAV*
Arizona Public Service Co.	\$ 7,192,263	1	2.02 %	\$ 7,186,654	1	2.84 %
Sun Health Properties Inc.	7,350,716	2	2.07 %	1,727,221	6	0.68 %
Roskamp/Sun Health Residential	5,030,000	3	1.41 %	4,534,562	2	1.79 %
WSL Heritage Investors V, LLC	4,102,796	4	1.15 %	-	-	- %
BNSF Railroad Company	2,299,576	5	0.65 %	-	-	- %
AAWC: Sun City West Water Div.	1,984,446	6	0.56 %	-	-	- %
Patterson Farms, Inc.	1,702,789	7	0.48 %	2,013,907	4	0.80 %
Citation Madison House, LTD	1,304,570	8	0.37 %	1,265,696	9	0.50 %
Abart Properties I, LLC	1,145,265	9	0.32 %	947,051	10	0.37 %
Colfin WLH Land Acquisitions, LLC	942,500	10	0.26 %	-	-	- %
Traditions Senior Housing, LLC	-	-	- %	2,675,494	3	1.06 %
Qwest Corporation	-	-	- %	1,889,744	5	0.35 %
Southwest Gas Corporation (T&D)	-	-	- %	1,564,419	7	0.28 %
Sun Health Properties	-	-	- %	1,376,370	8	0.26 %

Source: Maricopa County

Notes: *Secondary Net Assessed Valuation (SNAV)

**Fire District of Sun City West
Property Tax Levies and Collections
Last Ten (10) Fiscal Years**

Fiscal Year Ended June 30,	Tax Levied	Amount Collected in Fiscal Year		Collected In Subsequent Years	Collected in Total	
		Amount	Percent		Amount	Percent
2013	\$9,707,161	\$ 9,629,399	99.20%	\$ 9,639 ¹	\$ 9,639,038	99.30%
2012	9,443,497	9,311,628	98.60%	130,368	9,441,996	99.98%
2011	9,820,062	9,652,841	98.30%	164,247	9,817,089	99.97%
2010	8,964,790	8,766,705	97.79%	198,082	8,964,787	100.00%
2009	8,878,789	8,772,149	98.80%	106,637	8,878,786	100.00%
2008	7,646,158	7,562,203	98.90%	83,955	7,646,158	100.00%
2007	7,067,781	6,997,009	99.00%	70,775	7,067,784	100.00%
2006	6,543,502	6,490,470	99.19%	53,009	6,543,479	100.00%
2005	6,111,180	6,072,662	99.37%	38,518	6,111,180	100.00%
2004	5,693,294	5,649,339	99.23%	43,955	5,693,294	100.00%

Source: Maricopa County Treasurer's Office

Notes: (1) Amounts collected are on a cash basis. Amounts reported are only for secured property, unsecured property payments are not consistently reported due to timing variances. However, over 95% of unsecured property taxes are collected within 90 days.

**Fire District of Sun City West
County-Wide Demographic and Economic Statistics
Last Ten (10) Calendar Years**

Calendar Year Ended December 31,	Population	Personal Income	Per Capita Income	Unemployment Rate	Estimated District Population
2013	N/A	\$ N/A	\$ N/A	N/A	45,000
2012	3,884,705	N/A	N/A	7.1%	45,000
2011	3,843,370	147,724,392,000	38,071	8.4%	45,000
2010	3,817,117	140,351,646,000	36,695	9.6%	45,000
2009	4,023,132	142,091,618,000	35,319	9.1%	45,000
2008	4,115,811	146,898,132,000	37,112	5.2%	42,500
2007	3,987,942	145,880,680,000	37,666	3.1%	40,000
2006	3,907,492	139,069,591,000	36,829	3.5%	40,000
2005	3,792,675	126,010,741,000	34,551	4.0%	40,000
2004	3,648,545	114,049,001,000	32,561	4.4%	39,000

Source: The source for "Personal Income" and "Per Capita" information is the Bureau of Economic Analysis. The source for "Population" and "Unemployment Rate" information is the State of Arizona (www.workforce.az.gov). The estimated district population is based on analysis of registered voters and other demographic information maintained by the district.

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



Wage Scale

(Includes 1.5% Cost of Living Adjustment)

<u>Salaried (Exempt) Classes</u>	<u>Salary Range</u>	
Fire Chief	\$ 107,732	\$ 151,589
Assistant Chief	\$ 94,751	\$ 133,324
Battalion Chief	\$ 90,871	\$ 115,977
Fire Marshal	\$ 89,352	\$ 114,039
Accounting Supervisor	\$ 61,511	\$ 82,431
EMS Coordinator	\$ 59,578	\$ 79,840
Administrative Coordinator	\$ 58,582	\$ 78,505
Human Resource Generalist	\$ 53,565	\$ 75,372
Support Services Coordinator	\$ 52,789	\$ 74,279
Information Technology Specialist	\$ 47,959	\$ 67,483

<u>Administrative Classes</u>	<u>Hourly Range</u>	
Fire Inspector	\$ 20.36	\$ 28.65
Community Outreach Specialist	\$ 21.38	\$ 30.08
Account Clerk	\$ 18.25	\$ 25.69
Support Services Technician	\$ 17.50	\$ 24.63
Administrative Assistant	\$ 15.48	\$ 21.78

<u>Suppression Classes</u>	<u>Hourly Range</u>	
Captain - EMT	\$ 24.49	\$ 28.35
Engineer - EMT	\$ 21.14	\$ 24.48
Firefighter - EMT	\$ 15.33	\$ 21.94
Firefighter - Recruit (40 Hour/Week Position)	\$ 20.99	\$ 20.99

<u>EMT Classes</u>	<u>Hourly Range</u>	
EMS Certified Emergency Paramedic	\$ 13.12	\$ 18.77
EMS Emergency Medical Technician	\$ 10.60	\$ 14.20

Current Specialty Pays:

- **Paramedic Incentive:** Non-Exempt Shift sworn positions, are paid an additional \$2.35 per hour if they are currently working in a Paramedic position.
- **Helicopter Air-Medical & Logistics Operations (HALO) Incentive:** Non-Exempt Shift sworn positions are paid an additional \$1.72 per hour while working in the HALO position.
- **Program Manager Incentive:** Approved Program Managers are eligible to receive an additional \$50.00 per pay period. There are currently three approved Program Managers positions in the District: Health & Safety Program Manager; Emergency Medical Services Program Manager; and Station Supplies/Facilities Maintenance Program Manager.

Budget Posting Summary

Arizona Revised Statutes § 48-805 requires the Fire District to post the proposed budget on the District's website and in a minimum of three public places as well as publish it in a newspaper of general circulation within the District, and on the District website at least twenty days prior to a public hearing called by the Fire Board to adopt the final budget. Copies of the budget shall also be available to members of the public upon written request to the District. Following the public hearing, the District Board shall adopt the budget.

The following condensed version of the Fire District Fiscal Year 2014/2015 Proposed Annual Budget & Operational Plan will be published in the Daily News Sun newspaper on Saturday, May 24, 2014, posted in the District's five public posting places, posted on the District's website, www.scwfire.org, available at the District's Administrative Offices, and placed in the local library for public inspection and comment. The specifics of the budget were reviewed again, in detail at the normally scheduled Fire Board Meetings on Tuesday, June 17, 2014 and during the Public Hearing and Special Board Meeting held on Thursday, June 19, 2014 prior to the adoption of the final budget. Upon final adoption of the Fiscal Year 2014/2015 Budget & Operational Plan, the following condensed budget summary and an Affidavit of Publishing were submitted to the Maricopa County Board of Supervisor's Office by the Fire Board as required under Statute.

Fire District of Sun City West Fiscal Year 2014/2015 PROPOSED Annual Budget & Operational Plan July 1, 2014 Through June 30, 2015		
General Fund Revenues:		
Tax Revenue		\$ 10,193,883
Fire District Assistance Tax		\$ 400,000
Ambulance Insurance Billing Revenue		\$ 2,029,892
Program Revenues		\$ 152,175
Miscellaneous Revenues		\$ 471,676
Total General Fund Revenues:		\$ 13,247,626
General Operations Expenditures:		
Wages & Benefits		\$ 10,563,312
Operations		\$ 1,670,148
Training & Development		\$ 111,776
Contingencies		\$ 350,000
Total General Operations Expenditures:		\$ 12,715,236
Debt Service Expenditures:		
Debt Services Expenditures		\$ 532,390
Total Combined General Ops, Debt Service Expenditure		\$ 13,247,626
Public Budget Hearing:		
<p>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 Proposed Tentative Budget was approved on Thursday, May 15, 2014 during the Regular Board Meeting. In accordance with the A.R.S. § 48-805(A)2, the 20-Day posting period began on Saturday, May 24 and will end on Thursday, June 12, 2014. The Public Budget Hearing and final adoption will be held on Thursday, June 19, 2014 at 9:00 a.m. at the District's Administrative Offices located at:</p>		
Fire District of Sun City West, Administrative Office 18818 North Spanish Garden Drive Sun City West, Arizona 85375 Phone Number: 623-544-5100		
Published: Daily News-Sun, May 24, 2014/ 17153537		

Budget Posting Summary, Continued

**Fire District of Sun City West
Fiscal Year 2014/2015 ADOPTED Annual Budget & Operational Plan
July 1, 2014 Through June 30, 2015**

General Fund Revenues:

Tax Revenue	\$ 10,193,883	
Fire District Assistance Tax	\$ 400,000	
Ambulance Insurance Billing Revenue	\$ 2,029,892	
Program Revenues	\$ 152,175	
Miscellaneous Revenues	\$ 471,676	
Total General Fund Revenues:	\$ 13,247,626	

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Total Combined General Ops, Debt Service Expenditure	\$ 13,247,626
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Public Budget Hearing:

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

(Original Signatures On File)

David Wilson, Board Chairman

Dusty Rhodes, Board Clerk

Adoption Resolution

FIRE DISTRICT OF SUN CITY WEST BOARD OF DIRECTORS RESOLUTION #14-0619-1 (FISCAL YEAR 2014-2015 BUDGET ADOPTION)

A RESOLUTION OF THE ELECTED OFFICIALS OF THE FIRE DISTRICT OF SUN CITY WEST ADOPTING AN OPERATING BUDGET FOR FISCAL YEAR 2014/2015 IN THE AMOUNT OF \$13,247,626; TO ENCUMBER SUFFICIENT FUNDS TO COVER OUTSTANDING ITEMS (LIABILITIES, PURCHASE ORDERS, INVOICES, ETC.) FROM THE PREVIOUS FISCAL YEAR; AND TO COMMIT ANY REMAINING REVENUES OVER EXPENDITURES TO BE TRANSFERRED TO THE DISTRICT'S CAPITAL RESERVE FUND IN SUPPORT OF THE DISTRICT'S CAPITAL IMPROVEMENT PLAN (CIP).

WHEREAS, Arizona Revised Statutes, Title 48 require the 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, and;

WHEREAS, a Public Hearing was held in compliance with State Law on the Proposed Fiscal Year 2014/2015 Operating Budget containing funding for continued emergency fire and ambulance services, salaries, wages and benefits for District employees, general operating expenditures, continued training expenditures, and debt service;

RESOLVED at a duly noticed public meeting of the Fire Board of the Fire District of Sun City West to adopt the Fiscal Year 2014/2015 Annual Operating Budget in the amount of \$13,247,626 (attached); to encumber sufficient funds to cover outstanding items (liabilities, purchase orders, invoices, etc.) from the previous fiscal year; and to commit any remaining revenues over expenditures to be transferred to the District's Capital Reserve Fund in support of the District's Capital Improvement Plan (CIP); on Thursday, June 19, 2014 by a majority of the Fire Board members.

APPROVED:

ATTEST:

(Original Signatures On File)

David Wilson, Board Chairman

Dusty Rhodes, Board Clerk



Certification of Budget Adoption



FIRE DISTRICT OF SUN CITY WEST
Certification of Budget Adoption

The attached budget in the amount of \$13,247,626 was approved and adopted under Resolution #14-0619-1, by a majority vote of the Fire District of Sun City West Board of Directors at a duly noticed Regular Board Meeting held at 9:00a.m. on June 19, 2014 at the Administrative Offices located at 18818 N Spanish Garden Drive, Sun City West, Arizona 85375.

On behalf of the Fire District of Sun City West, we certify this is a true and accurate estimate of revenues and expenditures of the amount necessary to support District operations for the 2014/2015 Fiscal Year, and request Maricopa County to levy the amount of \$10,193,883 as set forth in the attached Budget.

APPROVED:

(Original Signatures On File)

_____ Date: _____
David Wilson, Board Chairman

ATTESTED:

(Original Signatures On File)

_____ Date: _____
Dusty Rhodes, 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.
Appurtenances	A term for what belongs to and goes with something else, with the appurtenance being less significant than what it belongs to. An example of an appurtenance pertaining to all facilities such as the telephone systems, carpets and flooring, facility painting or fitness equipment that belongs to each fire station. The replacement costs of these items may be significant; therefore they are planned for replacement in the CIP and not the annual budget. However, they are not depreciable by themselves and would not increase the value of the facility asset when replaced.
ASRS	Arizona State Retirement System (Non-sworn employee pension plan).
Assessed Valuation	The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets	Property that is owned by the District which has monetary value.
BC	Battalion Chief
Battalion Chief	An operations manager with rank above Captain. Directly responsible for the supervision of and daily operational readiness of their assigned shift. Responds to and takes command of emergencies. Also, directly supervises a number of assigned stations.
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.

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

EBLA	The Employee Benefit Liability Account (EBLA) is a designated account that is classified as Committed Funds within the General Fund Balance. This account was created to support the annual Employee Benefit Liability associated with compensated absences, including accrued Sick / Vacation leave, Paid Time Off (PTO), and Sick Leave Buy-Back Programs.
EMS	Emergency Medical Services.
EMT	Emergency Medical Technician.
Engine	A piece of apparatus which carries water, pumps water, and carries ladders, hose and medical supplies. All District engines also provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a firefighter, an Engineer maintains and drives the equipment and apparatus.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (i.e. flood, windstorm).
FEMA	Federal Emergency Management Agency.
Firefighter	Performs firefighting and rescue operations for combating, extinguishing and prevention of fires as well as for saving life and property. All District firefighters are also 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.
Ladder	A piece of apparatus that carries a full complement of ground ladders in addition to an aerial ladder.
LT	Ladder Tender.
MCSO	Maricopa County Sheriff's Office.
MSDS	Material Safety Data Sheet.
Modified Accrual Basis of Accounting	The basis of accounting under which expenditures are recorded when goods or services are actually received, rather than when the invoices are paid. The exception on this general rule is interest on general long-term debt, which is recognized when due. Revenues are recorded in the accounting period in which they become measurable and available.
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.
RMS	Records Management System.
Rescue	Any kind of incident that requires specialized training or equipment that is utilized to provide assistance to a victim(s), i.e. trench collapse, water-related accidents, hazardous materials spills.
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.

