

# **Fire District of Sun City West**



**Fiscal Year 2008/2009**

**ADOPTED**

**Annual Budget and Operational Plan**

ADOPTED – AS APPROVED DURING THE PUBLIC BUDGET HEARING OF JUNE 19, 2008 – ADOPTED

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## Introduction

The Fiscal Year (FY) 2008/2009 Budget and Operational Plan represents the Fire District's projections for expected expenditures and operations for the coming fiscal year. It also identifies the means by which those expenditures will be paid. The annual Budget / Operational Plan represents the most significant policy document that the Fire District Governing Board creates each year. This document sets the work plan for the District, the service levels of the operating divisions, and details the capital investments that the District will make. Many of the outlined goals and objectives are based on the Strategic Operational Objectives Plan which is developed prior to the construction of the Budget / Operational Plan each fiscal year. The Budget is balanced and typifies the District's ongoing commitment to contain expenditures to necessary and reasonable levels.

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

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

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

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

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

### Fund Overviews

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

### **General Fund**

The General Fund, or working fund, outlines, in detail, anticipated revenues and expenditures for FY 2008/2009. This fund's activities represent the true financial plan for the Fire District of Sun City West during the fiscal year.

### **Capital Projects Fund**

The Capital Projects Fund was established through Board action and is designed to fund future capital purchases. Revenue sources for this fund include transfers from the General Fund and interest earnings. Any remaining Contingency or other funding is also available for the Capital Program at fiscal year end.

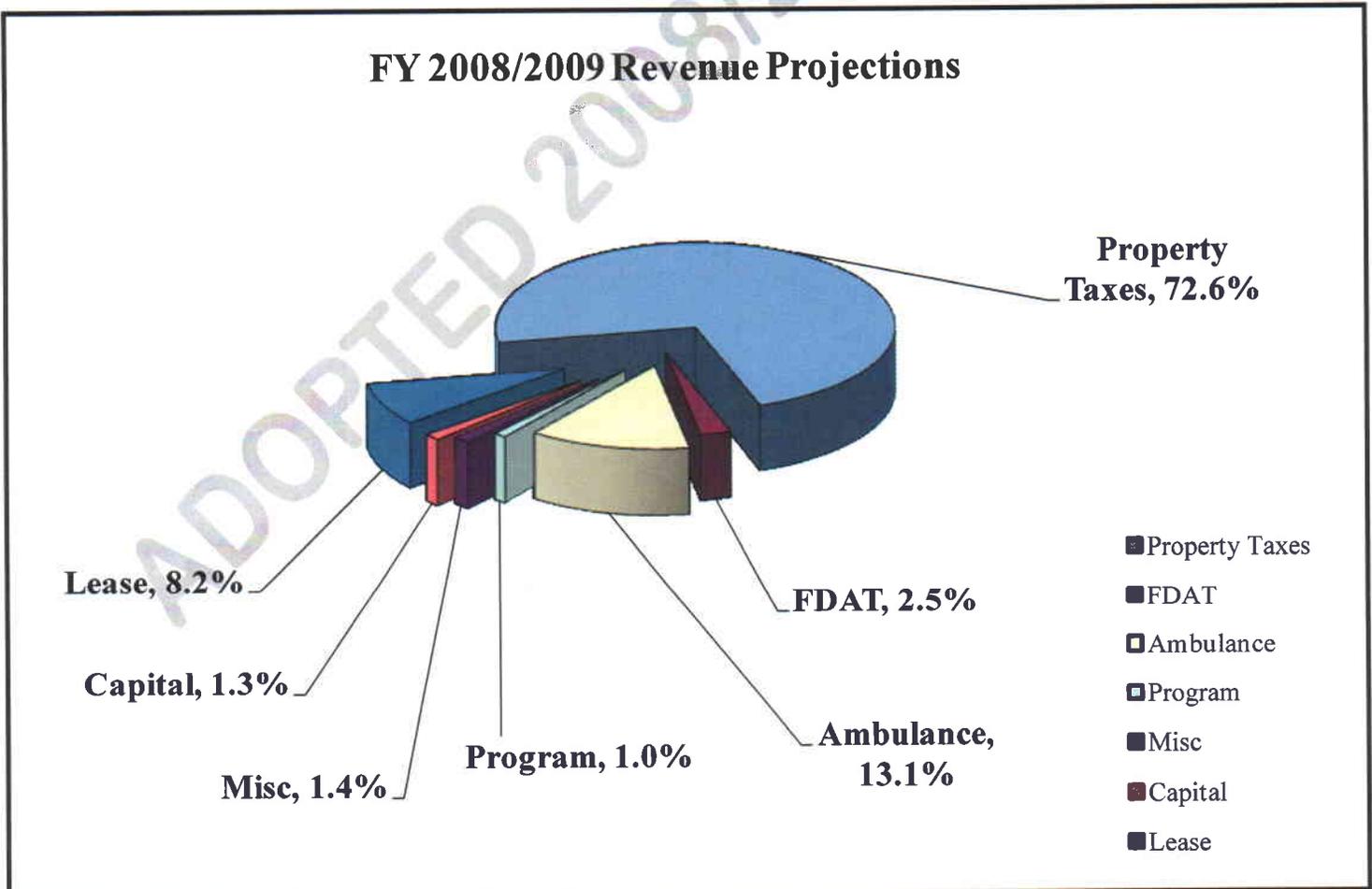
Various Capital Program items are planned to be accomplished during FY 2008/2009. A transfer of funds from the District's current Capital Projects Fund will be required to complete these projects. Further details regarding this projected transfer are found in a later section of this budget document.

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### Revenue Analysis

General Fund Revenues are anticipated using available information and historical projections. The FY 2008/2009 Budget includes funding from Property Taxes, Fire District Assistance Tax (FDAT); Ambulance Billing; Program Revenues (Permit Fees, Plan Review Fees, Community Education Fees, False Alarm Fees, etc.); Miscellaneous Revenues (Interest Revenues, Sale of Surplus Property, Donations, Wildland Revenues, and Fire Fighter Relief and Pension Fund Revenues); Transfers from Capital Projects, and Lease Purchase Proceeds.

<b>FY 2008/2009 Revenue Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
4110 · Property Taxes	\$ 7,641,675	\$ 8,878,747	\$ 1,237,072	16.2%
4120 · Fire District Assistance Tax	\$ 300,000	\$ 300,000	\$ -	0.0%
4210 · Ambulance Ins Billing Revenue	\$ 1,500,000	\$ 1,600,000	\$ 100,000	6.7%
4300 · Program Revenues	\$ 206,821	\$ 120,871	\$ (85,950)	-41.6%
4400 · Miscellaneous Revenues	\$ 178,900	\$ 175,914	\$ (2,986)	-1.7%
4510 · Transfer From Capital Projects	\$ 1,583,500	\$ 158,323	\$ (1,425,177)	-90.0%
4710 · Lease Purchase Proceeds	\$ 200,000	\$ 1,000,000	\$ 800,000	400.0%
<b>Total Revenues:</b>	<b>\$ 11,610,896</b>	<b>\$ 12,233,855</b>	<b>\$ 622,959</b>	<b>5.4%</b>



**Property Taxes**

Property taxes are levied by Maricopa County based on a calendar year although the Fire District operates on a fiscal year. Property values are established as of January 1 of each year and the tax rates on those values are set by the Maricopa County Assessor on the third Monday in August.

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

According to the Maricopa County Assessor's Office, the Fire District's projected assessed valuation for FY 2008/2009 increased by approximately 10.7%. That projected increase in District valuation is attributed to new development and assessed valuation changes to existing properties.

The Fiscal Year 2008/2009 Budget is structured to minimize the impact to property owners within the Fire District. However, due to varied increases in individual property values, the District is unable to set a levy rate that will maintain the actual property taxes assessed to each property owner. The District is anticipating a levy rate for FY 2008/2009 of approximately \$1.7486 per \$100 of secondary assessed valuation, (A.R.S. 48-807F states that the tax levy cannot exceed \$3.25 per \$100.00 of assessed value). Depending on individual variations in property value, this levy amount could result in either a tax increase or decrease for District property owners. The final levy amount will be determined by the Maricopa County Assessor's Office in August, 2008.

The goal of continuing to provide the highest quality of service to District citizens and also to remain competitive with employee wages and benefits is supported by this year's budget.

Other Phoenix Metropolitan Area Fire District tax rates for FY 2007/2008 include:

- Buckeye Valley Fire District - \$2.462
- Apache Junction Fire District - \$2.285
- Circle City / Morristown Fire District - \$2.236
- Rio Verde Fire District - \$2.194
- Sun City Fire District - \$2.193
- Sun Lakes Fire District - \$2.170
- Daisy Mountain Fire District - \$1.979
- Laveen Fire District - \$1.708
- Sun City West Fire District - \$1.667

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

### **Fire District Assistance Tax**

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

### **Ambulance Transport Revenue**

Staff is anticipating a 6.7% increase in ambulance billing revenues over the FY 2007/2008 budgeted amount. The increased revenue is attributed to an increase in ambulance transports coupled with an anticipated Arizona Department of Health Services approved District ambulance transportation inflationary rate increase which generally occurs in April of each year. It is important to remember that the Fire District does not charge its property owners any out-of-pocket cost for ambulance transport nor does it profit from this service as stipulated by the District's Certificate of Necessity. The projected revenues are designed to cover as many of the costs incurred in providing this invaluable service as possible.

### **Program Revenue**

The Community Risk Reduction Division produces the District's Program Revenues which are anticipated to decrease during FY 2008/2009. These revenues are derived from Building Permits, Plan Reviews, Fire Permits, CPR Instruction Fees, False Alarms Fees, etc. A large portion of this revenue source is a direct result of the Fire District's expansion efforts including Plan review and permit fees. With the slowdown in new construction, the District anticipates roughly 41.6% decrease in revenues for this budget account.

### **Miscellaneous Revenue**

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

The Firefighter Relief and Pension Fund revenue is allocated to each fire department within the State as determined by statute. An insurance premium tax fund has been developed by the State and each fire department receives a portion of these monies to offset the costs associated with their pension funds. The funds are automatically sent to the Public Safety Personnel Retirement System (PSPRS) on behalf of the Fire District. Unfortunately, the District did not receive the entire funding anticipated for FY 2007/2008 which will result in an estimated 12.4% shortfall in this area. As a result, many discussions were held with State representatives in an attempt to develop a method to better budget anticipated revenues for this program. The new planning methodology resulted in a projected reduction in revenues for FY 2008/2009 by approximately 11.0%.

### **Transfers from Capital Projects Program**

The District has created a Capital Improvement Plan (CIP) which involves the recording, tracking, and depreciation of a majority of the District's capital assets. The District creates replacement schedules for costly support structures as well as apparatus and equipment utilized in the day-to-day operations. These replacement schedules enable the District to outline required annual budgetary allocations for the purchase or rehabilitation of capital assets. The District allots a portion of required funding for the projected purchase of large

capital items on an annual basis to transfer into the Capital Projects Fund. These monies are then used to offset the cost of large capital purchases whose individual costs could require a considerable increase in tax revenues if they were funded during a single fiscal year.

### **Lease Purchase Proceeds**

The Board of Directors has established certain service standards for the District and developed a Capital Improvement Program to support these mandates. This program plans for the ongoing replacement of District apparatus and renovation / construction of facilities throughout the District. The Board and the District Administration realize that planning to fund these large expenditures through tax revenues in one fiscal period would negatively impact District taxpayers. Therefore, the District has sought alternative funding methods to expand this funding burden over a longer period of time. Lease Purchase Proceeds are revenues produced as a result of dividing the high cost of funding these Capital expenditures over the life of the assets which are being built, replaced or renovated. During this fiscal year, the District is scheduled to utilize a minimum of \$500,000 in Lease Purchase Proceeds for the completion of renovations to Station 102 and \$500,000 for the purchase of a new Fire Pumper.

### **Grant Revenues**

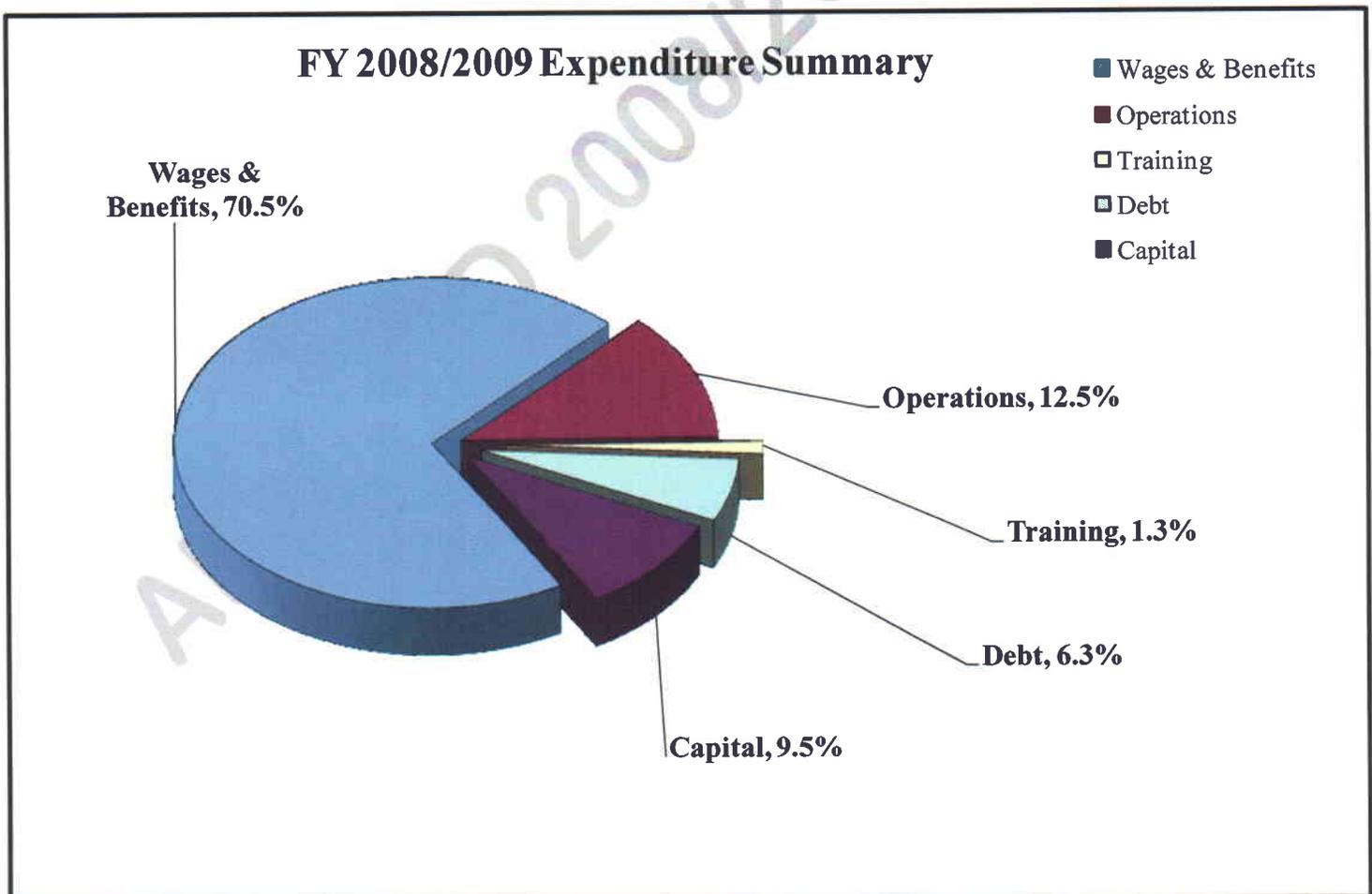
The District continues to aggressively investigate alternative revenue sources. The staff is currently working to secure various grants to enhance District services provided to the community. However, grants are not a guaranteed source of revenue. Many times the District may not be awarded grant funds until well into the fiscal year or not at all. This may greatly impact the overall revenues and expenditures made throughout the fiscal year. Therefore, it was previously determined that it would be prudent not to include potential Grant Revenues in the annual budget revenue and expense accounts. This change allows for a more realistic revenue and expenditure picture and does not limit the District's ability to use any alternative funding should it be successfully obtained. However, there are some monies budgeted within the Capital Projects Fund account to meet any matching fund requirements if the District is successful in receiving any grant awards. Obviously, if the grants are not awarded, the associated matching grant funds that have been budgeted would not be expended.

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### Expenditure Summary and Analysis

The District's Expenditure Summary is classified into five general categories: Wages and Benefits, Operating Expenditures, District Training and Development, Debt Service, and Capital Programs. The following table presents only an overview of total budgeted expenditures in each of these categories. Each expenditure category will be discussed in detail in various sections of this document.

<b>FY 2008/2009 Expenditure Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
Wages & Benefits	\$ 7,992,696	\$ 8,627,690	\$ 634,994	7.9%
Operating Expenditures	\$ 1,290,576	\$ 1,528,192	\$ 237,616	18.4%
District Training & Development	\$ 153,722	\$ 153,028	\$ (694)	-0.5%
Debt Service	\$ 600,402	\$ 766,622	\$ 166,220	27.7%
Capital Programs	\$ 1,573,500	\$ 1,158,323	\$ (415,177)	-26.4%
<b>Total Expenditures:</b>	<b>\$ 11,610,896</b>	<b>\$ 12,233,855</b>	<b>\$ 622,959</b>	<b>5.4%</b>



## Special Projects & Financial Services Section

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

### Special Projects

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

#### Special Projects Personnel Summary

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Fire Chief	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0
<b>Total Personnel Assigned</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

#### Special Projects Management Measures

Description	2007/2008 Estimated	2008/2009 Proposed
<b>Special Projects</b>		
Number of Board Workshops Supported	12	12
Number of Legally Mandated Board Meetings Supported	12	12
Projected Number of Public Hearings/Special Meetings Supported	3	3
Number of Board Policies Administered	87	87
Number Operations Procedures Administered	220	235
Grants Applications Submitted/Value	5/\$306,000	1/\$321,278
Grant Awards Received/Value	2/\$24,000	TBD
Number of Special Projects Managed*/**	5	4

\*FY 2007/2008 Special Projects:

- Annual Review/Revision of Strategic Operational Objectives Plan
- Fire District Accreditation Process
- Oversight/Creation of Strategic Business Plan for Potential Future Satellite Training Facility
- Division and Revision of Policy and Operations Manuals
- Fire District Informational Brochure

\*\*FY 2008/2009 Special Projects:

- Annual Review/Revision of Strategic Operational Objective Plan
- Fire District Accreditation Process
- Oversight of Fire District Marketing Plan Development
- November 2008 Election for three (3) Director's Seats

**Status of 2007/2008 Performance Goals and Objectives**

- Researched possible revision and addition recommendations for Strategic Operational Objectives Plan – **Goal Accomplished**
- Continued to seek alternative revenue opportunities to enhance District funding – **Process Ongoing**
- Research potential grant opportunities – **Process Ongoing**
- Fire District Accreditation Process – **Process Ongoing**
- Complete Division and Revision of Policy and Operations Manuals – **Goal Accomplished**
- Complete newly revised Operations Manual pending policies – **Goal Accomplished**
- Oversight and Completion of Strategic Business Plan for Potential Future Satellite Training Facility – **Goal Accomplished**
- Explore working with a grant writer on a contingency basis to locate and secure grants – **Process Ongoing**

**FY 2008/2009 Performance Goals & Objectives**

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

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## Board of Directors

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

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

The Special Projects Section coordinates training for the Elected Board of Directors members to ensure that every opportunity for education is provided. The largest single training entity for Fire District Officials is the Arizona Fire District Association (AFDA). AFDA produces conferences generally twice a year, in January and between the July and September months. Conferences are usually Thursday through Sunday and provide a variety of topics by a variety of qualified educators. Training typically includes representatives from state and local governmental entities to which Fire Districts are required to fulfill annual reporting mandates, legal counsels who provide information on open meeting laws and board member roles and responsibilities, auditors, accountants and other experienced individuals in the field of Fire District finance, etc. Each conference offers varied subject matter and reinforces the importance of continued education through the inception of a certificated program. The training benefits both new and tenured Fire Board members. There are occasions in which other professional organizations may provide training that would benefit District Board members and that funding is also reserved in this area.

This section of the budget also contains items such as Board meeting and administrative expenses, and Board elections funding as necessary.

### Expenditure Detail – Budget Categories

FY 2008/2009 Fire Board Expenditure Projections				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
5330 · Election Expenditures	\$ -	\$ 7,685	\$ 7,685	100.0%
6110 · Educational Expenditures	\$ 900	\$ 1,350	\$ 450	50.0%
6130 · Travel Expenditures	\$ 5,925	\$ 6,225	\$ 300	5.1%
5515 · Meeting Expenditures	\$ 2,000	\$ 1,000	\$ (1,000)	-50.0%
<b>Total Fire Board:</b>	<b>\$ 8,825</b>	<b>\$ 16,260</b>	<b>\$ 7,435</b>	<b>84.2%</b>

- 5330 Election Expenditures:** The District is required by State statute to hold biennial elections for its board members. The next election may be required in FY 2008/2009, when there will be three (3) individuals with completed terms. Maricopa County charges a set fee for each registered voter within the District. This funding also covers the publishing of required election notices.
- 6110 Educational Expenditures:** This budgetary account provides funding for training conference registration for all five (5) board members to attend both AFDA

conferences plus any other potentially beneficial conferences that might arise throughout the fiscal year.

- **6130 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures that are associated with Board members attending educational conferences throughout the fiscal year. This account increased due to the increased lodgings costs associated with the Arizona Fire District Association (AFDA) conferences.
- **5515 Meeting Expenditures:** This funding, which is derived from the overall Customer Relations/Hospitality budgetary line item, covers Fire Board meeting expenses and supplies. This account was significantly decreased by Board request.

## Special Projects

The following budgetary accounts are used to complete special projects.

### Expenditure Detail – Budget Categories

FY 2008/2009 Fire Board Expenditure Projections					
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change	
5330 · Election Expenditures	\$ -	\$ 7,685	\$ 7,685	100.0%	
6110 · Educational Expenditures	\$ 900	\$ 1,350	\$ 450	50.0%	
6130 · Travel Expenditures	\$ 5,925	\$ 6,225	\$ 300	5.1%	
5515 · Meeting Expenditures	\$ 2,000	\$ 1,000	\$ (1,000)	-50.0%	
<b>Total Fire Board:</b>	<b>\$ 8,825</b>	<b>\$ 16,260</b>	<b>\$ 7,435</b>	<b>84.2%</b>	

- **5325 Consulting:** These funds are used for professional consultant related research during the fiscal year. The District is also required to revise mapping systems and the electronic Computer Aided Dispatch (CAD) dispatching information as new streets and locations are added within its boundaries. This funding also allows for these services to be accomplished.
- **6310 Accreditation:** The funds associated under this line item will allow the District to proceed with the next steps necessary in the Center for Public Safety Excellence (CPSE) Accreditation process. Initial exploration regarding the Ambulance Services Accreditation through the Commission on Accreditation of Ambulance Services (CAAS) will also begin during FY 2008/2009.

## Grant / Alternative Funding

The District aggressively pursues alternative and innovative ideas to improve the services the District provides and the equipment and facilities used to provide that service. The District also continually investigates methods to obtain these improvements at little or no cost to the taxpayers of the District. It is the District's philosophy to seek out grant funding whenever possible. The following details the grants for which the District has already planned to apply which may be awarded in the coming fiscal year. However, the District will also actively

research and pursue other potential grants throughout FY 2008/2009 in an effort to positively impact both services and the District's revenue status.

**Heart Monitor Replacement & Apparatus Exhaust Extraction Systems Grant:**

The District applied for this grant funding from the 2008 Firefighter Act Grant. This grant will provide new 12-lead heart monitors to replace all of the current heart monitors being utilized in the District and for two Apparatus Exhaust Extraction Systems for Stations 102 and 103. The following information outlines the details of the Grant:

**Awarding Entity:** Department of Homeland Security, 2008 Assistance to Firefighters Act Grant  
**Total Grant Expenditure Costs:** \$321,278  
**District's Required Funding:** \$ 32,128  
**Anticipated Grant Revenues:** \$289,150

**FINANCIAL SERVICES SECTION**

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

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

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

**Financial Services Section Personnel Summary**

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

## Financial Services Section Management Measures

Description	2007/2008 Estimated	2008/2009 Proposed
<b>Mandated Annual Reports Processed &amp; Filed</b>		
Maricopa County Board of Supervisors	2	2
Maricopa County Treasurer	2	2
Arizona Department of Health Services	1	1
Lending Agencies	3	2
Monthly Fire Board Financial Reports	12	12
<b>General Accounting Requirements</b>		
Bank Accounts Managed	14	11
Estimated Warrants/Checks Processed	1,545	1,545
Estimated Deposits Processed	55	55
Arizona State Land Billing Invoices Processed	10	10
1096/1099 Miscellaneous Reports Processed	1-1096 / 20-1099's	1-1096 / 20-1099's
<b>Payroll Requirements</b>		
Employee Payroll Files Managed	82	83
Estimated Payroll Checks Processed	2,369	2,407
Estimated Payroll Liability Checks Processed	522	522
Quarterly Payroll Reports Filed	16	16
W3/W2's Wage and Earnings Statements Processed	1-W3 / 92-W2's	1-W3 / 90-W2's

### Status of FY 2007/2008 Performance Goals & Objectives

- Skillfully and responsibly managed the District's monetary resources to optimize the public's investment in their organization – **Process Ongoing**
- Pursued strategies that minimize tax levy variations – **Process Ongoing**
- Review all accounting policies and procedures and revise accounting manual – **Goal Modified**
- Create computerized purchase order system to encumber funds in order to more accurately reflect budget activity – **Goal Modified**
- Review comparable fee schedules to identify trends and to stay consistent with other departments / districts – **Goal Accomplished**
- Work with the Community Risk Reduction Division to review proposed District growth / development and determine timelines and future financial impact – **Process Ongoing**
- Create an efficient and effective process for handling all payroll requirements in-house – **Goal Accomplished**
- Develop interlinked budgeting program to standardize budgetary requests, simplify submission review and refinement, track changes throughout the process, and incorporate updated, accurate data into final budget document for presentation to the Board and public – **Goal Accomplished**
- Increase capital item cost threshold – **Goal Accomplished**
- Develop & monitor a maintenance budget to be maintained by each fire station – **Goal Accomplished**

### FY 2008/2009 Performance Goals & Objectives

- Continue the skillful and responsible management of the District's monetary resources to optimize the public's investment in their organization.
- Continue the pursuit of strategies that minimize tax levy variations.
- Refine the accounting system and revise policies and procedures where necessary.
- Refine the computerized purchase order system to eliminate duplication and encumber funds to increase accuracy of reflected budget activity.

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- Continue work with the Community Risk Reduction Division to review the proposed District growth/development and determine timelines and future financial impact.
- Refine payroll process to increase efficiency and decrease required schedule verification.
- Maintain apparatus, equipment & facility depreciation schedule.
- Maintain replacement schedule for vehicles, large equipment, and smaller capital items.

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

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

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

### **Personnel Staffing**

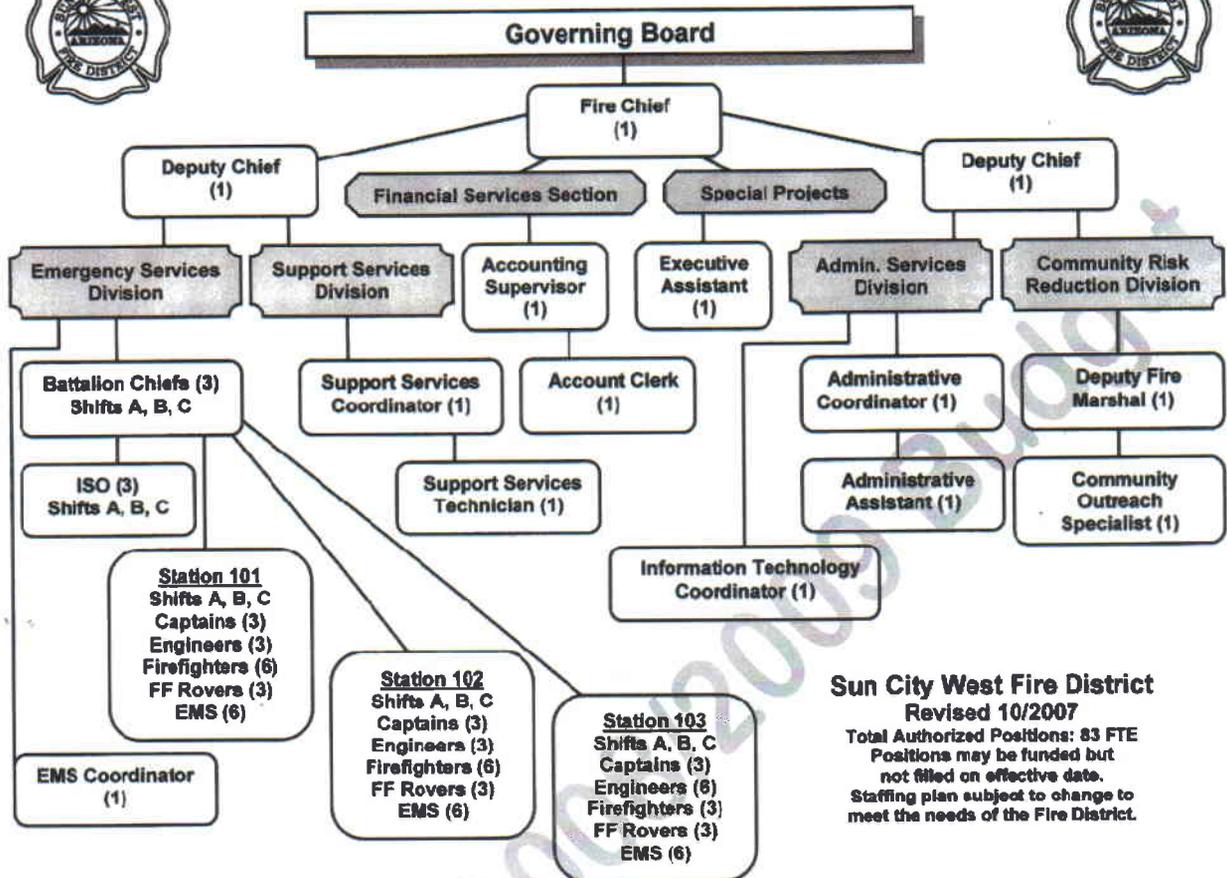
When determining adequate District staffing levels, current and future employee workload, response models, regulatory requirements, and industry standards are explored. The current District staffing levels set forth by the Board are detailed in the Staffing Plan and table presented on the next page:

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## Fire District Personnel Staffing Levels Summary



# Staffing Plan



**Sun City West Fire District**  
 Revised 10/2007  
 Total Authorized Positions: 83 FTE  
 Positions may be funded but  
 not filled on effective date.  
 Staffing plan subject to change to  
 meet the needs of the Fire District.

Fire District Personnel Staffing Levels – Summary			
Position/Rank	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Fire Chief	1.0	1.0	1.0
Deputy Fire Chief	2.0	2.0	2.0
Executive Assistant	1.0	1.0	1.0
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
Deputy Fire Marshal	1.0	1.0	1.0
Community Outreach Specialist	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Administrative Manager	1.0	0.0	0.0
Information Technology Coordinator	0.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	1.0	1.0	1.0
Battalion Chief (Shift Sworn)	3.0	3.0	3.0
Captain (Shift Sworn)	12.0	12.0	12.0
Engineer (Shift Sworn)	12.0	12.0	12.0
Firefighter (Shift Sworn)	15.0	15.0	15.0
Firefighter Rover (Shift Sworn)	9.0	9.0	9.0
EMS Personnel (Shift Non-Sworn)	18.0	18.0	18.0
<b>Total District Personnel</b>	<b>83.0</b>	<b>83.0</b>	<b>83.0</b>

ADOPTED – AS APPROVED DURING THE PUBLIC BUDGET HEARING OF JUNE 19, 2008 – ADOPTED

The Fire Chief, Deputy Fire Chiefs, Accounting Supervisor, Administrative Coordinator, Information Technology Coordinator, EMS Coordinator, Support Services Coordinator, and Battalion Chiefs are each classified as exempt employees. Day shift employees generally work Monday through Friday for an average of 40 hours per week. Shift sworn and non-sworn personnel are divided into three (3) platoons and currently work an average of 56 hours per week. Each member of the District's platoons work a 24-hour shift every third day.

### **Personnel Compensation and Benefits**

District compensation and benefit data is contained within this section of the annual budget document. This section of the operating budget tends to be the most unpredictable and the most difficult area in which to project actual expenditures for the entire fiscal year. It is analyzed from every possible angle in an attempt to avoid over or under budgeting. These budgeted expenditures have been meticulously calculated ensuring that only appropriate values have been assigned to each line item. Items such as employment taxes, retirements, and Worker's Compensation costs are requirements under Federal and/or State mandates. In order to remain competitive in the local market place, the Board has also dictated that certain benefits be provided to preserve the District's exceptionally skilled labor force. The various District Divisions and Sections also submit budget requests for estimated overtime and other wage related expenditures.

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

The Board of Directors has continued to combat this issue through systematic increases to the District wage and benefit packages. Due to these efforts, the employee benefits package is becoming more and more competitive and the District has realized some reduction in employee turnover.

District employees are sorted into five (5) general classes for which wages are generated. These classes combine individuals based on work periods under the Fair Labor Standards Act requirements for generation of mandatory overtime hours. The Fire District currently allocates funding for 83 full time employees. Of these employees, 29.9% or 24 employees are ineligible for merit enhancement at the start of FY 2008/2009. This ineligibility is based on the employee reaching the top of their respective wage range. In addition, another 7 employees will become ineligible for merit increases during the course of FY 2008/2009 bringing the total ineligible to 37.3% of current District employees.

Every year since the Fire District began operations with its own employees, the Board of Directors has allowed employee input regarding annual wage and benefit changes. This year, the employees were polled by the Sun City West Firefighters Association to ascertain what wage and benefit issues they would like the Board of Directors to consider changing or creating for FY 2008/2009. The top three items of concern from the employees, in order of priority, were:

1. Wage Scale Competitiveness, Range and Step Modifications, and Inflationary Adjustments
2. Out-of-Class Assignment Compensation
3. Health Insurance Benefits Stabilization

### **FY 2008/2009 Compensation and Benefits Significant Changes**

Inflationary impacts have been one factor used in determining the level of annual wage scale enhancements for Fire District personnel. 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".

This year the Urban Consumers (CPI-U) Data shows a seasonally adjusted annual rate (SAAR) of inflation at 4.4%, as reported by the Bureau of Labor Statistics of the U.S. Department of Labor on March 14, 2008. This compares with an increase of 4.7% for the same period last year.

Another factor that is commonly used by the District in determining annual wage scale enhancements has been competitiveness with neighboring emergency service agencies. This is perhaps the most valuable process as wage and benefit competitiveness is vitally important in maintaining a stable and satisfied work force.

A review of this year's Wage/Benefit Study, which is conducted annually by the Administrative Services Division, has pointed out that the District is below average in several wage categories. Examples include the Fire District's Deputy Fire Chief rank which has a maximum compensation level at roughly \$4,400 dollars a year below neighboring department averages and nearly \$19,000 a year less than the Surprise Fire Department. Another example is the District's Deputy Fire Marshal rank whose maximum compensation level is roughly \$16,100 a year below neighboring department averages and roughly \$8,000 below the Tempe Fire Department. These and other wage scale problems within the District have been steadily growing and can be largely attributed to neighboring fire departments providing superior annual enhancements or adjustments to their employee's wage scales. The Fire District has never had the attitude that District personnel should be the "best" paid in the Valley. However, District management does feel that the highly qualified and dedicated personnel in this District, who provide caring and expert care to the property owners, deserve to receive wages and benefits that are at least equitable with those of other departments/Districts in the valley. Therefore, in order for the District's wage scales to become more comparative, the following two important compensation enhancements for FY 2008/2009 are recommended.

First, District employees would receive a minimum of a 3% cost-of-living adjustment (COLA) to their base salary effective July 1, 2008. This across-the-board adjustment will not only help

offset the inflationary impact on employee wages but will also assist in maintaining the District's wages at a comparative level with other local Valley fire departments.

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 all of the fire departments in the Valley and has proven effective in removing subjectivity and also instilling consistency into personnel compensation packages.

The second compensation enhancement would modify several ranges of the District's current wage scale. This modification can be accomplished by various methods. However, staff recommends the use of a method employed successfully by the District in the past. The modification method used in the past entailed the removal of the bottom or starting step for positions in the District's Wage Scale and adding a new top step. This modification results in a 5% scale adjustment with the ability to spread the financial implications from such changes over many fiscal years.

The current structure of the Captain's wage scale presented the District with a significant issue that allowed several of the more recently promoted Captains to earn less compensation than those Engineers and Firefighters that they supervised. In order to rectify this situation, an adjustment to the Captain's wage scale required the removal of the bottom two steps, decreasing the scale from the current six step range down to four steps and a minor starting wage adjustment. Through the adoption of this adjustment, the District ensures that this inadequacy does not occur in the future.

This type of wage scale modification would create many positive changes within the District. However, with this type of scale modification, some negative impacts are unavoidable. One example would be that with an increase to the starting salaries, newly promoted employees of the District will be compensated at a rate equal to employees in the same position that have a year of employment in that wage range. The positive impact would be a higher starting salary which could attract higher quality job applicants and promotional incentives. The ultimate goal of creating a cost effective enhancement to the District's compensation package resulting in a very competitive wage scale could be accomplished with this modification.

The additional benefit enhancements requested by District employees include a change to the Out-of-Class Assignment Compensation. An Out-of-Class Assignment is defined as an employee temporarily working in a position of higher rank/responsibility. For example, an Engineer who must temporarily work in the position of Captain. Employees may only work in this higher ranking capacity if they met District minimum requirements for the higher ranking position. Currently, employees receive a structured stipend for each full 24-hour shift that is worked under Out-of-Class assignment guidelines. Before becoming eligible to receive this stipend, employees are required to have worked a minimum of 240 non-consecutive hours during the fiscal year. The Out-of-Class Assignment Compensation Program is proposed to decrease the 240 non-consecutive hour threshold to 120 non-consecutive hours prior to becoming eligible to participate in this program.

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Wages &amp; Benefits Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
<b>5000 General Wages</b>				
5005 · Administrative	\$ 382,768	\$ 401,869	\$ 19,101	5.0%
5010 · EMS	\$ 843,387	\$ 897,687	\$ 54,300	6.4%
5015 · Emergency Services	\$ 3,565,921	\$ 3,745,859	\$ 179,938	5.0%
5020 · Community Risk Reduction	\$ 193,325	\$ 242,107	\$ 48,782	25.2%
5025 · Support Services	\$ 148,996	\$ 107,016	\$ (41,980)	-28.2%
<b>Total 5000 General Wages:</b>	<b>\$ 5,134,397</b>	<b>\$ 5,394,538</b>	<b>\$ 260,141</b>	<b>5.1%</b>
<b>5000 Continued: Additional Compensation</b>				
5030 · Miscellaneous Compensation	\$ 5,500	\$ 11,750	\$ 6,250	113.6%
5035 · Longevity Compensation	\$ 42,557	\$ 50,971	\$ 8,414	19.8%
5050 · Holiday On-Call Compensation	\$ 208,368	\$ 225,080	\$ 16,712	8.0%
5070 · Program Manager Compensation	\$ 2,600	\$ 2,600	\$ -	0.0%
5085 · Coverage Compensation	\$ 345,961	\$ 401,992	\$ 56,031	16.2%
<b>Total 5000 Additional Compensation:</b>	<b>\$ 604,986</b>	<b>\$ 692,393</b>	<b>\$ 87,407</b>	<b>14.4%</b>
<b>Total General Wages:</b>	<b>\$ 5,739,383</b>	<b>\$ 6,086,931</b>	<b>\$ 347,548</b>	<b>6.1%</b>
<b>5100 Employer Taxes &amp; Benefits</b>				
<b>5110 Employer Taxes</b>				
5111 · Social Security Tax - Employer	\$ 92,466	\$ 97,697	\$ 5,231	5.7%
5112 · Medicare Tax - Employer	\$ 85,339	\$ 90,057	\$ 4,717	5.5%
5113 · AZ UI & Job Training Tax	\$ 4,822	\$ 4,822	\$ -	0.0%
5114 · Workers Compensation Insurance	\$ 153,933	\$ 169,640	\$ 15,707	10.2%
<b>Total 5110 Employer Taxes:</b>	<b>\$ 336,561</b>	<b>\$ 362,216</b>	<b>\$ 25,655</b>	<b>7.6%</b>
<b>5120 Retirements</b>				
5121 · PSPRS Retirement Contributions	\$ 564,177	\$ 805,226	\$ 241,049	42.7%
5122 · ASRS Retirement Contributions	\$ 137,413	\$ 141,031	\$ 3,618	2.6%
5123 · 401(a) Retirement Contributions	\$ 174,870	\$ 186,326	\$ 11,456	6.6%
<b>Total 5120 Retirements:</b>	<b>\$ 876,460</b>	<b>\$ 1,132,583</b>	<b>\$ 256,123</b>	<b>29.2%</b>
<b>5130 Benefit Insurance</b>				
5131 · Health Insurance	\$ 723,884	\$ 726,632	\$ 2,748	0.4%
5132 · Dental Insurance	\$ 71,336	\$ 71,897	\$ 561	0.8%
5133 · Life Insurance	\$ 15,780	\$ 16,655	\$ 875	5.5%
5134 · PSPRS Cancer Insurance	\$ 5,200	\$ 5,300	\$ 100	1.9%
5135 · Post Employment Health Plan	\$ 58,290	\$ 62,111	\$ 3,821	6.6%
5136 · MERP Retiree Med Reimbursemen	\$ 4,200	\$ 4,200	\$ -	0.0%
5137 · Long Term Disability	\$ 24,640	\$ 25,910	\$ 1,270	5.2%
5138 · Flexible Spending Account	\$ 1,850	\$ 3,020	\$ 1,170	63.2%
5139 · Vision Insurance	\$ -	\$ 6,374	\$ 6,374	100.0%
<b>Total 5130 Benefit Insurance:</b>	<b>\$ 905,180</b>	<b>\$ 922,099</b>	<b>\$ 16,919</b>	<b>1.9%</b>
<b>5140 Operational Allowances</b>				
5141 · Sick Leave Buy Back	\$ 59,158	\$ 47,595	\$ (11,563)	-19.5%
5142 · Uniform Allowance	\$ 65,450	\$ 65,450	\$ -	0.0%
5143 · Cell Phone Allowance	\$ 10,504	\$ 10,816	\$ 312	3.0%
<b>Total 5140 Operational Allowances:</b>	<b>\$ 135,112</b>	<b>\$ 123,861</b>	<b>\$ (11,251)</b>	<b>-8.3%</b>
<b>Total Benefits:</b>	<b>\$ 2,253,313</b>	<b>\$ 2,540,759</b>	<b>\$ 287,446</b>	<b>12.8%</b>
<b>Total Combined Wages &amp; Benefits:</b>	<b>\$ 7,992,696</b>	<b>\$ 8,627,690</b>	<b>\$ 634,994</b>	<b>7.9%</b>

**ADOPTED – AS APPROVED DURING THE PUBLIC BUDGET HEARING OF JUNE 19, 2008 – ADOPTED**

[www.scwfire.org](http://www.scwfire.org) Website Copy

- **5005 Administrative Services Division:** This class of employee generally works a 40-hour work schedule, Monday through Friday, and includes salaries for the Fire Chief, Administrative Coordinator, and the Accounting Supervisor. Also included in this class are the hourly wages for the Executive Assistant, the Account Clerk, and the Administrative Assistant position.
- **5010 EMS Section:** This class includes Emergency Medical Service personnel including the ranks of Emergency Medical Technician (EMT) and Paramedic. They are considered Shift Non-Sworn employees who staff District ambulances and work one 24-hour shift every third day generating an average of a 56-hour work week. Under the Fair Labor Standards Act, this requires 16 hours of mandatory overtime each work week and this overtime is accounted for in this budget item. This class also includes salary funding for the EMS Coordinator who typically works Monday through Friday.
- **5015 Emergency Services Division:** The ranks of Captain, Engineer, and Firefighter are included in this class. They are classified as Shift Sworn Employees who also work one 24-hour shift every third day generating an average work week of 56 hours. However, these employees fall under a special Fair Labor Standards Act 7(k) Exemption which determines that these personnel receive only three (3) hours of mandatory overtime for each 56-hour work week which is accounted for in this budget item. This class also includes the salaries of one (1) Deputy Chief and three (3) Battalion Chiefs.
- **5020 Community Risk Reduction Division:** Employees in this class generally work Monday through Friday on a 40-hour work schedule. Budgeted funds contain the salaries of one (1) Deputy Chief, a Deputy Fire Marshal and the Information Technology Coordinator. The hourly wages of Community Outreach Specialist Are also contained in this budget account.
- **5025 Support Services Division:** This class of employees generally works a Monday through Friday, 40-hour work schedule and includes the salary of a Support Services Coordinator, and hourly wages for a Support Services Technician.
- **5030 Miscellaneous Compensation:** These funds contain Out-of-Class Assignment Compensation which is currently earned on a per shift basis after the completion of 120 non-consecutive hours of working in an Out-of-Class capacity. Hours are accumulated on an annual basis and are not carried over from the previous year. Recertification must be accomplished each year before compensation is earned.
- **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 been proven instrumental in helping to slow the trend of excessive and costly employee turnover. The program is designed to reward employee loyalty with the District and has become commonplace in fire departments across the valley.
- **5050 Holiday / On-Call Compensation:** The District's business requires 24-hour service, 7 days a week, 365 days per year including holidays. This requires that Fire

District personnel spend time away from their families during established holidays. Various on-call personnel such as the Support Services personnel, District qualified Fire Investigators and Chief Officers are also required to be on call every day of the year on a 24-hour basis. This program is in place to compensate employees for these mandatory holiday and 24-hour on call responsibilities and is also a common Fire Department benefit.

- **5070 Program Manager Compensation:** This program compensates the Emergency Medical Services (EMS) Supplies and Fitness Program Managers for additional specialized duties above and beyond their normal job requirements. These program managers acquire an in-depth knowledge of their specific programs in order to effectively ensure certain District requirements are adhered to on a daily basis.
- **5085 Coverage Compensation:** This class is the most difficult area in which to project budgeted funds. Many unknown circumstances contribute to this expenditure area and can greatly impact the outcome of this budgetary item over the course of the fiscal year. In an effort to impact this account, the following personnel have been reclassified to an exempt status for the coming fiscal year: Emergency Services Coordinator, and the Support Services Coordinator. These positions meet the Fair Labor Standards qualifications for exempt status. Funds provide for the maintenance of required manpower to effectively meet the needs of the property owners in an emergency response and also to comply with local and Federal standards. Unforeseen events or illnesses, mandatory State and Federal training compliance requirements, unplanned personnel vacancies, or large scale incidents all affect this class. While the District attempts to ensure that there will always be personnel available to cover these issues on the daily schedule, personnel may be required to provide services during their normally 'off-duty' hours which mandates that these hours be compensated at a rate of one and a half times an employee's normal wage. Due to an anticipated increase to employee wages, this budgetary line item has been increased for FY 2008/2009.
- **5111 Social Security Tax:** The District is required to comply with certain Federal, State and local government regulations and statutes which outline specific budgetary requirements. Although the District is required to pay the usual employer taxes, it does receive some exemptions, i.e., some employees are exempt from Social Security due to their required inclusion in the Arizona Public Safety Personnel Retirement System (PSPRS). The District is required to pay a 6.2% tax on all wages paid to employees who are not mandated to be included in PSPRS. This generally represents all employee classes with the exception of most employees in the Sworn Emergency Services class. Eligible employees are also mandated to pay a portion of their wages for this tax.
- **5112 Medicare Tax:** The District is required to pay a 1.45% tax on all wages paid to all employees. Employees are also mandated to pay a portion of their wages for this tax.
- **5113 AZ Unemployment & Job Training Tax:** As a governmental entity, the District is given the option of deciding whether to be a contributing employer or a reimbursable employer for Arizona State Unemployment Insurance. The District budgeted a rate of

0.73% during last fiscal year and anticipates that the rate will remain the same for FY 2008/2009. This insurance is based on the first \$7,000 of wages paid to each employee during the calendar year. In addition, a 0.10% Tax is paid on the same wages for the Arizona Job Training Program. In the past several years, the District has had minimal claims for unemployment benefits paid out on its behalf.

- **5114 Worker's Compensation Insurance:** District employees work in an atmosphere where they are faced with potentially life threatening or bodily injury situations on a daily basis. The risk to their lives and livelihoods is greater than that of the average private sector employee. Consequently, this results in elevated annual premiums for Worker's Compensation Insurance. However, the District focuses on safety both in the field and in its facilities which has resulted in reduced instances of reportable injuries. This allows the District to maintain a steady and more predictable premium and may also result in substantial premium rebates.
- **5121 PSPRS Retirement:** Only the District's sworn (i.e. firefighting) employees are eligible 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 2008/2009 year is 18.14% of wages paid to all eligible employees. This is a significant increase when compared to the FY 2007/2008 contribution rate of 13.62%. For comparison, the FY 2006/2007 contribution rate was 11.28%. Eligible employees are also mandated to pay a portion of their wages to the PSPRS.
- **5122 ASRS Retirement:** All of the District's non-firefighting personnel (non-sworn) participate in the Arizona State Retirement System (ASRS). The annual actuarial produced by the ASRS has set the District's required contribution rates for the FY 2008/2009 at 8.95% of wages paid to all eligible employees which represents a slight decrease from the 9.1% rate of the prior fiscal year. Eligible employees are also mandated to pay a portion of their wages to the ASRS.
- **5123 401(a) Retirement:** This program is a long-term personal retirement account designed to help provide additional retirement funds for District employees. This type of program is common in the fire service and is often referred to as a Deferred Compensation Program. The District currently funds the 401(a) account at a rate of 3.0% per employee. Employees become 100% vested after five years of continuous service with the Fire District.
- **5131 Health Insurance:** Health Insurance, including a prescription drug program, is provided as a benefit to the employees and their dependents in accordance with industry standards. Premiums for employees are covered by the District, while premiums for dependent coverage are shared between the employee and the District. Previously, the Fire District Governing Board chose to stabilize the annual employee medical premium amounts. To alleviate the issues involved with annual premium increases and to create more support from employees (if you abuse it, it will cost you more in future premium increases), the decision was made to adopt an annual 80/20 premium payment arrangement for dependant coverage. The District's current insurance carrier, Cigna proposed roughly a 40% rate increase over last year's premium costs. After reviewing and evaluating the various insurance alternatives

available, it was determined that by transitioning from a zero-deductible plan to a low-deductible plan, the District will be able to maintain its commitment to provide similar benefits to its employees. Although it will result in employees experiencing the cumbersome process of changing insurance carriers for the second year in a row, it is recommended that the District return to United Healthcare, its 2006/2007 insurance provider, which results in a slight increase in premium costs over last fiscal year. The increased cost of remaining with Cigna would have resulted in an astronomical increase in this expenditure account. Each year, the Fire District attempts to retain the same insurance provider while maintaining fiscal responsibility. It is always the District's goal that this will be accomplished during each year's insurance negotiations.

- **5132 Dental Insurance:** Dental insurance is provided as a benefit to the employees and their dependents in accordance with industry standards. Premiums for employees are covered by the District, while premiums for dependent coverage are shared between the employee and the District. Previously, the Fire District Governing Board chose to stabilize the annual employee dental premium amounts. To alleviate the issues involved with annual premium increases and to create more support from employees (if you abuse it, it will cost you more in future premium increases), the decision was made to adopt an annual 80/20 premium payment arrangement for dependant coverage. The Fire District changed Dental providers from Reliance Standard to United Concordia Companies, Inc. (UCCI) during last fiscal year and was able to secure a two year rate guarantee which will expire as of June 30, 2009. This will result in a very minimal increase of 0.8% in premium costs due to expanding families among our District employees.
- **5133 Life Insurance:** Life insurance is provided to each employee with a benefit equal to one and one half times their annual salary, up to the maximum value of \$100,000. The District was also able to obtain a two year premium rate contract. Therefore, the increased funding for this expenditure account is directly associated with increases in compensation.
- **5134 PSPRS Cancer Insurance:** This benefit is provided to Arizona Public Safety Personnel Retirement System (PSPRS) participants and is funded through and provided by PSPRS. The District does not have an option to discontinue this insurance, as it is mandated by State statute. Participants become eligible to utilize this benefit from their first day of inclusion under PSPSR. This line-item is projected to increase as a direct result of required coverage of both the active PSPRS participants and those participants currently enrolled in the Deferred Retirement Option Plan (DROP). The current annual premiums are \$100 per participant.
- **5135 Post Employment Health Plan (PEHP):** This employee benefit plan [Internal Revenue Code Section 501(c)(9) VEBA] is designed to allow the Fire District to invest money for the payment of (post employment) qualified medical premiums that participating former employees will incur upon separation from service to the District. This PEHP benefit is currently funded at rate of 1.0% per employee.
- **5136 MERP Retiree Medical Reimbursement:** The Medical Expense Reimbursement Plan (MERP) became effective July 1, 1999. It was revised by Board

Resolution # 7212005 (July, 2005) to disallow any new participants after July 1, 2007. This program reimburses PSPRS or ASRS eligible retirees \$50 per month, not to exceed \$600 annually, for any medical expenses they may incur over the course of a year and is issued in January of each year. This benefit terminates when the retiree becomes Medicare eligible. This program supports seven District Retirees and will be eliminated when the last eligible retiree reaches Medicare age in FY 2022/2023.

- **5137 Long Term Disability (LTD):** This benefit is provided through two different entities: Arizona State Retirement System (ASRS) and a private provider (The Standard). ASRS mandates that both the employee and the District pay a premium rate of 0.5% of each participant's wages annually to provide for Long Term Disability. Participants become eligible to utilize this benefit from the first day of their enrollment into ASRS. Because PSPRS participants do not receive this benefit through their retirement system, the District contracts with an additional vendor to provide a comparable benefit to that of ASRS participants. LTD rates are expected to increase slightly for FY 2008/2009 due to projected increases in employee compensation. However, it is important to note that the Fire District secured a two year rate guaranteed contract which is due to expire on June 30, 2009.
- **5138 Flexible Spending Account:** A Flexible Spending Account (FSA) is a tax-advantaged financial account administered through the District's cafeteria plan. An FSA allows an employee to allot a portion of his or her earnings, up to \$2,000 annually, to pay for qualified expenses as established under the cafeteria plan. These types of accounts are most commonly used for medical expenses but can also be utilized for dependent care, up to \$5,000 annually, and other expenses. Money deducted from an employee's pay and placed into the FSA is not subject to payroll taxes, resulting in a decrease in payroll taxes for both the employee and the District. The District pays a minimal monthly fee for each participant in this program, the anticipated participants for the FY 2008/2009 is estimated to increase from the 22 participants during the previous year to approximately 35 due to the implementation of the health insurance low-deductible plan and the continued program popularity.
- **5139 Vision Insurance:** This account funds vision insurance benefits for the employees of the District. Employees may elect additional coverage for their dependents, but must pay 100% of these dependent costs.
- **5141 Sick Leave Buy Back:** In accordance with the District's Sick Leave accrual policy, employees who meet the policy requirements are eligible to sell back sick leave hours accumulated above their minimum requirements at a rate of two (2) days/shifts in exchange for one (1) day/shift (.50 cents on the dollar) at their normal hourly wage. This program was created in an effort to reduce future District liability funding requirements by allowing employees to decrease their sick leave accumulation at current hourly wages rather than continuing to accumulate hours which could be cashed out upon retirement at a greater expense to the District. Another reason is to cut down on sick leave usage. Funding for this expenditure is calculated based on projected usage by District employees. Employees are required to notify the Financial Services Section by March 1<sup>st</sup> if they plan to participate in this program during the next fiscal year.

- **5142 Uniform Allowance:** 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.
- **5143 Cell Phone Allowance:** Previously, the District issued and maintained cell phones for use by key individuals who are required to be accessible 24 hours a day, 7 days a week. Key employees who fall under this mandate are required to sign contracts and provide proof of continued cellular service ensuring accessibility. In return, these individuals are paid a per pay period allowance to maintain this service requirement.

## Accounting and Professional Services

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

### Expenditure Detail – Budget Categories

<b>FY 2008/2009 Financial Services Section Expenditure Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
5305 · Accounting	\$ 10,000	\$ 15,000	\$ 5,000	50.0%
5315 · Payroll Processing	\$ 1,350	\$ 1,400	\$ 50	3.7%
5320 · Ambulance Billing	\$ 142,500	\$ 152,000	\$ 9,500	6.7%
5505 · Memberships & Dues	\$ 8,405	\$ 13,630	\$ 5,225	62.2%
5510 · Professional Subscriptions	\$ 5,250	\$ 5,350	\$ 100	1.9%
5595 · Contingency	\$ 100,000	\$ 250,000	\$ 150,000	150.0%
<b>Total Accounting &amp; Professional:</b>	<b>\$ 267,505</b>	<b>\$ 437,380</b>	<b>\$ 169,875</b>	<b>63.5%</b>

- **5305 Accounting:** State Statute requires the District to hire an outside independent Certified Public Accountant to provide a complete audit of all District financial information on an annual basis. There is a significant increase to this expenditure account due to the federally mandated changes to audit requirements through the addition of new Risk Assessment Standards. This line item is managed by the Financial Services Section and allows funding for the annual audit process as well as for occasional consultation with a Certified Public Accountant for audit preparations and other financial matters that arise during the fiscal year.
- **5315 Payroll Processing:** Internal payroll processing was implemented on January 1, 2007, and has been extremely successful. This account funds the expenditures required for payroll processing. The requirements include periodic tax table updates

through QuickBooks accounting software, tax form requirements for Federal and State reporting, and miscellaneous supplies. This program is managed by the District's Financial Services Section personnel.

- **5320 Ambulance Billing:** The contract with Medclaim Data Services (MDS), the District's ambulance transport billing service provider, is managed by the Financial Services Section. The MDS contract was renewed effective July 1, 2006, and is due to expire on June 30, 2009. This contract allows for a fee rate of 9.5% of net ambulance revenues collected by MDS and is calculated based on the estimated ambulance revenues of \$1,600,000 for FY 2008/2009. Should revenue collections either decrease or increase from the estimated budget amount, this expenditure account will be impacted accordingly.
- **5505 Memberships & Dues:** As a professional organization, the District has a responsibility to maintain specific memberships with organizations to ensure the continued education of its employees. Some of these memberships keep the District apprised of the ever-changing legal aspects of emergency service protocols and nuances. Other dues keep the District involved in the local community as well as State and national associations, again helping to ensure that District personnel have access to the most current information as quickly as it becomes available for distribution. Examples of these professional organizations include the Arizona Fire District Association (AFDA), the National Fire Protection Association (NFPA), the International Code Council, and the Business & Professionals Association. The most significant increase to this expenditure account can be directly attributed to possible membership into the recently formed Arizona Urban Fire District Association at a cost of approximately \$5,000.
- **5510 Professional Subscriptions:** The District subscribes to local periodicals to accumulate current information and historical data. It also subscribes to nationally recognized professional materials which provide educational information and code enforcement manuals which are utilized by staff on a regular basis.
- **5595 Contingency:** The Contingency section of the District expenditures budget was established through Board action to offset unforeseen expenses and revenue shortages during the fiscal year. Unanticipated expenses can arise at any time. One example is that it is not uncommon for the District to end its fiscal year with a nearly 3% shortage in property tax revenue. Another area of potential revenue shortage is in ambulance collections. Those potential shortages can be associated with a wide range of causes including Medicare Reimbursement changes. This expenditure account also acts as an offset to the required capital projects annual funding requirements and along with any unexpended revenues at fiscal year end are transferred directly to the Capital Projects Fund. There is no increase projected in the contingency allotment for this fiscal year. However, an increase will be warranted in future years.

## Debt Service

Large-scale apparatus as well as specialized equipment and facilities to house tools of the trade 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. This method of alternative funding also spreads the costs of a capital asset over the actual useful service life in which the asset actually benefits the taxpayers rather than current residents paying for assets that benefit future taxpayers. As a result, in the past, the Board of Directors has acquired lease purchase proceeds to ease the burden of an immediate funding need through tax levies for significant capital asset purchases. Utilizing bonds, lease purchases, and other funding mechanisms provides the District with the ability to stretch tax dollars to maximize limited budgets. These alternative funding methods have been used by Fire Districts as well as other local governments throughout the years and remain a key element to stabilizing annual tax rate fluctuations.

During FY 2008/2009, the District is proposing a significant adjustment to its Capital Account funding program. This plan calls for the refinancing of approximately \$2.7 million dollars of the District's existing debt service thus reducing current interest rates and repayment obligation timeframes and also acquiring roughly \$3.5 million in new capital funding.

The new debt service program will provide the remainder of the funding projected for the District's current capital projects and, in conjunction with the District's depreciation schedule funding, is expected to eliminate the need for future debt service. The capital projects requiring funding in the near future include the renovation of Fire Station 102, the replacement of an 11 year old fire pumper (E-101) and the 14 year old ladder truck (L-103).

The Fire District of Sun City West continues to issue, retire, and manage debt to fund various capital projects on an annual basis. With the proposed debt service re-structuring, it is estimated that the District will have approximately \$6.7 million dollars of outstanding indebtedness with total annual principal and interest payments of roughly \$600,000. The District historically has retired debt service early when cash reserves have been adequate. The District will continue to explore options for retiring debt in a timely manner.

The District would also maintain the lease debt from Marquette Bank issued during FY 2002/2003 since this debt is scheduled to be completely repaid in FY 2012/2013 and has a fixed interest rate of 3.75%.

The District will continue to explore methods of lessening the need for future lease funding. The proposed re-structuring of the District's current debt service and the capital injection from the requested additional capital funding will assist in accomplishing this goal for the future. The District's current Capital Projects Funding Plan and the generation of estimated Accumulated Depreciation costs associated with current capital assets will also assist in eliminating future debt service as the Board has historically allocated certain funds to offset this depreciation by transferring or 'expending' funds into the Capital Projects Program each fiscal year. As previously stated, this allows the District to collect tax revenues over a long range time period for larger expenditures that it anticipates will occur in the future.

More details on the District's Capital Projects Program will be discussed in the next segment of this document.

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Debt Service Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
Zion's Principal & Interest	\$ 286,504	\$ 0	\$ (286,504)	-100.0%
7230 · Marquette Principal	\$ 157,906	\$ 163,961	\$ 6,055	3.8%
7235 · Marquette Interest Expenditure	\$ 22,058	\$ 16,003	\$ (6,055)	-27.5%
7250 · ReFi & New Funds Principal	\$ -	\$ 155,241	\$ 155,241	100.0%
7255 · ReFi & New Interest Expenditure	\$ -	\$ 281,417	\$ 281,417	100.0%
7290 · Capital Projects Funding (Deprc)	\$ 133,934	\$ 150,000	\$ 16,066	12.0%
<b>Total Debt Service:</b>	<b>\$ 600,402</b>	<b>\$ 766,622</b>	<b>\$ 166,220</b>	<b>27.7%</b>

- **Zion's Principal & Interest:** The current outstanding leases from Zion's Bank under this account will be refinanced under the new Debt Service plan.
- **7230 Marquette Principal:** This account funds the current year's bi-annual principal payment expenditures.
- **7235 Marquette Interest:** This account funds the current year's bi-annual interest payment expenditures.
- **7240 Refinancing & New Funds Debt Principal:** This account funds the current year's bi-annual principal payment expenditures.
- **7245 Refinancing & New Funds Debt Interest:** This account funds the current year's bi-annual interest payment expenditures.
- **7290 Capital Projects Funding (Depreciation):** This line-item allocates funding for the District's depreciation of capital assets including facilities, apparatus and other costly equipment. This account is in correlation to the District's Capital Projects Program as described below.

**Capital Projects Program**

The District's Capital Program (Capital Reserve Fund / Capital Improvement Plan) encompasses the area of capital purchasing for the District. The District strongly believes in building and funding the primary response system to accomplish its duty of saving lives and responding to and/or preventing emergency incidents. The response system's impact is enhanced by a well planned supportive infrastructure for the District's primary and most important resource – its employees.

The Capital Program is a multi-year financial plan for the acquisition, expansion, or rehabilitation of infrastructure and capital assets. Through the use of aging and depreciation

schedules, and future capital funding projections, the Fire District has developed a program to help disperse, over multiple years, the impact that large capital purchases have on an annual budget process. This negative impact has been lessened through capital planning including the depreciation of large assets over the life of the equipment.

Over the course of prior fiscal years, the District has accumulated funding for the financing of various capital projects. These funds continue to be budgeted for annually and are transferred to the District's General Fund as needed. The following chart provides a beginning balance for the Capital Projects Funds as of June 30, 2008, and an estimated balance for June 30, 2009.

**Capital Projects Fund – Account Balance**

<b>Program Description</b>	<b>Balance June 30, 2007</b>	<b>FY 2007/2008 Increases</b>	<b>FY 2007/2008 (Decreases)</b>	<b>Balance June 30, 2008</b>
Unreserved Capital Projects Funds	\$ 32,873	\$ 373,529	\$ (33,000)	\$ 373,402
Building Construction Program	\$ 1,315,872	\$ -	\$ (1,315,872)	\$ -
Apparatus Replacement Program	\$ 3,000	\$ -	\$ -	\$ 3,000
Communications (800Mhz) Program	\$ 215,732	\$ -	\$ -	\$ 215,732
Lease Purchase Proceeds	\$ 194,128	\$ 3,500,000	\$ (194,128)	\$ 3,500,000
<b>Total Capital Projects Fund:</b>	<b>\$ 1,761,606</b>	<b>\$ 3,873,529</b>	<b>\$ (1,543,000)</b>	<b>\$ 4,092,134</b>
<b>Estimated Increases:</b>	Interest Earnings through March 2008:		\$ 69,595	
	Budgeted Transfer of Capital Projects Funding:		\$ 233,934	
	Estimated Year-End Revenues Over Expenditures:		\$ 70,000	
	Additionally Obtained Lease Purchase Proceeds:		\$ 3,500,000	
	<b>Total Estimated Increases:</b>		<b>\$ 3,873,529</b>	
<b>Estimated Decreases:</b>	Budgeted Transfer for Stryker Power-Pro Gurney Purchase:		\$ (33,000)	
	Budgeted Transfer for Building Construction:		\$ (1,315,872)	
	Budgeted [102] Remodel Expenditures:		\$ (194,128)	
	<b>Total Estimated Decreases:</b>		<b>\$ (1,543,000)</b>	

**FY 2008/2009 Significant Changes**

Over the past several years, the Fire District has gradually increased the scope and depth of its Capital Program. The program is constructed in small increments so that the financial impact of this essential plan can continue to be spread over several years. However, the continued delays in completing the renovation projects at Fire Station 101 and 102 have led to significant increases to the estimated costs of both projects. These increased costs, the relatively young age of the District's Capital Projects Program, and a considerable increase in prices for fire and EMS apparatus have all contributed to a projected future funding shortage to portions of the Capital Program including existing apparatus and facility equipment replacements. The projected shortages also include funding allotments for future facility construction and apparatus purchases for the District's expansion areas.

As planned, the District has expanded the program to include depreciation funding for the recently acquired ambulance as well as the addition of certain facility equipment including air conditioning units, specified audio visual components, and facility furniture. However, additional funding should be explored to offset the estimated \$3.5 million dollar funding

shortfall that is projected to negatively impact portions of the Capital Projects Program starting with this fiscal year.

Capital Program expenditures during FY2008/2009 include funding for the completion of the renovation project at Fire Station 102 and the scheduled purchase of a new pumper. Other capital items slated for purchase include a Citizens Corp vehicle, Clear Command SCBA Communications Interfaces, and grant matching fund requirements.

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Capital Projects Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
8020 · Bldg Construction & Improvements	\$ 1,510,000	\$ 500,000	\$ (1,010,000)	-66.9%
8030 · Apparatus	\$ 3,000	\$ 535,000	\$ 532,000	17733.3%
8050 · Fire Equipment	\$ -	\$ 21,195	\$ 21,195	100.0%
8060 · Medical Equipment	\$ 33,000	\$ -	\$ (33,000)	-100.0%
8070 · Fitness & Wellness Equipment	\$ -	\$ 70,000	\$ 70,000	100.0%
8090 · Grant Match Expenditures	\$ 27,500	\$ 32,128	\$ 4,628	16.8%
<b>Total Capital Projects:</b>	<b>\$ 1,573,500</b>	<b>\$ 1,158,323</b>	<b>\$ (415,177)</b>	<b>-26.4%</b>

- **8020 Building Construction & Improvements:** This funding accounts for a portion of the anticipated costs of the renovation project at Fire Station 102 and for the relocation of the temporary housing structure after the completion of the renovation of 102.
- **8030 Apparatus:** This account allots monies to fund the scheduled replacement of a fire pumper and the requested purchase of a Citizens Corp vehicle.
- **8050 Fire Equipment:** Funds are being requested this fiscal year to purchase additional equipment to enhance the effectiveness of fire ground communications. Clear Command Radio Interfaces including mounting brackets are an essential piece of equipment for facilitating successful fire ground communications. The District currently has one of these units on each apparatus for use by the Captains and two on the Battalion Chief's Vehicle for use of the Battalion Chief and the Incident Safety Officer. These units have produced a significant difference in the clearness of communication on the fire ground which corresponds to increased efficiency and safety during scene management. This request will provide units for each on duty firefighter within the District.
- **8060 Medical Equipment:** There are no anticipated expenditures for this account during FY 2008/2009.
- **8070 Fitness & Wellness Equipment:** This account funds the purchase of additional and replacement fitness and wellness equipment for the Station 101 Fitness Center.
- **8090 Grant Match Expenditures:** These funds are required to be budgeted in order to obtain and expend grant monies that the District may be awarded during the fiscal year as outlined previously in the Special Projects Section.

### **Apparatus Aging Schedule**

During FY 2003/2004, the District developed a capital replacement program for the scheduled replacement of apparatus and other assets that have a significant fiscal impact to taxpayers. As the District and surrounding communities have grown, so have the requirements placed on our apparatus. In addition, today's apparatus and equipment is far more complex, depending on microprocessors and electronics required in their operation.

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

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

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

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

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

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

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

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

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

Staff vehicles such as sedans and trucks should be ordered with heavy-duty components (police package versions) and with four-wheel drive (where applicable). These vehicles should be evaluated for replacement at seven year's service or 100,000 miles (10 years or 120,000 miles for utility trucks). Earlier removal from service may be necessary due to the cost of repairs or maintenance. Vehicles reaching the criteria above will be evaluated by the Support Services Division to determine if the vehicle's continued use on the front lines is feasible or if it is a candidate for reserve use.

#### **Capital Item Program - Aging and Depreciation Funding Schedule**

The following schedule reflects various capital items and their corresponding annual estimated depreciation totals. For this portion of the Capital Program to be successful, staff recommends funding for the entire estimated depreciation amount each year. As the plan continues to develop, more items will be added to the schedule and the depreciation totals will increase in size. The ultimate goal of the Capital Item Program Funding Schedule is to have the funds for replacement costs available upon the expiration of the listed equipment's useful life.

Note: The updated replacement costs included in the Aging Schedule, listed below, are projected based on the estimated replacement costs. This chart should be used as an estimate for planning purposes only.

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FY 2008/2009 Capital Projects Aging/Replacement Schedule						
Unit Number	Asset Description	Year of Purchase	Life	Proposed Replacement	Approximate Replacement Cost	Estimated Annual Depreciation
<b>Front-Line Apparatus</b>						
6703	Ladder	1997	15	2010	\$1,000,000	Lease Purchase Proceeds
58094	Pumper	1998	10	2009	\$500,000	Lease Purchase Proceeds
25033	Chevy Pick-Up	2000	8	2010	\$40,000	\$4,000
98048	Ford Pick-Up	2003	8	2010	\$35,000	\$5,000
98047	Ford Pick-Up	2003	8	2010	\$35,000	\$5,000
95459	Ford Excursion	2003	8	2011	\$65,000	\$8,125
45701	Ladder Tender	2003	10	2013	\$400,000	\$40,000
78431	Ambulance	2003	8	2012	\$145,000	\$16,111
78432	Ambulance	2003	8	2012	\$145,000	\$16,111
89017	Pumper	2004	10	2015	\$650,000	\$59,091
71936	Brush Truck	2005	9	2014	\$80,000	\$8,889
51726	Ford P-Up	2006	8	2014	\$35,000	\$4,375
62585	Ford Escape	2006	8	2014	\$25,000	\$3,125
62586	Ford Escape	2006	8	2014	\$25,000	\$3,125
62587	Ford Escape	2006	8	2014	\$25,000	\$3,125
54204	Ambulance	2007	8	2016	\$175,000	<u>\$19,444</u>
<b>Front-Line Apparatus Total:</b>						<b>\$195,521</b>
<b>Miscellaneous Equipment</b>						
	SCBA Equipment	2004	7	2012	\$100,000	\$12,500
	ePCR System Hardware (10)	2007	5	2012	\$30,000	\$6,000
	Ambulance Gurney's (3)	2008	6*	2014	\$30,000	\$5,000
	Heart Monitors (8)	2009	5	2012	\$175,000	\$58,333
<b>Administration/Maintenance Facility</b>						
	Computer Network Server (2)	2004	5	2009	\$10,000	\$2,000
	Communications Canopy (4)	2007	5*	2017	\$30,000	\$3,000
	Training Room AV Equipment	2007	5	2012	\$5,000	\$1,000
	Copy Machine (2)	2005	5	2011	\$10,000	\$1,667
	AC Units (7)	2007	5*	2022	\$28,000	\$1,867
<b>Fire Station 101</b>						
	AC Units (3)	2007	5*	2022	\$12,000	\$800
	Furniture	2007	3*	2012	\$10,000	\$2,000
<b>Fire Station 102</b>						
	AC Units (3)	2008	5*	2022	\$12,000	\$857
	Furniture	2008	3*	2014	\$10,000	\$1,667
<b>Fire Station 103</b>						
	AC Units (6)	2001	5*	2016	\$24,000	\$1,600
	Furniture	2008	3*	2018	\$10,000	\$1,000
	SCBA Compressor (1)	2006	5*	2021	\$25,000	<u>\$1,667</u>
<b>Miscellaneous &amp; Station Equipment Total:</b>						<b><u>\$100,958</u></b>
<b>Current Fiscal Year Desired Capital Projects Funding (Depreciation) Total:</b>						<b>\$296,479</b>

## Administrative / Community Risk Reduction Divisions

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

### ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division is supported by the Administrative Coordinator, Administrative Assistant, and the Information Technology Coordinator. This division was previously managed by an Administrative Manager. However, during the 2007/2008 fiscal year, it was restructured to be managed by a Deputy Fire Chief. The job descriptions and responsibilities of its supporting staff were revised accordingly.

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

#### Administrative Services Division Personnel Summary

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Administrative Manager	1.0	0.0	0.0
Administrative Coordinator	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Information Technology Coordinator	0.0	1.0	1.0
<b>Total Personnel Assigned</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

#### Administrative Services Division Management Measures

Description	2007/2008 Estimated	2008/2009 Proposed
<b>Human Resources</b>		
Number of Employees Supported	83	83
Number of Volunteers Supported	21	30
Retirements and Departures Processed	10	TBD
New Employees Hired and Orientated	11	TBD
Workers Compensation Claims Processed	TBD	TBD
Employee Benefit Fairs Conducted	1	1
Recruitment Events	4	2
<b>Information Technology</b>		
Number of PC's Supported	40	40
Number of Critical Software Packages Supported	15	19

### **Status of FY 2007/2008 Performance Goals and Objectives**

- Successfully conduct orientation for newly hired employees – **Goal Accomplished/On Going**
- Assist in the design and implementation of an employee Career Development Handbook/Plan – **Process Ongoing**
- Complete an employee wage and benefit study – **Goal Accomplished**
- Continue to manage the District's wide area data network; the District's intranet, internet and e-mail resources; all District employees' desktop PCs and related equipment and PC software – **Goal Accomplished / On Going**
- Redesign and update existing intranet for easier access to pertinent information for employees – **Goal Accomplished / On Going**
- 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 – **Goal Accomplished**
- Continue to support the financial, human resources, fleet and building maintenance software programs and all other software utilized to operate the District – **Goal Accomplished / On Going**
- Refine and computerize performance appraisal instrument – **Process Ongoing**
- Evaluate and create plan to work towards a paperless office environment – **Process Ongoing**
- Expand the Virtual Private Network so District personnel can access the computer system from home with or without a District-owned computer – **Goal Accomplished**
- Review and possibly implement a Health Savings Account/Medical Reimbursement Plan – **Goal Accomplished**

### **FY 2008/2009 Administrative Services Division Significant Changes**

Significant changes in the Administrative Services Division proposed for Fiscal Year 2008/2009 include an increase to the allotments for office supplies and computer software. These increases are directly attributed to increased price and usage of printer cartridges and additional software systems annual service/update requirements. However, due to a decrease in other areas within the Administrative Services Division portion of the budget, this category shows an overall decrease for FY 2008/2009.

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

- Successfully conduct orientation for newly hired employees.
- Enhance the Virtual Private Network so District personnel can access the computer system from home through a web based access point with or without a District-owned computer.
- Complete an employee wage and benefit study.
- To research/feasibility study regarding alternative work schedules.
- Design computer work order system to track issues and identify maintenance trends.
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District desktop PCs and related equipment and PC software.
- Continue to design and update existing intranet for easier access to pertinent information for employees.

- Continue support for fire and medical information programs as well as the links from the Communications Center to the District's emergency management reporting system
- Continue to support the financial, human resources, EMS, fire, fleet and building maintenance software programs and all other software utilized to operate the District.
- Refine and computerize performance appraisal instrument.
- Continue to work towards a paperless office environment.
- Develop and implement enhanced intranet copies of the District Policy and Operations Manuals.
- Implement intranet forms section.
- Review workflow management software options.
- Enhance e-mail productivity and efficiency.
- Enhance formal meetings/information dissemination.
- Complete feasibility study regarding recycling for the Fire District including partnerships with existing programs and/or financial impact.

## ADMINISTRATIVE SERVICES DIVISION GENERAL BUDGET CATEGORIES

### Property, Casualty, and Management Liability Insurance

The District must ensure that its assets are protected to prevent any possible disruption in the services it provides to District property owners. To provide this assurance, the District obtains insurance policies that will replace property due to damage, theft, or loss. The District also retains insurance coverage to protect against unforeseen or unidentified potential liabilities.

#### Expenditure Detail – Budget Categories

<b>FY 2008/2009 Non-Medical District Insurance Expenditure Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
5210 · Facilities/Equipment Insurance	\$ 33,459	\$ 31,953	\$ (1,506)	-4.5%
5220 · Motor Vehicle Insurance	\$ 17,669	\$ 16,145	\$ (1,524)	-8.6%
5230 · Umbrella, Errors & Omissions	\$ 8,577	\$ 8,108	\$ (469)	-5.5%
<b>Total Non-Medical District Insurance:</b>	<b>\$ 59,705</b>	<b>\$ 56,206</b>	<b>\$ (3,499)</b>	<b>-5.9%</b>

- **5210 Facilities / Equipment Insurance:** This policy ensures repair and / or replacement of any District facilities or equipment that may incur an incident preventing normal service operations due to damage, theft or destruction losses. This line item also includes General and Management Liability Insurances costs.
- **5220 Motor Vehicle Insurance:** This policy ensures that, in the event of an accident or loss, any apparatus belonging to the District will be replaced or repaired as quickly as possible and without a significant and unforeseen expense to the District.

- **5230 Umbrella, Errors & Omissions:** This policy protects the District and its taxpayers against unknown threats of litigation that could potentially have a detrimental financial impact. Arizona Theft Recovery and a \$400,000 Annual Fidelity Bond are also contained in this expenditure item.

## Administrative, Human Resources, and Information Technology

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

The information technology component of this section is responsible for District-wide integration and coordination of all technology applications; managing the District's wide area data network; work station computers; e-mail resources; District webpage; Global Information Systems (GIS) and data analysis; employee scheduling software (TeleStaff software); the District's data management systems (i.e. Firehouse and ROAM I.T. software) which handle incident reporting and other information; Fire Prevention occupancy and inspection records; and training records. To enhance effectiveness and efficiency, the District is increasingly utilizing technology in all facets of its operations. Correct and reliable statistical information is also vital to the District in terms of Grant acquisition, Accreditation accomplishment and growth planning projections.

The Human Resources component encompasses many programs and services designed to support the District and its employees in the achievement of the District's mission. Human resources oversee areas pertaining to employee hiring and orientations, performance management, benefit administration, policy and operation manual maintenance, Milestone recognition programs, and employee benefits and services. Additional responsibilities include administering local, State and Federal employment laws; wages and salaries; employee and retiree healthcare benefits; the Deferred Compensation program; and other areas essential to the management of the District's human resources including coordination and implementation of employee events, retirement programs, and recognition awards.

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**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Administrative, HR &amp; IT Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
5335 · Legal Expenditures	\$ 30,000	\$ 30,000	\$ -	0.0%
5515 · Customer Relations/Hospitality	\$ 3,500	\$ 3,500	\$ -	0.0%
5520 · Office Supplies	\$ 9,000	\$ 11,100	\$ 2,100	23.3%
5525 · Office Equipment	\$ 10,000	\$ 10,000	\$ -	0.0%
5530 · Postage & Delivery	\$ 4,160	\$ 3,500	\$ (660)	-15.9%
5535 · Publishing & Printing	\$ 9,575	\$ 9,575	\$ -	0.0%
5540 · Copier Expenditures	\$ 5,000	\$ 3,000	\$ (2,000)	-40.0%
5450 · Computer/Systems/Equip R/M	\$ 16,000	\$ 15,200	\$ (800)	-5.0%
5545 · Computer Hardware	\$ 10,000	\$ 10,000	\$ -	0.0%
5550 · Computer Software	\$ 10,000	\$ 11,450	\$ 1,450	14.5%
5610 · Duty Uniforms	\$ 10,130	\$ 9,600	\$ (530)	-5.2%
6640 · Employee Events	\$ 12,000	\$ 10,000	\$ (2,000)	-16.7%
<b>Total Administrative, HR &amp; IT:</b>	<b>\$ 129,365</b>	<b>\$ 126,925</b>	<b>\$ (2,440)</b>	<b>-1.9%</b>

- **5335 Legal Expenditures:** This account encompasses any legal expenditure requirements that may arise during the fiscal year. Based on past usage, this funding has been maintained to reflect the potential expenditures in this category.
- **5515 Customer Relations / Hospitality:** This section of the budget is used for the recognition and appreciation of the Fire District's customers, volunteers, and residents. It also allows for ongoing administrative and business meetings hosted by the District. These meetings include Valley Fire Consortium meetings, Urban Metro Fire District Alliance meetings, Westside Fire Chief's meetings, District Budget meetings, District Strategic Planning meetings, etc.
- **5520 Office Supplies:** This section is mainly comprised of items associated with the daily business operations of the administrative office and fire stations and includes miscellaneous office, clerical, filing, and paper supplies. This account also facilitates the purchase of ink cartridges, which necessitated the increase in funding for this area.
- **5525 Office Equipment:** These funds are used to provide basic office equipment for use by the District to facilitate operational requirements. This item allocates funding for printers, fax machines, calculators and small computer equipment such as mouse or keyboard replacement.
- **5530 Postage & Delivery:** This account provides the funding necessary to mail or ship materials to other entities or organizations and vendors.
- **5535 Publishing & Printing:** The District is a professional organization, and as such, is required to produce published materials such as business cards, blood pressure cards, and informational and educational brochures that highlight information on safety concerns, injury prevention, etc.

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

## Administrative Training

The Administrative Training section of the budget is managed by a Deputy Fire Chief and provides for all administrative personnel within the District. The continued education of personnel within the District is one of the most important missions the District accomplishes on a yearly basis. The District's focus on training continues to contribute to the highly skilled professionals who provide effective, efficient and safe services to District property owners and visitors.

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

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

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Administrative Training Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
6610 · Educational Expenditures	\$ 12,925	\$ 12,750	\$ (175)	-1.4%
6630 · Travel Expenditures	\$ 7,981	\$ 7,981	\$ -	0.0%
<b>Total Administrative Training:</b>	<b>\$ 20,906</b>	<b>\$ 20,731</b>	<b>\$ (175)</b>	<b>-0.8%</b>

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

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## COMMUNITY RISK REDUCTION DIVISION GENERAL BUDGET CATEGORIES

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The Community Risk Reduction Division's mission is to reduce the frequency and magnitude of fires and emergency incidents through cost effective, service oriented fire prevention programs which are developed through participation in local enforcement and regulatory processes. Equally important to this mission is the fire and life safety educational component. The Community Risk Reduction Division is overseen by a Deputy Chief/Fire Marshal and is responsible for: fire inspections and fire code enforcement, plans review, fire investigations (cause & origin), planning and development of District resources to include potential annexations, community fire and life safety education, and community/media relations.

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

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

Community relations and media dissemination are also functions for which this Division is currently accountable. These activities are valuable because the Fire District must continually influence the community in methods other than call response to maintain and enhance the community's safety message and the positive influence of the District.

Proactive and progressive District planning and development is another important program administered by the Community Risk Reduction Division in projecting new service and needed improvement in current service delivery to District residents and property owners.

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. A Volunteer Citizen Corps would assist in the expansion of the Fire District's services to an increased number of residents as well as allowing the Fire District to implement new programs without adding additional paid personnel. The Fire District currently utilizes volunteer nurses for the regular blood pressure checks at the Administrative Office. However, there are several potential areas where expanding the use of such a volunteer corps would be beneficial for both the Fire District and the residents. These areas, include, but are certainly not limited to: lockbox, car seat, and smoke detector installations, home safety surveys and inspections, commercial fire inspections, public education activities, CPR/AED Community Training, non-

hazardous service call response, possible future Community/Adaptive Response unit, Chaplain services, etc.

The Community Risk Reduction Division will be evaluating the District's current CERT/Citizens Academy Programs and will design a multi-faceted Volunteer Citizen Corps Program based on that evaluation. Additional volunteer recruitment efforts may also be used in conjunction with the already established CERT/Citizens Academy resources.

This budget item has been increased to allow for funding additional expenses for an expanded Volunteer Citizens Corp Program. Expenses would included, but not be limited to: uniforms, badges, pagers, awards, training, operating supplies, etc.

### Community Risk Reduction Division Personnel Summary

Position	2006/2007	2007/2008	2008/2009
	Actual	Actual	Proposed
Deputy Chief / Fire Marshal	1.0	1.0	1.0
Deputy Fire Marshal	1.0	1.0	1.0
Community Outreach Specialist	0.0	1.0	1.0
<b>Total Community Risk Reduction Personnel</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>

### Community Risk Reduction Division Management Measures

Description	2007/2008 Estimated	2008/2009 Projected
<b>Community Risk Reduction Code Enforcement</b>		
Total Fire Crew Inspections	248	370
Total Community Risk Reduction Staff Inspections	255	30
Inspections Not Completed within 30 Day Variance	0	0
Construction Inspections	80	100
Hazards Noted	194	65
Hazards Abated	194	65
Total Plans Reviewed	42	70
Plans Reviewed within 30 Day Goal	42	70
Consultations	62	20
Permits Issued	42	70
<b>Fire Investigations</b>		
Investigations Performed	4	6
Hours expended in investigation	40	60
<b>Community Education / Relations</b>		
News Releases	348	350
Public Education Presentations	30	24
Public Education Attendance	2,162	2,500
Public Relations Events / Presentations	79	150
Event Presentation Attendance	270	500
Child Safety Seat Installations	213	250
<b>Volunteer Coordination</b>		
Number of Volunteers	0	6
Number of Volunteer Training Hours	0	TBD
<b>Planning and Development</b>		
Plat/Development Plan Reviews	40	10
Developer/Owner Consultations	27	30

## FY 2008/2009 Significant Changes

The Community Risk Reduction Division allows the District to focus on the basic targeted functions of the division which are Fire Prevention, Fire and Life Safety Education, future Planning - Land / Growth Development, and volunteerism. While the operations of this Division have a significant impact on the current and future residents of the District, it thrives on a proportionately smaller funding requirement for support.

## Status of 2007/2008 Performance Goals and Objectives

- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's prevention and community education programs – **Process Ongoing**
- Complete all priority inspections to reduce potential for life loss within a 30 day variance of their scheduled time – **Goal Accomplished**
- Complete all plan reviews and permit fee invoices within a 30 day period from the time received - **Goal 94% Accomplished**
- Evaluate and possibly integrate paperless fire inspection system – **Goal Accomplished**
- Develop and maintain an annual fire prevention/investigation training program for District fire and EMS crews – **Process Ongoing**
- Provide ongoing fire investigative training for Deputy Fire Marshal – **Goal Accomplished**
- Assist other Divisions with pre-planning, and mapping/GIS requirements – **Goal Accomplished**
- Continue with promotional and educational programs for the public including a new Fire District Public Relations (PR) pamphlet as well as a District growth informational pamphlet. The PR pamphlet shall include a resident survey for obtaining service level satisfaction ratings from the public – **Goal Accomplished**
- Continue to explore new partnerships to assist in delivering our educational safety messages to the public – **Process Ongoing**
- Implement new LifeSafe educational program which includes senior fall and injury prevention as well as other components – **Process Ongoing**
- Work with the Emergency Services Division to enhance media and community relations through the development and implementation of a Citizens Academy program – **Goal Accomplished**
- Update records and forecast District growth related issues on a quarterly basis – **Process Ongoing**
- Enhance and continue to develop closer working relationships with land owners and developers in Fire District's annexed areas – **Process Ongoing**
- Promote District services to other areas not currently in the Fire District but considered to be in the Fire District planning area – **Process Ongoing**
- 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 – **Process Ongoing**
- Integrate paperless fire inspection system – **Goal Accomplished**
- Complete development and implementation of Fire Code Citation Program – **Goal Accomplished**

## FY 2008/2009 Performance Goals and Objectives

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

### **Expenditure Detail – Budget Category**

<b>FY 2008/2009 Community Risk Reduction Expenditure Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
6330 · Community Risk Reduction Materials	\$ 14,000	\$ 14,000	\$ -	0.0%
<b>Total Community Risk Reduction Section:</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>0.0%</b>

- **6330 Community Risk Reduction Materials:** This budget category covers much of the supplies necessary to run existing or projected programs of the Community Risk Reduction Division. Public Education materials, promotional items, and public education supplies include promotional and print materials employed in District public education and community relations events to reinforce educational messages and familiarize residents with the Fire District. It also covers promotional items necessary

for distribution at Fire Prevention Day and/or EMS Week events. Funds also cover any educational / training videos or CD's. These are an excellent tool to make use of during public education presentations and also for in house training on public education or fire prevention topics. Videos and CD's will also be utilized in the District's LifeSafe Program and have been integrated into the Modeltech house for presentations. Plans review, permit, inspection, investigation, Lock Box, and Fire Hydrant Marker supplies are also purchased using this funding.

## Community Risk Reduction Division Training

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

### Expenditure Detail – Budget Categories

FY 2008/2009 Community Risk Reduction Training Expenditure Projections				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
6320 · Educational Expenditures	\$ 7,470	\$ 5,500	\$ (1,970)	-26.4%
6340 · Travel Expenditures	\$ 5,000	\$ 3,500	\$ (1,500)	-30.0%
<b>Total Community Risk Reduction Section:</b>	<b>\$ 12,470</b>	<b>\$ 9,000</b>	<b>\$ (3,470)</b>	<b>-27.8%</b>

- 6320 Educational Expenditures:** It is necessary for Division employees to take classes in fire investigation, plans review, building inspections and public education. Also included are classes from the National Fire Academy (NFA). NFA classes are state-of-the art Fire Service classes that are available at a minimal cost to the District. Continuing education is necessary on an ongoing basis to stay current with changes in the fire service and code enforcement. Many of the classes are also required to retain or obtain required certifications.
- 6340 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures that are associated with attending educational requirements throughout the fiscal year for the Community Risk Reduction Division.

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## Emergency Services Division

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

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

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

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

### Staffing Plan

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

#### Emergency Services Division Staffing

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Deputy Fire Chief	1.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0
Battalion Chiefs	3.0	3.0	3.0
Captains	12.0	12.0	12.0
Engineers	12.0	12.0	12.0
Firefighters	15.0	15.0	15.0
Firefighter Rovers	9.0	9.0	9.0
EMS Personnel	18.0	18.0	18.0
<b>Total Assigned Personnel</b>	<b>71.0</b>	<b>71.0</b>	<b>71.0</b>

## Emergency Response

Emergency response represents the most visible aspect of the District's mission. A major consideration in the delivery of effective emergency services is the timeframe in which they are delivered. Emergency response time is defined as the elapsed time from the time an emergency call is received in the Communications Center until the first unit arrives on scene. Included are the components of alarm processing time, actual dispatch, turnout time, and travel time to the incident.

### District Response Goals

- Call Processing Time: Through working with the regional Communications Center, the District will strive for an emergency call processing time of one (1) minute or less, 90% of the time.
- Turnout Time: A critical component of response time is turnout time (the amount of time that passes between the incident being broadcast to firefighters and the time that fire apparatus is en route to the emergency).
  - For calls not requiring protective clothing, such as EMS: the 1<sup>st</sup> unit response goal will be four (4) minutes, 90% of the time
  - Initial arriving unit response requiring protective clothing: one (1) minute turnout time, plus four (4) minutes response time, allowing a total goal of five minutes, 90% of the time.
  - Full Alarm response requiring protective clothing: one (1) minute turnout time, plus eight (8) minutes response time, equaling a goal of nine (9) minutes, 90% of the time.
- Travel Time: To deliver emergency services in a safe and efficient manner, with a response of four (4) minutes, excluding turnout time, on 90% of all incidents.

These goals will help to ensure that the District operates in a manner consistent with the Phoenix Metropolitan Automatic Aid Consortium. Maintaining staffing recommendations and response times within these guidelines will also assist the District in meeting its Certificate of Necessity (CON) mandates for provision of ambulance services 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.

## EMERGENCY SERVICES DIVISION – GENERAL BUDGET CATEGORIES

### Firefighting and Personal Protective Equipment

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

maintain, replace and/or repair any component of the assigned PPE equipment and performs other related tasks as required.

### Firefighting and PPE Section Personnel Summary

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Battalion Chief	1.0	1.0	1.0
Captain	1.0	1.0	1.0
<b>Total Personnel Assigned</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

### Firefighting and PPE Section Management Measures

Description	2007/2008 Estimated	2008/2009 Proposed
Number of Turn-Out Ensembles Maintained	65	70
Number of Turn-Out Ensembles Repaired	10	15

### Firefighting and PPE FY 2008/2009 Significant Changes

Certain firefighting supply items contained within this section are scheduled for replacement due to normal wear and tear and cannot be economically or properly repaired. Other items are initial purchases that will be used to enhance firefighting and emergency service capabilities. However, there is no change proposed in the funding for firefighting equipment for FY 2008/2009.

A computerized tracking system for all District PPE is planned for implementation during FY 2008/2009 which will positively impact the PPE inventory process.

### Status of 2007/2008 Performance Goals and Objectives

- Keep spare apparatus in a ready state of use ("turn-key operation") – **Accomplished 90% (Hose Inventory Pending)**
- Purchase a new Thermal Imaging Camera (TIC) for the LT103 & BC101 – **Goal Accomplished**
- Maintain an adequate inventory of firefighting equipment and supplies – **Process Ongoing**
- Establish an adequate cache of wildland supplies and equipment to sustain the District's Wildland Response Team – **Goal Accomplished**
- Maintain all equipment in a state of good repair for the safety of all firefighters – **Goal Accomplished**
- Replace PPE items based on manufacturer's recommendations or as a result of irreparable damage – **Goal Accomplished**
- Maintain certification for PPE repairs and maintenance - **Goal Accomplished**
- Continue to mentor a second employee to fulfill the duties as the future PPE Manager – **Process Ongoing**
- Maintain comprehensive and accurate records concerning PPE training, equipment maintenance, equipment allocations, etc. – **Goal Accomplished**
- Implement computerized PPE equipment and maintenance tracking system – **Goal Modified**

## FY 2008/2009 Performance Goals and Objectives

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

### Expenditure Detail – Budget Categories

<b>FY 2008/2009 Firefighting and PPE Section Expenditure Projections</b>					
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change	
5430 · Firefighting Equipment R/M	\$ 3,000	\$ 3,000	\$ -	0.0%	
5710 · Firefighting Equipment	\$ 8,805	\$ 8,805	\$ -	0.0%	
5730 · Protective Equipment	\$ 32,150	\$ 32,150	\$ -	0.0%	
5085 · Coverage Compensation	\$ 2,000	\$ 1,526	\$ (474)	-23.7%	
<b>Total Firefighting &amp; PPE Section:</b>	<b>\$ 45,955</b>	<b>\$ 45,481</b>	<b>\$ (474)</b>	<b>-1.0%</b>	

- **5430 Firefighting Equipment Repair / Maintenance (R/M):** This account allows personnel from the Emergency Services Division to complete minor repairs to firefighting equipment such as turnouts, chainsaws, hoses, etc.
- **5710 Firefighting Equipment:** This account provides funding for the replacement of disposable and reusable firefighting equipment damaged from repeated use. Items include, but are not limited to: saw blades and chains, fire suppression foam, hose couplings and appliances, and hand tools such as shovels, halogen tools, pike poles and axes. Equipment used by the District’s Wildland Response Team is also supported by this budgetary category.
- **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.
- **5085 Coverage Compensation:** The management of this section cannot always be accomplished while on duty due to the extensive time required to maintain this equipment to required standards. Therefore, this account allows District employees responsible for this program the time necessary to accomplish the goals of this section.

## Self Contained Breathing Apparatus (SCBA)

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

### Self Contained Breathing Apparatus Section Personnel Summary

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Battalion Chief	1.0	1.0	1.0
SCBA Technicians	3.0	3.0	3.0
Program Coordinator	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

### Self Contained Breathing Apparatus Management Measures

Description	2007/2008 Actual	2008/2009 Proposed
Total Number of SCBA Units	31	31
Number of Annual Fit Tests Performed	122	130
Total SCBA Units Maintained (M)/Repaired (R)	33(M)/25(R)	33(M)/25(R)
Total SCBA Air Compressors Maintained	1	1
Total SCBA Training Sessions Conducted	1	2

### FY 2008/2009 Significant Changes

There are no significant changes proposed for the District's SCBA program for FY 2008/2009, although, the equipment category funding request for this item has been slightly increased due to inflationary costs. However, this section is requesting capital funding for additional Clear Command Radio Interfaces and Mounting Brackets for improved fire ground communications devices as previously discussed in the Capital Projects section of this budget.

### Status of FY 2007/2008 Performance Goals and Objectives

- Continue with annual SCBA fit testing for all line personnel – **Goal Accomplished**
- Assure that state and national standard procedures are followed (i.e. NFPA, OSHA, ANSI, etc.) – **Goal Accomplished**
- Perform annual maintenance inspections and repairs – **Goal Accomplished**
- Maintain and manage all inventories and equipment for the SCBA program – **Goal Accomplished**
- Forecast industry changes – **Process Ongoing**
- Attend seminars, conferences, and classes to upgrade knowledge of SCBA practices and to obtain ideas for improving and developing new programs – **Goal Accomplished**
- Work towards a paperless inventory and maintenance reporting system – **Goal Accomplished**
- Maintain required certifications – **Goal Accomplished**

ADOPTED – AS APPROVED DURING THE PUBLIC BUDGET HEARING OF JUNE 19, 2008 – ADOPTED

- Maintain accurate and comprehensive records including SCBA training, maintenance, equipment allocations, etc. – **Goal Accomplished**
- Add new radio interface units – **Goal Accomplished**
- Add new RIT safety lines – **Goal Accomplished**

**FY 2008/2009 Performance Goals and Objectives**

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

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 SCBA Equipment Section Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
5435 · SCBA Equipment R/M	\$ 2,100	\$ 3,050	\$ 950	45.2%
5740 · SCBA Equipment	\$ 21,580	\$ 22,290	\$ 710	3.3%
5085 · Coverage Compensation	\$ 5,000	\$ 6,504	\$ 1,504	30.1%
<b>Total SCBA Equipment Section:</b>	<b>\$ 28,680</b>	<b>\$ 31,844</b>	<b>\$ 3,164</b>	<b>11.0%</b>

- **5435 SCBA Equipment Repairs / Maintenance (R/M):** Mandatory testing of current SCBA equipment requires annual air compressor testing and preventative maintenance, quarterly air quality testing of the cascade system used to refill SCBA air cylinders expended during training or an incident, and Posi-Check III maintenance and calibration. These funds will also cover OSHA regulated monitoring expenses.
- **5740 SCBA Equipment:** Maintenance of the District's Self Contained Breathing Apparatus (SCBA) equipment is vital for District personnel's safety on an emergency scene. These funds cover maintaining and repairing SCBA units, and the periodic hydrostatic testing mandated for all SCBA cylinders including the four (4) DOT storage cylinders that are part of the cascade system. The District has also implemented a program requiring that all mask face pieces are serviced and rebuilt on an annual basis to assure proper safety performance.
- **5085 Coverage Compensation:** Specially trained individuals provide in-house preventative maintenance and service of the District's SCBA equipment. Due to regular daily shift activity requirements, a portion of the maintenance and testing cannot be accomplished during normal shift hours requiring funding for an estimated number of off-duty hours.

## Health and Safety

The Health and Safety Section is responsible for overseeing the overall safety and health of the District employees. The goal of the Health and Safety Section is to educate and train employees regarding safety awareness and to assist them in maintaining a minimum level of physical conditioning to prevent personal injury during their job performance. The District provides facilities and trainers to encourage self awareness of individual physical abilities as well as strengths and weaknesses. By increasing awareness of potential safety hazards both on emergency scenes and in the District's facilities, the District strives to reduce the occurrence of workplace accidents and injuries. The District and its personnel are required to observe the Occupational Safety and Health Act (OSHA) requirements as well as other regulations and standards set by national organizations such as the National Fire Protection Agency (NFPA). This budget category allocates funding to assure that the District is in compliance with these regulations and standards.

### Health & Safety Section Personnel Summary

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Battalion Chief	1.0	1.0	1.0
Incident Safety Officer	1.0	1.0	1.0
Fire Captain	2.0	2.0	2.0
Program Manager	2.0	2.0	2.0
Facility Technician	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

### Health and Safety Section Management Measures

Description	2007/2008 Actual	2008/2009 Proposed
Wellness Program Participation by Employees (%)	<b>90%</b>	<b>100%</b>
Annual Physicals for Shift Personnel	<b>72</b>	<b>72</b>
Exercise Participation by Shift Personnel (%)	<b>85%</b>	<b>100%</b>
Yearly Fitness Assessments for Shift Personnel	<b>N/A</b>	<b>100%</b>

### Status of FY 2007/2008 Performance Goals and Objectives

- Facilitate and provide yearly physicals for required District personnel – **Goal Accomplished**
- Facilitate and provide annual drivers' training and driver's license checks for District personnel – **Goal Accomplished**
- Provide initial drivers' training programs for new employees – **Goal Accomplished**
- Audit District facilities and equipment for regulatory agency compliance and safety – **Goal Accomplished**
- Use captured information pertaining to the nature and number of on-the-job injuries sustained by personnel for the purpose of developing and implementing focused prevention initiatives – **Process Ongoing**
- Monitor personnel who have repeatedly emerged in Workers' Compensation claims – **Process Ongoing**

- Continue to develop and implement programs designed to reduce the incidence of on-the-job injuries (e.g., flyers/brochures, incentives, awareness campaigns, training) – **Goal Accomplished**
- Maintain peer fitness program - complete fitness assessments for shift personnel – **Process Ongoing**
- Maintain guidelines for exercise and nutrition for shift personnel - **Goal Accomplished.**
- Publish quarterly educational topics for District newsletter with topics dealing with fitness, nutrition, safety and general health and wellness – **Process Ongoing**
- Work with the Administrative Services Division to provide pre-hire physicals for new District personnel – **Goal Accomplished**
- Facilitate return to work and fit for duty issues for District personnel – **Goal Accomplished**
- Investigate all employee injuries and accidents – **Goal Accomplished**
- Evaluate Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs – **Process Ongoing**
- Evaluate and maintain quality pre- and post-exposure services – **Goal Accomplished**
- Evaluate and revise District safety policies and procedures where needed – **Process Ongoing**
- Evaluate and possibly implement employee safety handbook – **Goal Modified**
- Continue to administer required annual employee inoculation program – **Goal Accomplished**
- Explore other community based inoculation programs for possible implementation – **Process Ongoing**
- Evaluate current Critical Incident Stress Debriefing needs. Explore options and develop a plan to deal with current as well as future needs – **Goal Accomplished**
- Review and Revise Infection Control Plan as necessary – **Process Ongoing.**
- Implement paperless reporting system for accidents and injuries – **Goal Accomplished**

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

- Facilitate and provide yearly physicals for required District personnel.
- Facilitate and provide annual drivers' training and driver's license checks for District personnel. Provide initial drivers' training programs for new employees.
- Audit District facilities and equipment for regulatory agency compliance and safety.
- 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.
- Monitor personnel who repeatedly emerge in Workers' Compensation claims.
- Continue to develop and implement programs designed to reduce the incidence of on-the-job injuries (e.g., flyers/brochures, incentives, awareness campaigns, training).
- Maintain peer fitness program - complete fitness assessments for shift personnel.
- Maintain guidelines for exercise and nutrition for shift personnel.
- Implement annual fitness reviews for all shift personnel with a peer fitness trainer.
- Implement and maintain Fitness Award Program.
- Continue to work with the Glendale Fire Department regarding utilization of auxiliary health center.

- Publish quarterly educational information for District newsletter with topics dealing with fitness, nutrition, safety, and general health and wellness.
- Conduct periodic Health & Safety Section self assessment and program audit.
- Work with the Administrative Services Division to provide pre-hire physicals for new District personnel.
- Facilitate return to work and fit for duty issues for District personnel.
- Investigate all employee injuries and accidents.
- Evaluate Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs.
- Evaluate and maintain quality pre- and post-exposure services.
- Evaluate and revise District safety policies and procedures where needed.
- Evaluate and possibly implement employee safety handbook.
- Continue to administer required annual employee inoculation program.
- Explore other community based inoculation programs for possible implementation.
- 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.
- Implement CISD activation plan.
- Review and revise Infection control plan as necessary.
- Implement District Safety Manual.
- Implement Employee Safety Handbook.

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Health and Safety Section Expenditure Projections</b>					
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change	
5340 · Physicals/Vaccinations/Testing	\$ 61,027	\$ 62,020	\$ 993	1.6%	
5470 · Fitness Equipment R/M	\$ 2,000	\$ 2,000	\$ -	0.0%	
5650 · Safety Materials & Supplies	\$ 2,500	\$ 2,500	\$ -	0.0%	
5750 · Health & Safety Equipment	\$ 2,000	\$ 2,000	\$ -	0.0%	
5070 · Program Manager Compensation	\$ 1,300	\$ 1,300	\$ -	0.0%	
5085 · Coverage Compensation	\$ 13,000	\$ 10,521	\$ (2,479)	-19.1%	
<b>Total Health and Safety Section:</b>	<b>\$ 81,827</b>	<b>\$ 80,341</b>	<b>\$ (1,486)</b>	<b>-1.8%</b>	

- **5340 Physicals/Vaccinations/Testing:** In order to ensure compliance with National Fire Protection Association (NFPA) Standards, the District began a mandatory physical examination program in 1994 and has been committed to maintaining a high level of employee preventative health analysis since that time. This program has proven to be effective with the early detection of many employee health conditions that required either medication or alternative treatment procedures. The goal of this program is to keep District employees' health and fitness level above average. By monitoring employee health, the District is, in essence, saving money due to a reduction in potential Worker's Compensation claims and sick time usage as well as avoiding possible untimely and very costly medical retirements. Expenditures in this area commonly include physicals and lab fees, an annual infection control program, and annual inoculations, testing and titers.

- **5470 Fitness Equipment Repair / Maintenance (R/M):** With regular use of current physical fitness equipment, maintenance and repair is to be expected. These funds will assist in maintaining the equipment in good working condition for ongoing use.
- **5650 Safety Materials & Supplies:** This account funds the OSHA required health and safety signs and materials that are posted at each of the District stations, affixed to apparatus, and dispersed to personnel throughout the fiscal year.
- **5750 Health & Safety Equipment:** By providing fitness equipment, the District both supports and promotes the maintenance of employee health through daily muscle conditioning and stress relief programs. Peer fitness instructors train the District's employees in effective and safe fitness routines. The proposed funds will allow the replacement of older weight training equipment as well as providing for the purchase of equipment such as medicine balls, weight vests, heart monitors, weight calipers, resistant bands, stretching straps, etc.
- **5070 Program Manager Compensation:** This funding compensates the program manager for added responsibilities in maintaining the requirements of the health and safety program.
- **5085 Coverage Compensation:** The health and fitness initiative requires the District to have a trained Fitness Safety Officer and peer fitness trainers who can monitor employee health and fitness. Assigned personnel must comply with ongoing certification and training requirements to provide quality guidance as well as current health and safety information. These funds will cover any required off-duty work hours compensation necessary to accomplish program goals.

## **Mission Readiness:**

### **Recruitment, Training, Development and Disaster Preparedness**

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

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

Personnel responsible for the District's Disaster Preparedness and Citizens Corp are also funded in this area of the budget. The District must be prepared in the event of a major

disaster at the strategic as well as task level. Funding is also included for the Community Emergency Response Team (CERT) Program for the initial and incumbent training expenses of these team members. This program provides for the training of District property owners to assist emergency services, themselves, and their neighbors in the event of a major disaster.

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

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
Deputy Chief	0.0	1.0	1.0
Battalion Chief	0.0	1.0	1.0
Incident Safety Officer	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>1.0</b>	<b>3.0</b>	<b>3.0</b>

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

Description	2007/2008 Estimated	2008/2009 Proposed
<b>Training and Development</b>		
Engine/Ladder Company Training Hours	24	48
Company, Multiple-Company & Night Drills Hours	728	774
Officer Training Hours	180	180
Driver/Operator Training Hours	864	880
Hazardous Materials Training Hours	69	69
Pre-Fire Planning Inspections Hours	140	144
Entry Level Recruit Academy Personnel	5	4
<b>Recruitment</b>		
Shift Sworn Employee Recruitment Processes	1	1
Shift Non-Sworn Recruitment Processes	1	1
<b>Disaster Preparedness</b>		
Citizen's Emergency Response Team Training	1	TBD
Citizen's Volunteer Training	0	6

**FY 2008/2009 Significant Changes**

With continued increases in emergency call volume, it is increasingly difficult for personnel to accomplish required training hours during a regular shift assignment. The District is continuing to explore using advanced technology to combat the growing time constraints. Through computer training programs and interactive continuing education feeds, the District assists employees in maintaining their required training hours while on duty. This also aids in reducing overtime hours and allows District emergency crews to remain in their first-due response areas. Another significant change for FY 2008/2009 is inclusion of the Citizens Corp in the Disaster Preparedness section,

**Status of 2007/2008 Performance Goals and Objectives**

- Provide and document the necessary mandated and compliance training for all District personnel (10 hours minimum per month) – **Goal Accomplished**

- Facilitate and provide continuing education training to all positions to ensure high levels of competency, efficiency, and safety in the areas of incident management, strategy and tactics and the mitigation of all types of incidents – **Goal Accomplished**
- Foster career-long learning among employees by offering professional development consultations, independent study courses, community college tuition reimbursement as well as conference and outside seminar opportunities – **Goal Accomplished**
- Evaluate and implement a new training module within the FireHouse software system to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking – **Goal accomplished**
- Continue to provide monthly reports detailing employee training type and hours – **Goal Accomplished**
- Continue to research and build partnerships with public agencies to promote joint coordination of training props, academies, facilities and instructors – **Process Ongoing**
- 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 – **Goal Accomplished**
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's training programs – **Goal Accomplished**
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future training policies and standards – **Goal Accomplished**
- Continue to work with the Regional Operations Consistency Committee (ROCC) to maintain regional consistency and coordination – **Goal Accomplished**
- Maintain an adequate incident critique program – **Goal Accomplished**
- Evaluate needs and develop implementation plan for a District sponsored Technical Rescue Team. Plan should include alternative funding opportunities – **Goal Accomplished**
- Create plan to implement a Fire District Cadet / Mentorship Program – **Process Ongoing**
- Continue to work closely with the Administrative Services Division in the areas of selecting, hiring and training of new employees – **Goal Accomplished**
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's recruitment programs – **Process Ongoing**
- Evaluate current joint firefighter recruitment process for value/efficiency – **Goal Accomplished**
- Maintain affiliation with other agencies for Candidate Physical Ability Test (CPAT) testing – **Goal Accomplished**
- Initiate more aggressive, energetic, and targeted racial/ethnic and gender minority recruitment programs designed to attract greater quantities of quality applicants for sworn positions – **Process Ongoing**
- Develop and implement written guidelines for new employee recruitment and selection activities – **Process Ongoing**
- Develop a plan to guide the District in developing an Emergency Operations Center. Alternative funding sources should be explored and included in final plan – **Process Ongoing**

- Update / revise District Disaster Plan. Final plan should integrate with Maricopa County Disaster Plan and, upon adoption, should be distributed to affected agencies (i.e. Maricopa County, Maricopa County Sheriff, etc.) – **Process Ongoing**
- Continue to identify target hazards and audit community response needs – **Goal Accomplished**
- Establish a Community Emergency Response Team (CERT) and begin CERT training – **Goal Accomplished**
- Maintain a training and exercise plan to evaluate and improve the major emergency response plan of the District – **Process Ongoing**
- Foster hazard mitigation throughout the District via public education and plan development – **Process Ongoing**

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

- Provide and document the necessary mandated and compliance training for all District personnel (10 hours minimum per month) including wildland, PPE and SCBA training requirements.
- Continue to facilitate and provide continuing education training to all positions to ensure high levels of competency, efficiency, and safety in the areas of incident management, strategy and tactics, and the mitigation of all types of incidents.
- Continue fostering career-long learning among employees by offering professional development consultations, independent study courses, community college tuition reimbursement as well as conference and outside seminar opportunities.
- Continue to evaluate and implement a new training module within the FireHouse software system to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking.
- Continue to provide monthly reports detailing employee training type and hours.
- Continue to research and build partnerships with public agencies to promote joint coordination of training props, academies, facilities and instructors.
- Continue to work closely with the Administrative Services Division in the areas of selecting, hiring and training of new employees, promotional processes, supervisor and management training, succession planning, and on-going employee professional development.
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's training programs.
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future training policies and standards.
- Continue to work with the Regional Operations Consistency Committee (ROCC) to maintain regional consistency and coordination.
- Maintain an adequate incident critique program.
- Create plan to possibly implement a Fire District Cadet / Mentorship Program.
- Continue to utilize the Target Safety Training Program to its full potential.
- Maintain adequate number of Red Card certified personnel in the District and assist with advanced wildland certifications for interested employees.
- Continue to work closely with the Administrative Services Division in the areas of selecting, hiring and training of new employees.
- Continue to develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's recruitment programs.
- Continue evaluating current joint firefighter recruitment process for value/efficiency.

- Maintain affiliation with other agencies for Candidate Physical Ability Test (CPAT) testing.
- Initiate more aggressive, energetic, and targeted racial/ethnic and gender minority recruitment programs designed to attract greater quantities of quality applicants for sworn positions;
- Develop and implement written guidelines for new employee recruitment and selection activities
- Research alternative methods for high standard recruit firefighting training
- Continue to develop a plan to guide the District in developing an Emergency Operations Center. Alternative funding sources should be explored and included in final plan.
- Continue to update/revise District Disaster Plan. Final plan should integrate with Maricopa County Disaster Plan and, upon adoption, should be distributed to affected agencies (i.e. Maricopa County, Maricopa County Sheriff, etc.)
- Continue to identify target hazards and audit community response needs.
- Develop Citizens Corp and a training program to sustain it.
- Continue to maintain a training and exercise plan to evaluate and improve the major emergency response plan of the District.
- Continue the fostering of hazard mitigation throughout the District via public education and plan development.

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Mission Readiness Expenditure Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
5345 · Hiring, Testing & Recruitment	\$ 9,967	\$ 9,946	\$ (21)	-0.2%
6210 · Promotional Testing	\$ 2,500	\$ 1,750	\$ (750)	-30.0%
6220 · Fitness & Safety Tng	\$ 2,450	\$ 3,750	\$ 1,300	53.1%
6230 · Educational Expenditures	\$ 27,241	\$ 28,991	\$ 1,750	6.4%
6240 · Training Materials	\$ 11,000	\$ 11,000	\$ -	0.0%
6250 · Travel Expenditures	\$ 13,800	\$ 10,300	\$ (3,500)	-25.4%
5660 · Citizen's Corp Materials & Supplies	\$ -	\$ 4,000	\$ 4,000	100.0%
6255 · Disaster/Citizens Corp Training	\$ 3,500	\$ 4,500	\$ 1,000	28.6%
<b>Total Mission Readiness:</b>	<b>\$ 70,458</b>	<b>\$ 74,237</b>	<b>\$ 3,779</b>	<b>5.4%</b>

- **5345 Hiring, Testing, & Recruitment:** Funding in this area covers the new employee recruitment processes and allows the District to test potential candidates through extensive interview panels, written examinations, and pre-employment screenings.
- **6210 Promotional Testing:** Promotional testing opportunities for Battalion Chief, Captain, and Engineer are offered biennially to establish a promotional list. The promotional testing process requires a written exam, a practical test, and an interview panel. During this fiscal year, the District is anticipating the completion of an Engineer's promotional testing process. Funds in this budget item are allocated for expenses associated with that promotional testing.

- **6220 Fitness & Safety Training:** Training of District Safety personnel is mainly accomplished through the Fire Department Safety Officers Association in a training conference which focuses on certifications mandated for personnel to maintain their certification and skill level. Critical Incident Stress Debriefing (CISD) and Occupational Safety and Health Act (OSHA) training conferences are also budgeted in this area.
- **6230 Educational Expenditures:** This budgetary account provides funding for all suppression training mandated by multiple local, state and federal agencies and includes: Westside Training Consortium sponsored training, District multi-company drills, engine and ladder company evolutions, station and night drills, officer development, Arizona State Fire Marshal Training, seminars, tuition reimbursement, degree enhancement programs, driver's training, hazardous materials training, wildland training and recruit training.
- **6240 Training Materials:** This funding, for a proportionate share of the costs of building props and acquiring rentals (i.e., dumpsters), etc. is used to support the Westside Training Consortium. Expenditures also include funds to maintain facility resource libraries including required training manuals and videos and additional training items such as salvaged vehicles and props for fire training.
- **6250 Travel Expenditures:** This account allows for per diem, lodgings and travel expenditures associated with attending educational opportunities throughout the fiscal year. This account has been decreased due to the significant amount of training that occurs within the general vicinity of the District.
- **5660 Citizens Corp Materials & Supplies:** As the Fire District expands its Volunteer Citizen Corps Program, it will be necessary to provide miscellaneous materials and equipment for their use as they are trained to assist the District. This budgetary account will be utilized for that purpose.
- **6255 Disaster / Citizens Corp Training:** Expenditures from this category provide for the preparation, planning, coordination, and delivery of disaster preparedness and Fire District Volunteer Citizens Corps training. The goal is to ensure the preparedness of the Fire District Volunteer Citizen Corps to properly perform the tasks which they will be assigned as well as ensuring District and resident preparedness for catastrophic events and/or possible activation of an Emergency Operations Center (EOC).

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## Emergency Medical Services Section

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

### Emergency Medical Services Personnel Summary

Position	2006/2007 Actual	2007/2008 Actual	2008/2009 Proposed
EMS Coordinator	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

### Emergency Medical Services Management Measures

Description	2007/2008 Actual	2008/2009 Proposed
EMT Refresher Training Courses	12	14
Paramedic Refresher Training Courses	22	23
Employee CPR Training	52	42
Public CPR Training	84	100
Documentation Quality Assessment	100%	100%

### FY 2008/2009 Significant Changes

As part of the Valley fire department consortium, the District participated in the acquisition of a paperless EMS reporting program that is being implemented in many Valley departments. The system was implemented in the Fire District near the end of FY 2007/2008. This new software increases the accuracy and consistency of data collection at emergency incidents further enhancing the quality of patient care. An additional advantage of the program is the statistical analysis capability which allows the EMS Section to more easily identify and analyze significant and pertinent incident data. The statistical capabilities of the system will also aid in the data collection and analysis occasionally required for grant submissions. The EMS section is also involved in pursuing ambulance accreditation in the coming years.

A significant increase in the area of EMS equipment requirements is projected for FY2008/2009. This increase is directly attributed to the need for a spare ToughBook for use with the ROAM IT Electronic Patient Care Reporting (ePCR) system recently instituted by the District. This funding also satisfies the purchase of EZ-IO Power Drivers used for obtaining inter-osseous intravenous fluid distribution for patients and CPR Connectors & Stat-Pads that work with the Zoll Heart Monitors to ensure the effectiveness of patient CPR.

### Status of FY 2007/2008 Performance Goals and Objectives

- 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**
- Provide annual performance report to all paramedics – **Goal Accomplished**

- Maintain accurate database on all employee certification types and expiration dates – **Goal Accomplished**
- Implement paperless reporting/documentation system – **Goal Accomplished**
- Implement a training program on usage of the paperless system for all District employees – **Process Ongoing**
- Complete EMS Policy Manual – **Process Ongoing**
- Complete renewal process for District ambulances – **Goal Accomplished**
- Prepare for the self-assessment phase of the EMS Accreditation Process – **Process Ongoing**
- Save money through explorative EMS supply program – **Goal Accomplished**
- Monitor the measurable set of standards to evaluate the productivity and performance of the District's EMS programs – **Process Ongoing**
- Work with Del Webb Hospital to provide a seamless and efficient patient transfer process – **Goal Accomplished**
- Work with the various regulatory and other associations to stay abreast of changing standards and assist in the development of future EMS policies and standards – **Goal Accomplished**
- Assist in the development and implementation of new District Inventory System – **Process Ongoing**
- Develop a database to track all CPR/AED and First-Aid courses given by the District. The database should also track attendance at those classes – **Goal Accomplished**

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

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

- Evaluate participation of District personnel in summary of 2007 “Critical Care Transport Paramedic” program.
- Update District intranet with Continuing Medical Education (CME) and training opportunities (dates/descriptions).
- Review and, if necessary, revise criteria for Quality Assurance of EMS Charts.
- Coordinate EMS data storage and retrieval.
- Assist with ensuring that all pertinent EMS equipment is included on the District capital equipment replacement schedule.
- Maintain preventative maintenance schedule on all EMS equipment.

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 EMS Operations Expenditure Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
5440 · EMS Equipment R/M	\$ 11,652	\$ 11,441	\$ (211)	-1.8%
5810 · EMS Ambulance Registrations	\$ 1,900	\$ 1,650	\$ (250)	-13.2%
5820 · EMS Equipment	\$ 9,500	\$ 18,870	\$ 9,370	98.6%
5830 · EMS Supplies	\$ 91,400	\$ 91,400	\$ -	0.0%
5070 · Program Manager Compensation	\$ 1,300	\$ 1,300	\$ -	0.0%
5085 · Coverage Compensation	\$ 74,500	\$ 61,608	\$ (12,892)	-17.3%
<b>Total EMS Operations:</b>	<b>\$ 190,252</b>	<b>\$ 186,269</b>	<b>\$ (3,983)</b>	<b>-2.1%</b>

- **5440 EMS Equipment Repair / Maintenance:** EMS equipment requires verification of proper operability; sometimes on a daily basis. There are various necessary requirements to inspect, calibrate and perform preventative maintenance on items such as heart monitors, Stryker PowerPro gurneys, suction units, and glucose monitors, etc. The most costly servicing is the almost \$9,000 for the Zoll Heart Monitors quarterly maintenance agreement.
- **5810 EMS Ambulance Registrations:** This account funds the various annual Arizona Department of Health Services inspection and registration of the District’s five (5) operating ambulances and the biennial re-certifications associated with providing ambulance services under our Certificate of Necessity (CON).
- **5820 EMS Equipment:** To provide high quality pre-hospital emergency care to District patients, it is necessary to provide equally high quality equipment to the EMS emergency personnel. This account replaces items with a limited service life as well as the normal “wear and tear” items such as oxygen regulators and cylinders, heart monitor batteries and cables, backboards and gurney mattresses, etc. This account requests a significant increase in order to purchase a spare ToughBook for use with the new ePCR system to ensure continued processing should one of the active units become temporarily disabled. This also allows for the purchase of EZ-IO Power Drivers used for obtaining interosseous intravenous fluid distribution for patients and CPR Connectors & Stat-Pads that work with the Zoll Heart Monitors to ensure the effectiveness of patient CPR. Inflationary increases are included in the FY 2008/2009 funding.

- **5830 EMS Supplies:** This budget category provides for the emergency medical disposable or consumable supplies used by the District throughout the fiscal year. These include, but are not limited to, medical oxygen, intravenous catheters, tubing and fluids, bandaging materials, sterile gloves, immobilization gear, intubation and airway tools, etc. This line item includes supplies for the new ROAM I.T. EMS paperless documentation system. Approximately \$9,000 of the projected funds in this line item will be used to cover the fee per patient chart as required by the Roam IT system.
- **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.
- **5085 Coverage Compensation:** The continuing education and re-certification required for EMS personnel on both an annual and biennial basis is extensive. Employees are mandated to maintain their certifications as a part of their employment status. The District also encourages personnel to be highly skilled and knowledgeable in their field of expertise. Funding in this section allows District personnel to fulfill their educational requirements and has been reduced for FY 2008/2009 due to policy changes.

## Emergency Medical Services Training

The EMS Section coordinates emergency medical training for District personnel and for the community Cardiac Pulmonary Resuscitation (CPR), Automated External Defibrillation (AED) and First Aid training for the community. 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 create an EMS program which provides a large portion of the biennial re-certification training requirements in-house thus reducing off-site travel costs.

### Expenditure Detail – Budget Categories

FY 2008/2009 EMS Training Expenditure Projections				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
6510 · Educational Expenditures	\$ 9,600	\$ 7,796	\$ (1,804)	-18.8%
6520 · Training Materials	\$ 5,600	\$ 6,000	\$ 400	7.1%
6530 · Travel Expenditures	\$ 2,430	\$ 2,940	\$ 510	21.0%
<b>Total EMS Training:</b>	<b>\$ 17,630</b>	<b>\$ 16,736</b>	<b>\$ (894)</b>	<b>-5.1%</b>

- **6510 Educational Expenditures:** This account provides tuition costs for Paramedic and Emergency Medical Technician certification / re-certification. Funding for the annual paramedic refresher education includes any certification fees, such as for International Trauma Life Support (ITLS), and PEPP (pediatric emergencies) courses,

as well as fees paid to guest instructors. This funding also provides ongoing training for EMS instructors and CPR trainers to ensure that they are knowledgeable in current standards of care. Training also includes attendance at symposiums and conferences held statewide. There are also funds for transitional training of EMT-B's to Paramedics.

- **6520 Training Materials:** This funding covers training materials required for various EMS classes including manuals, Automated External Defibrillation (AED) training apparatus, CPR and AED training mannequins, CPR cards, training videos, CD's and on-line training aids, etc.
- **6530 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with attending educational conferences throughout the fiscal year. A small increase in expenditures for this category is due to the increased travel associated with the Emergency Medical Services Coordinator's responsibilities as an area representative for the Arizona Ambulance Association and as a Board member with the Arizona Fire District Association (AFDA).

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# Support Services Division

The Support Services Division is managed by a Deputy Chief and is comprised of two (2) full time employees supporting the District's facilities and fleet maintenance needs. This Division maintains all facilities, including assisting in the design and construction of new and/or renovation of existing facilities. The Division services five (5) permanent structures totaling more than 46,824 square feet and one (1) temporary structure totaling roughly 1,440 square feet. All six (6) structures are located on four (4) different property sites. The Division also performs and supervises minor remodeling work and is responsible for facility inventory. Personnel are challenged to project facility strengths and weaknesses utilizing preventative maintenance and accurate assessments of equipment/facility component life expectancy. Facility supplies are also requisitioned and tracked by the Support Services Division.

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

## Support Services Division Personnel Summary

Position	2006/2007	2007/2008	2008/2009
	Actual	Actual	Proposed
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	1.0	1.0	1.0
<b>Total Assigned Personnel</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## Support Services Management Measures

Description	2007/2008	2008/2009
	Actual	Proposed
<b>Facilities Maintained</b>		
Square Footage Maintained for five (5) permanent District Facilities and one (1) temporary structure (approx)	<b>48,264</b>	<b>48,264</b>
<b>Apparatus Maintained</b>		
Emergency Response Vehicles	<b>19</b>	<b>19</b>
Non-Emergency Response Vehicles	<b>6</b>	<b>7</b>
Total Vehicles Maintained	<b>25</b>	<b>26</b>
Estimated Response Apparatus Miles Per Year	<b>162,800</b>	<b>180,000</b>

## FY 2008/2009 Significant Changes

A comprehensive facility preventative maintenance plan will be implemented in FY 2008/2009 allowing for better assessment of ongoing repair and maintenance costs. The completion of extensive renovations to Fire Station 101 and the start of the renovation work at Fire Station 102 will also be significant changes experienced during the next budget year.

## Status of 2007/2008 Performance Goals and Objectives: Facilities

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- Complete Station 101 Renovation Construction – **Goal Accomplished**
- Complete Station 102 Renovation Design phase – **Goal Modified**
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's Facilities Maintenance programs – **Goal Accomplished**
- Complete all preventative maintenance services within a 20-day variance of scheduled date – **Goal Accomplished**
- Respond to all corrective facilities maintenance requests within one business day – **Goal Accomplished**
- Assist in the development and implementation of new Inventory System – **Goal Modified**
- Complete all budgeted maintenance and repair projects – **Goal Accomplished**
- Provide District-wide intra-departmental mail and delivery services, and central inventory system – **Goal Accomplished**

**FY 2008/2009 Performance Goals and Objectives: Facilities**

- Continue to evaluate and modify the District's "facilities work order" system to improve reporting and efficiency.
- Continue to monitor the measurable set of standards developed previously to evaluate the productivity and performance of the District's facilities maintenance programs.
- Maintain the District facilities preventative maintenance schedule.
- Complete all preventative maintenance services within a 20-day variance of scheduled date.
- Continue to respond to all corrective maintenance requests within one business day
- Continue to assist with the District inventory system.
- Complete all budgeted maintenance and repair projects.
- Continue to provide District-wide intra-departmental mail and delivery services
- Continue to manage the District's Surplus Property Program.
- Initiate Station 102 Construction phase.

**Status of 2007/2008 Performance Goals and Objectives: Fleet**

- Maintain non-capital fleet maintenance costs under set costs per mile of operation, excluding fuel consumption costs, as detailed below: **Goal Accomplished**
  - Pumpers \$1.85/mile
  - Quint/Ladder \$2.95/mile
  - Ambulance \$1.35/mile
  - Ladder Tender \$1.35/mile
  - Misc. Response \$1.00/mile
  - Autos \$.45/mile
- Maintain preventative maintenance schedules for all apparatus: **Goal Accomplished**
  - Pumpers 3 months/5,000 miles
  - Quint/Ladder 3 months/5,000 miles
  - Ambulance 3 months/5,000 miles
  - Ladder Tender 3 months/5,000 miles
  - Misc. Response 3 months/5,000 miles
  - Autos 3 months/5,000 miles
  - Ladder Inspections Annually
  - Pump Test Annually

- Complete all fleet preventative maintenance services within a 20-day variance of scheduled date – **Goal Accomplished**
- Respond to all corrective fleet maintenance requests within 1 business day – **Goal Accomplished**
- Maintain fleet availability above 95% – **Goal Accomplished**
- Maintain average turnaround times for scheduled services: – **Goal Accomplished**
  - Response Apparatus      48 Hours
  - Auto/Staff Vehicles      8 Hours
  
- Evaluate and modify the District’s “fleet work order” system to improve reporting and efficiency – **Goal Accomplished**
- Continue to monitor a measurable set of standards to evaluate the productivity and performance of the District’s fleet management program – **Process Ongoing**
- Complete all budgeted fleet maintenance and repair projects – **Goal Accomplished**

**FY 2008/2009 Performance Goals and Objectives: Fleet**

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

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**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Facilities Maintenance Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
5381 · Outsourced Facilities Maintenance	\$ 6,000	\$ 6,000	\$ -	0.0%
5382 · Custodial Services	\$ 6,000	\$ 7,950	\$ 1,950	32.5%
5383 · Landscaping Services	\$ 3,000	\$ 3,600	\$ 600	20.0%
5384 · Pest Control	\$ 4,500	\$ 4,500	\$ -	0.0%
5385 · Fire & Security System Monitoring	\$ 2,380	\$ 2,740	\$ 360	15.1%
5391 · Electricity	\$ 65,000	\$ 69,180	\$ 4,180	6.4%
5392 · Natural Gas	\$ 9,282	\$ 4,284	\$ (4,998)	-53.8%
5393 · Water & Sewer	\$ 11,310	\$ 13,645	\$ 2,335	20.6%
5394 · Telephone	\$ 18,000	\$ 15,840	\$ (2,160)	-12.0%
5395 · Refuse Services	\$ 2,295	\$ 2,550	\$ 255	11.1%
5396 · Cable Services	\$ 2,700	\$ 1,800	\$ (900)	-33.3%
5410 · Internal Facility R/M	\$ 14,900	\$ 12,400	\$ (2,500)	-16.8%
5620 · Janitorial Supplies	\$ 12,000	\$ 10,000	\$ (2,000)	-16.7%
5630 · Facilities Supplies	\$ 5,250	\$ 5,250	\$ -	0.0%
<b>Facilities Maintenance:</b>	<b>\$ 162,617</b>	<b>\$ 159,739</b>	<b>\$ (2,878)</b>	<b>-1.8%</b>

- **5381 Outsourced Facilities Maintenance:** The Support Services staff is able to accomplish much of the general maintenance requirements for each of the District's facilities. However, major maintenance issues that arise may be beyond the scope of District's staff. This budget account reserves funding for those situations.
- **5382 Custodial Services:** This budget area provides for bi-weekly custodial service at the Administration building and is based on a recently negotiated fee structure. The addition of scheduled annual carpet cleaning at each facility has created the need for an increase to this line item for FY 2008/2009.
- **5383 Landscaping Services:** This account supports semi-annual weed control for all facilities and monthly landscape maintenance for the Administrative/Maintenance building not provided by District personnel.
- **5384 Pest Control:** Funding in this section ensures that all facilities receive pest control services on a monthly basis and is based on historical averages.
- **5385 Fire & Security System Monitoring:** This funding allows for the monitoring of fire sprinkler and burglar alarm systems at various District facilities. This account has been increased due to the completion of the renovations of Station 101 and the addition of the alarm system to Station 103. It is anticipated that upon the completion of Station 102 renovations, its alarm system will be added and this account will need to be increased at that time.
- **5391 Electricity:** This account provides funding for all District facilities. Budgeted funding for this account has been increased due to an analysis of actual costs

associated with the new administration building and anticipated costs for the newly renovated Station 101.

- **5392 Natural Gas:** This account funds all natural gas expenditure requirements for all District facilities. This data was unavailable during the prior year's budget process and as a result, was over-estimated. This funding is based on actual costs as experienced during the FY 2007/2008 budget year. This account also includes an estimated cost for natural gas consumption by Station 101 due to the completion of its renovation.
- **5393 Water & Sewer:** This account manages all water and sewer services provided to all District facilities. This account experienced an increase due to the installation of a fire sprinkler system at Station 101 and the consequent water service fees associated with the addition of this system.
- **5394 Telephone:** This funding allows for continued telephone service at all District facilities and has been decreased based on historical averages and negotiated service modifications creating uniform services at all District duty stations.
- **5395 Refuse Services:** This item funds the collection and removal of refuse at District facilities and is based on a negotiated fee agreement put into affect in 2007. This agreement calls for a 10% increase of monthly collection fees each fiscal year until the District reaches the 2007 monthly collection fee of \$57.00. This will occur in the 2010/2011 fiscal year at which point the fees will be renegotiated.
- **5396 Cable Services:** This account provides funding for basic cable services at each of the District's facilities, to include the Phoenix Fire Network (PFN). This service provides our personnel with access to current news and weather data as well as 24-hour fire related information and training offered through the PFN.
- **5410 Internal Facility Repair / Maintenance (R/M):** This funding covers minor repairs or maintenance that may affect any of the District's facilities. It also allocates individual station supply monies for minor emergency repairs that can be accomplished by station personnel during hours that the Support Services Division personnel would generally be unavailable. This allows repairs to be completed in a timely manner and avoids requesting off duty Support Services personnel or not making the repair until maintenance personnel are available. Based on the completion of the Administrative facility, the recently completed renovations at Station 101, and the renovation of Station 102 commencing, this account has been decreased.
- **5620 Janitorial Supplies:** This line item funds the cleaning and janitorial supplies for the basic upkeep of the District's facilities and is based on historical averages.
- **5630 Facilities Supplies:** As the District facilities are multi-purpose in nature and personnel are on duty 24-hours a day, this account provides consumable items such as coffee, sugar, and creamer as well as cups, plates, pans, and other kitchen related items.

## Fleet Maintenance

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

### Expenditure Detail – Budget Categories

FY 2008/2009 Fleet Maintenance Expenditure Projections				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
5350 · Outsourced Apparatus Maintenance	\$ 20,000	\$ 12,000	\$ (8,000)	-40.0%
5420 · Internal Apparatus R/M	\$ 50,000	\$ 50,000	\$ -	0.0%
5460 · Support Svc Equip R/M	\$ 1,000	\$ 500	\$ (500)	-50.0%
5640 · Support Svc/Shop Supplies	\$ 12,500	\$ 13,000	\$ 500	4.0%
5680 · Fuel (Gasoline/Diesel)	\$ 70,000	\$ 80,000	\$ 10,000	14.3%
<b>Total Fleet Maintenance:</b>	<b>\$ 153,500</b>	<b>\$ 155,500</b>	<b>\$ 2,000</b>	<b>1.3%</b>

- 5350 Outsourced Apparatus Maintenance:** With the availability of the maintenance facility connected with the administrative offices, the District has continued to experience a decrease in this funding area. However, there are still service requirements that cannot be performed by District Support Services personnel which must be outsourced.
- 5420 Internal Apparatus Repairs and Maintenance (R/M):** This funding is available for use by the Support Services Division to purchase materials needed to accomplish all in-house apparatus preventative maintenance and minor repairs. Items purchased under this account include, but are not limited to: replacement lighting, alternators, water pumps, filters, brakes, tires and apparatus batteries.
- 5460 Support Services Equipment (R/M):** In order to perform their tasks, the Support Services personnel must utilize specialized equipment. This funding allows for the maintenance or repair of essential equipment (air compressor, drill press, engine hoist, etc.).
- 5640 Support Services/Shop Supplies:** This budget account provides for the purchase of minor parts and supplies utilized by the Support Services Division. Items funded here include, but are not limited to, miscellaneous batteries, shop tools, towels, paint, penetrating oils, etc.
- 5680 Fuel (Gasoline/Diesel):** Fuel is one the District's single largest consumables and, unfortunately, the cost is dictated primarily by existing fuel prices. Fire apparatus have a low mile-per-gallon fuel consumption yet must respond to an ever increasing call volume. However, it is recognized that fuel conservation is a responsibility of the District. Due to the continued rise in fuel costs, an increase is projected for this line item. However, various fuel conservation techniques will continue to be utilized during

FY 2008/2009. These efforts include continuing to shop fuel prices from various vendors and distributors, continuing to utilize fuel efficient non-emergency vehicles (i.e. Ford Escapes, etc.) for out-of-service functions (i.e. annual physicals, vehicle repair shuttle, training, etc.) and other District business, limiting non-emergency travel to first due areas (mail and station supply pickup and delivery is provided by Support Services personnel as well as utilizing the Support Services Maintenance Vehicle to perform minor vehicle repairs at individual stations rather than driving larger apparatus to the maintenance facility), and providing a secondary fueling station at Station 103 to limit traveling for fuel. Despite the District's conservation efforts, it is anticipated that the projected average cost for diesel fuel will be approximately \$4.41 per gallon and the projected average cost for unleaded fuel is estimated to be approximately \$3.50 per gallon in the coming fiscal year. These estimates are based on average fuel costs which have been paid during 2008 and industry cost projections.

## Emergency Communications

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

### Emergency Communications Management Measures

Description	2007/2008 Estimated	2008/2009 Proposed
<b>Radio's Maintained</b>		
Portable Radios	71	71
Mobile Radios	25	26
Total Radio's Maintained	99	100
<b>MCT/AVL Systems</b>		
MCT's Maintained	13	13
AVL's Maintained	9	9
<b>Pre-Emption Systems</b>		
Intersections	13	15
Apparatus	21	21
<b>+Paging Service</b>		
Pagers Maintained	33	34

### FY 2008/2009 Significant Changes

The District will experience an increase in dispatching service costs for FY 2008/2009. With the postponement in implementing the 800MHz program, the District will continue to devote its attention to maintaining its current VHF radio system. Also, future traffic control changes will require new pre-emption systems installations during FY 2008/2009.

### Status of FY 2007/2008 Performance Goals and Objectives

- Respond to all corrective communications maintenance requests within one (1) business day – **Goal Accomplished**

- Continue to monitor a measurable set of standards to evaluate the productivity and performance of the District's emergency communications program – **Process Ongoing**
- In conjunction with the Emergency Services Division, prepare for the implementation of the new 800 MHz radio system including all necessary training – **Goal Modified**
- Evaluate and implement suitable pre-emption lighting on appropriate apparatus – **Goal Accomplished**
- Work with Maricopa County to ensure proper operation of pre-emption systems as well as system installations at all new intersections – **Goal Accomplished**
- Work with Maricopa County to install pre-emption equipment at the Spanish Garden Drive and Camino Del Sol, Trading Post Drive and Meeker Boulevard, and Stardust Drive and RH Johnson Boulevard intersections – **Goal Accomplished**
- Complete all budgeted maintenance and repair projects – **Goal Accomplished**

**FY 2008/2009 Performance Goals and Objectives**

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

**Expenditure Detail – Budget Categories**

<b>FY 2008/2009 Emergency Communications Expenditure Projections</b>				
<b>Description</b>	<b>FY 2007/2008 ADOPTED</b>	<b>FY 2008/2009 ADOPTED</b>	<b>Variance</b>	<b>% of Change</b>
5910 · Dispatching Services	\$ 216,003	\$ 277,775	\$ 61,772	28.6%
5920 · Cellular & ePCR Connections	\$ 10,600	\$ 9,960	\$ (640)	-6.0%
5930 · Pagers	\$ 3,000	\$ 2,400	\$ (600)	-20.0%
5940 · Radio Repair	\$ 2,500	\$ 2,500	\$ -	0.0%
5950 · Communications Parts/Equipment	\$ 13,000	\$ 11,000	\$ (2,000)	-15.4%
<b>Total Emergency Communications:</b>	<b>\$ 245,103</b>	<b>\$ 303,635</b>	<b>\$ 58,532</b>	<b>23.9%</b>

- **5910 Dispatching Services:** Funding provides for 24-hour dispatching and technical services through the City of Phoenix. It also covers the costs associated with maintenance of the station dispatch packages, Mobile Communications Terminals (MCTs), Automatic Vehicle Locators (AVLs), and printer systems. Increases here are directly related to the cost per dispatch as determined by Phoenix Fire Regional Dispatch Center.

- **5920 Apparatus Cellular & ePCR Connections:** Emergency medical responders must communicate preliminary medical assessments to awaiting 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. These devices also ensure on scene coordination of all emergency situations with the Communications Center and other personnel that may need immediate appraisal of incident standings. The decrease to this budget category is directly related to the stabilization of cell phone costs. However, the new ePCR (paperless EMS Patient Care Reporting) system which was implemented in FY 2007/2008 requires monthly fees associated with the cellular connections required by the new system hardware.
- **5930 Pagers:** This budgetary account ensures that responding personnel have more than one communications dispatching data resource. Decreases in this account are contributed to the stabilization of monthly service delivery fees.
- **5940 Radio Repair:** This funding ensures continued operation of all small communications equipment as well as the maintenance of telephone systems and traffic pre-emption equipment.
- **5950 Communications Parts/Equipment:** This budgetary item allows for the purchase of radio batteries, radio replacements and / or parts for VHF radio equipment, traffic light pre-emption equipment, and other emergency communications equipment. The decrease to this line item is due to the age and operational status of the District's current radios.

## Support Services Training

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

### Expenditure Detail – Budget Categories

<b>FY 2008/2009 Support Services Training Expenditure Projections</b>				
Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
6410 · Educational Expenditures	\$ 2,000	\$ 1,295	\$ (705)	-35.3%
6430 · Travel Expenditures	\$ 2,400	\$ 2,400	\$ -	0.0%
<b>Total Support Services Training:</b>	<b>\$ 4,400</b>	<b>\$ 3,695</b>	<b>\$ (705)</b>	<b>-16.0%</b>

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

**ADOPTED – AS APPROVED DURING THE PUBLIC BUDGET HEARING OF JUNE 19, 2008 – ADOPTED**

# Fiscal Year 2008/2009 - Budget Expenditure Detail

The following chart combines the projected operating expenses of each section within the proposed Fiscal Year 2008/2009 Budget. This format allows for a complete overview of the entire expenditure budget by account numbers and also allows for comparison with the FY 2007/2008 approved budget totals.

Fiscal Year 2008/2009 ADOPTED Annual Budget & Operational Plan Summary					
Page #	Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
<b>Wage &amp; Benefit Expenditures</b>					
<b>5000 Wage Expenditures</b>					
21	5005 · Administrative	\$ 382,768	\$ 401,869	\$ 19,101	5.0%
21	5010 · EMS	\$ 843,387	\$ 897,687	\$ 54,300	6.4%
21	5015 · Emergency Services	\$ 3,565,921	\$ 3,745,859	\$ 179,938	5.0%
21	5020 · Community Risk Reduction	\$ 193,325	\$ 242,107	\$ 48,782	25.2%
21	5025 · Support Services	\$ 148,996	\$ 107,016	\$ (41,980)	-28.2%
21	5030 · Miscellaneous Compensation	\$ 5,500	\$ 11,750	\$ 6,250	113.6%
21	5035 · Longevity Compensation	\$ 42,557	\$ 50,971	\$ 8,414	19.8%
21	5050 · Holiday On-Call Compensation	\$ 208,368	\$ 225,080	\$ 16,712	8.0%
21	5070 · Program Manager Compensation	\$ 2,600	\$ 2,600	\$ -	0.0%
21	5085 · Coverage Compensation	\$ 345,961	\$ 401,992	\$ 56,031	16.2%
<b>Total 5100 Wages:</b>		<b>\$ 5,739,383</b>	<b>\$ 6,086,931</b>	<b>\$ 347,548</b>	<b>6.1%</b>
<b>5100 Employer Taxes &amp; Benefits Expenditures</b>					
<b>5110 Employer Taxes</b>					
21	5111 · Social Security Tax - Employer	\$ 92,466	\$ 97,697	\$ 5,231	5.7%
21	5112 · Medicare Tax - Employer	\$ 85,339	\$ 90,057	\$ 4,717	5.5%
21	5113 · AZ UI & Job Training Tax	\$ 4,822	\$ 4,822	\$ -	0.0%
21	5114 · Workers Compensation Insurance	\$ 153,933	\$ 169,640	\$ 15,707	10.2%
<b>Total 5110 Employer Taxes:</b>		<b>\$ 336,561</b>	<b>\$ 362,216</b>	<b>\$ 25,655</b>	<b>7.6%</b>
<b>5120 Retirements</b>					
21	5121 · PSPRS Retirement Contributions	\$ 564,177	\$ 805,226	\$ 241,049	42.7%
21	5122 · ASRS Retirement Contributions	\$ 137,413	\$ 141,031	\$ 3,618	2.6%
21	5123 · 401(a) Retirement Contributions	\$ 174,870	\$ 186,326	\$ 11,456	6.6%
<b>Total 5120 Retirements:</b>		<b>\$ 876,460</b>	<b>\$ 1,132,583</b>	<b>\$ 256,123</b>	<b>29.2%</b>
<b>5130 Benefit Insurance</b>					
21	5131 · Health Insurance	\$ 723,884	\$ 726,632	\$ 2,748	0.4%
21	5132 · Dental Insurance	\$ 71,336	\$ 71,897	\$ 561	0.8%
21	5133 · Life Insurance	\$ 15,780	\$ 16,655	\$ 875	5.5%
21	5134 · PSPRS Cancer Insurance	\$ 5,200	\$ 5,300	\$ 100	1.9%
21	5135 · Post Employment Health Plan	\$ 58,290	\$ 62,111	\$ 3,821	6.6%
21	5136 · MERP Retiree Med Reimb	\$ 4,200	\$ 4,200	\$ -	0.0%
21	5137 · Long Term Disability	\$ 24,640	\$ 25,910	\$ 1,270	5.2%
21	5138 · Flexible Spending Account	\$ 1,850	\$ 3,020	\$ 1,170	63.2%
21	5139 · Vision Insurance	\$ -	\$ 6,374	\$ 6,374	100.0%
<b>Total 5130 Benefit Insurance:</b>		<b>\$ 905,180</b>	<b>\$ 922,099</b>	<b>\$ 16,919</b>	<b>1.9%</b>
<b>5140 Operational Allowances</b>					
21	5141 · Sick Leave Buy Back	\$ 59,158	\$ 47,595	\$ (11,563)	-19.5%
21	5142 · Uniform Allowance	\$ 65,450	\$ 65,450	\$ -	0.0%
21	5143 · Cell Phone Allowance	\$ 10,504	\$ 10,816	\$ 312	3.0%
<b>Total 5140 Operational Allowances:</b>		<b>\$ 135,112</b>	<b>\$ 123,861</b>	<b>\$ (11,251)</b>	<b>-8.3%</b>
<b>Total Employer Taxes &amp; Benefits:</b>		<b>\$ 2,253,313</b>	<b>\$ 2,540,759</b>	<b>\$ 287,446</b>	<b>12.8%</b>
<b>Total Wages &amp; Benefit Expenditures:</b>		<b>\$ 7,992,696</b>	<b>\$ 8,627,690</b>	<b>\$ 634,994</b>	<b>7.9%</b>

# FY 2008/2009 - Budget Expenditure Detail, Continued

FY 2008/2009 ADOPTED Annual Budget & Operational Plan Summary Continued					
Page #	Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
<b>Operating Expenditures</b>					
<b>5200 Insurance</b>					
38	5210 · Facilities/Equipment Insurance	\$ 33,459	\$ 31,953	\$ (1,506)	-4.5%
38	5220 · Motor Vehicle Insurance	\$ 17,669	\$ 16,145	\$ (1,524)	-8.6%
38	5230 · Umbrella, Errors & Omissions	\$ 8,577	\$ 8,108	\$ (469)	-5.5%
<b>Total 5200 Insurance:</b>		<b>\$ 59,705</b>	<b>\$ 56,206</b>	<b>\$ (3,499)</b>	<b>-5.9%</b>
<b>5300 Professional Services</b>					
27	5305 · Accounting	\$ 10,000	\$ 15,000	\$ 5,000	50.0%
27	5315 · Payroll Processing	\$ 1,350	\$ 1,400	\$ 50	3.7%
27	5320 · Ambulance Billing	\$ 142,500	\$ 152,000	\$ 9,500	6.7%
13	5325 · Consulting	\$ 23,200	\$ 15,000	\$ (8,200)	-35.3%
12	5330 · Election Expenditures	\$ -	\$ 7,685	\$ 7,685	100.0%
40	5335 · Legal Expenditures	\$ 30,000	\$ 30,000	\$ -	0.0%
56	5340 · Physicals/Vaccinations/Testing	\$ 61,027	\$ 62,020	\$ 993	1.6%
61	5345 · Hiring, Testing & Recruitment	\$ 9,967	\$ 9,946	\$ (21)	-0.2%
73	5350 · Outsourced Apparatus Maintenance	\$ 20,000	\$ 12,000	\$ (8,000)	-40.0%
71	5381 · Outsourced Facilities Maintenance	\$ 6,000	\$ 6,000	\$ -	0.0%
71	5382 · Custodial Services	\$ 6,000	\$ 7,950	\$ 1,950	32.5%
71	5383 · Landscaping Services	\$ 3,000	\$ 3,600	\$ 600	20.0%
71	5384 · Pest Control	\$ 4,500	\$ 4,500	\$ -	0.0%
71	5385 · Fire & Security System Monitoring	\$ 2,380	\$ 2,740	\$ 360	15.1%
71	5391 · Electricity	\$ 65,000	\$ 69,180	\$ 4,180	6.4%
71	5392 · Natural Gas	\$ 9,282	\$ 4,284	\$ (4,998)	-53.8%
71	5393 · Water & Sewer	\$ 11,310	\$ 13,645	\$ 2,335	20.6%
71	5394 · Telephone	\$ 18,000	\$ 15,840	\$ (2,160)	-12.0%
71	5395 · Refuse Services	\$ 2,295	\$ 2,550	\$ 255	11.1%
71	5396 · Cable Services	\$ 2,700	\$ 1,800	\$ (900)	-33.3%
<b>Total 5300 Professional Services:</b>		<b>\$ 428,511</b>	<b>\$ 437,140</b>	<b>\$ 8,629</b>	<b>2.0%</b>
<b>5400 District Repairs &amp; Maintenance</b>					
71	5410 · Internal Facility R/M	\$ 14,900	\$ 12,400	\$ (2,500)	-16.8%
73	5420 · Internal Apparatus R/M	\$ 50,000	\$ 50,000	\$ -	0.0%
51	5430 · Firefighting Equipment R/M	\$ 3,000	\$ 3,000	\$ -	0.0%
53	5435 · SCBA Equipment R/M	\$ 2,100	\$ 3,050	\$ 950	45.2%
65	5440 · EMS Equipment R/M	\$ 11,652	\$ 11,441	\$ (211)	-1.8%
40	5450 · Computer/Systems/Equip R/M	\$ 16,000	\$ 15,200	\$ (800)	-5.0%
73	5460 · Support Svc Equip R/M	\$ 1,000	\$ 500	\$ (500)	-50.0%
56	5470 · Fitness Equipment R/M	\$ 2,000	\$ 2,000	\$ -	0.0%
<b>Total 5400 District Repairs &amp; Maint:</b>		<b>\$ 100,652</b>	<b>\$ 97,591</b>	<b>\$ (3,061)</b>	<b>-3.0%</b>
<b>5500 District Administration</b>					
27	5505 · Memberships & Dues	\$ 8,405	\$ 13,630	\$ 5,225	62.2%
27	5510 · Professional Subscriptions	\$ 5,250	\$ 5,350	\$ 100	1.9%
12/40	5515 · Customer Relations/Hospitality	\$ 5,500	\$ 4,500	\$ (1,000)	-18.2%
40	5520 · Office Supplies	\$ 9,000	\$ 11,100	\$ 2,100	23.3%
40	5525 · Office Equipment	\$ 10,000	\$ 10,000	\$ -	0.0%
40	5530 · Postage & Delivery	\$ 4,160	\$ 3,500	\$ (660)	-15.9%
40	5535 · Publishing & Printing	\$ 9,575	\$ 9,575	\$ -	0.0%
40	5540 · Copier Expenditures	\$ 5,000	\$ 3,000	\$ (2,000)	-40.0%
40	5545 · Computer Hardware	\$ 10,000	\$ 10,000	\$ -	0.0%
40	5550 · Computer Software	\$ 10,000	\$ 11,450	\$ 1,450	14.5%
27	5595 · Contingency	\$ 100,000	\$ 250,000	\$ 150,000	150.0%
<b>Total 5500 District Administration:</b>		<b>\$ 176,890</b>	<b>\$ 332,105</b>	<b>\$ 155,215</b>	<b>87.7%</b>

ADOPTED – AS APPROVED DURING THE PUBLIC BUDGET HEARING OF JUNE 19, 2008 – ADOPTED

# FY 2008/2009 - Budget Expenditure Detail, Continued

## FY 2008/2009 ADOPTED Annual Budget & Operational Plan Summary Continued

Page #	Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
<b>5600 District Operational Supplies</b>					
40	5610 · Duty Uniforms	\$ 10,130	\$ 9,600	\$ (530)	-5.2%
71	5620 · Janitorial Supplies	\$ 12,000	\$ 10,000	\$ (2,000)	-16.7%
71	5630 · Facilities Supplies	\$ 5,250	\$ 5,250	\$ -	0.0%
73	5640 · Support Svc/Shop Supplies	\$ 12,500	\$ 13,000	\$ 500	4.0%
56	5650 · Safety Materials & Supplies	\$ 2,500	\$ 2,500	\$ -	0.0%
61	5660 · Citizen's Corp Materials & Supplies	\$ -	\$ 4,000	\$ 4,000	100.0%
73	5680 · Fuel (Gasoline/Diesel)	\$ 70,000	\$ 80,000	\$ 10,000	14.3%
<b>Total 5600 Dist Operational Supplies:</b>		<b>\$ 112,380</b>	<b>\$ 124,350</b>	<b>\$ 11,970</b>	<b>10.7%</b>
<b>5700 Emergency Service Operations</b>					
51	5710 · Firefighting Equipment	\$ 8,805	\$ 8,805	\$ -	0.0%
51	5730 · Protective Equipment	\$ 32,150	\$ 32,150	\$ -	0.0%
53	5740 · SCBA Equipment	\$ 21,580	\$ 22,290	\$ 710	3.3%
56	5750 · Health & Safety Equipment	\$ 2,000	\$ 2,000	\$ -	0.0%
<b>Total 5700 Emergency Svc Ops:</b>		<b>\$ 64,535</b>	<b>\$ 65,245</b>	<b>\$ 710</b>	<b>1.1%</b>
<b>5800 EMS Operations</b>					
65	5810 · EMS Ambulance Registrations	\$ 1,900	\$ 1,650	\$ (250)	-13.2%
65	5820 · EMS Equipment	\$ 9,500	\$ 18,870	\$ 9,370	98.6%
65	5830 · EMS Supplies	\$ 91,400	\$ 91,400	\$ -	0.0%
<b>Total 5800 EMS Operations:</b>		<b>\$ 102,800</b>	<b>\$ 111,920</b>	<b>\$ 9,120</b>	<b>8.9%</b>
<b>5900 Communications</b>					
75	5910 · Dispatching Services	\$ 216,003	\$ 277,775	\$ 61,772	28.6%
75	5920 · Cellular & ePCR Connections	\$ 10,600	\$ 9,960	\$ (640)	-6.0%
75	5930 · Pagers	\$ 3,000	\$ 2,400	\$ (600)	-20.0%
75	5940 · Radio Repair	\$ 2,500	\$ 2,500	\$ -	0.0%
75	5950 · Communications Parts/Equipment	\$ 13,000	\$ 11,000	\$ (2,000)	-15.4%
<b>Total 5900 Communications:</b>		<b>\$ 245,103</b>	<b>\$ 303,635</b>	<b>\$ 58,532</b>	<b>23.9%</b>
<b>Total Operating Expenditures:</b>		<b>\$ 1,290,576</b>	<b>\$ 1,528,192</b>	<b>\$ 237,616</b>	<b>18.4%</b>

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# FY 2008/2009 - Budget Expenditure Detail, Continued

## FY 2008/2009 ADOPTED Annual Budget & Operational Plan Summary Continued

Page #	Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
<b>District Training &amp; Development Expenditures</b>					
<b>6100 Fire Board Training</b>					
12	6110 · Educational Expenditures	\$ 900	\$ 1,350	\$ 450	50.0%
12	6130 · Travel Expenditures	\$ 5,925	\$ 6,225	\$ 300	5.1%
<b>Total 6100 Fire Board Training:</b>		<b>\$ 6,825</b>	<b>\$ 7,575</b>	<b>\$ 750</b>	<b>11.0%</b>
<b>6200 Emergency Services Training</b>					
61	6210 · Promotional Testing	\$ 2,500	\$ 1,750	\$ (750)	-30.0%
61	6220 · Fitness & Safety Tng	\$ 2,450	\$ 3,750	\$ 1,300	53.1%
61	6230 · Educational Expenditures	\$ 27,241	\$ 28,991	\$ 1,750	6.4%
61	6240 · Training Materials	\$ 11,000	\$ 11,000	\$ -	0.0%
61	6250 · Travel Expenditures	\$ 13,800	\$ 10,300	\$ (3,500)	-25.4%
61	6255 · Disaster/Citizens Corp Training	\$ 3,500	\$ 4,500	\$ 1,000	28.6%
<b>Total 6200 Emergency Svcs Tng:</b>		<b>\$ 60,491</b>	<b>\$ 60,291</b>	<b>\$ (200)</b>	<b>-0.3%</b>
<b>6300 Community Risk Reduction Training</b>					
13	6310 · Accreditation	\$ 5,000	\$ 11,000	\$ 6,000	120.0%
47	6320 · Educational Expenditures	\$ 7,470	\$ 5,500	\$ (1,970)	-26.4%
46	6330 · Community Risk Reduction Materials	\$ 14,000	\$ 14,000	\$ -	0.0%
47	6340 · Travel Expenditures	\$ 5,000	\$ 3,500	\$ (1,500)	-30.0%
<b>Total 6300 Community Risk Reduction Training:</b>		<b>\$ 31,470</b>	<b>\$ 34,000</b>	<b>\$ 2,530</b>	<b>8.0%</b>
<b>6400 Support Services Training</b>					
76	6410 · Educational Expenditures	\$ 2,000	\$ 1,295	\$ (705)	-35.3%
76	6430 · Travel Expenditures	\$ 2,400	\$ 2,400	\$ -	0.0%
<b>Total 6400 Support Services Tng:</b>		<b>\$ 4,400</b>	<b>\$ 3,695</b>	<b>\$ (705)</b>	<b>-16.0%</b>
<b>6500 EMS Training</b>					
66	6510 · Educational Expenditures	\$ 9,600	\$ 7,796	\$ (1,804)	-18.8%
66	6520 · Training Materials	\$ 5,600	\$ 6,000	\$ 400	7.1%
66	6530 · Travel Expenditures	\$ 2,430	\$ 2,940	\$ 510	21.0%
<b>Total 6500 EMS Training:</b>		<b>\$ 17,630</b>	<b>\$ 16,736</b>	<b>\$ (894)</b>	<b>-5.1%</b>
<b>6600 Administrative Training</b>					
42	6610 · Educational Expenditures	\$ 12,925	\$ 12,750	\$ (175)	-1.4%
42	6630 · Travel Expenditures	\$ 7,981	\$ 7,981	\$ -	0.0%
40	6640 · Employee Events	\$ 12,000	\$ 10,000	\$ (2,000)	-16.7%
<b>Total 6600 Administrative Training:</b>		<b>\$ 32,906</b>	<b>\$ 30,731</b>	<b>\$ (2,175)</b>	<b>-6.6%</b>
<b>Total District Training &amp; Development:</b>		<b>\$ 153,722</b>	<b>\$ 153,028</b>	<b>\$ (694)</b>	<b>-0.5%</b>

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## FY 2008/2009 - Budget Expenditure Detail, Continued

### FY 2008/2009 ADOPTED Annual Budget & Operational Plan Summary Continued

Page #	Description	FY 2007/2008 ADOPTED	FY 2008/2009 ADOPTED	Variance	% of Change
<b>Debt Service Expenditures</b>					
30	Zion's Principal & Interest	\$ 286,504	\$ 0	\$ (286,504)	-100.0%
30	7230 · Marquette Principal	\$ 157,906	\$ 163,961	\$ 6,055	3.8%
30	7235 · Marquette Interest Expenditure	\$ 22,058	\$ 16,003	\$ (6,055)	-27.5%
30	7250 · ReFi & New Funds Principal	\$ -	\$ 155,241	\$ 155,241	100.0%
30	7255 · ReFi & New Interest Expenditure	\$ -	\$ 281,417	\$ 281,417	100.0%
30	7290 · Capital Projects Funding (Deprc)	\$ 133,934	\$ 150,000	\$ 16,066	12.0%
<b>Total Debt Service:</b>		<b>\$ 600,402</b>	<b>\$ 766,622</b>	<b>\$ 166,220</b>	<b>27.7%</b>
<b>Capital Projects Expenditures</b>					
32	8020 · Bldg Construction & Improvements	\$ 1,510,000	\$ 500,000	\$ (1,010,000)	-66.9%
32	8030 · Apparatus	\$ 3,000	\$ 535,000	\$ 532,000	17733.3%
32	8050 · Fire Equipment	\$ -	\$ 21,195	\$ 21,195	100.0%
32	8060 · Medical Equipment	\$ 33,000	\$ -	\$ (33,000)	-100.0%
32	8070 · Fitness & Wellness Equipment	\$ -	\$ 70,000	\$ 70,000	100.0%
32	8090 · Grant Match Expenditures	\$ 27,500	\$ 32,128	\$ 4,628	16.8%
<b>Total Capital Projects:</b>		<b>\$ 1,573,500</b>	<b>\$ 1,158,323</b>	<b>\$ (415,177)</b>	<b>-26.4%</b>
<b>Total Combined Expenditures::</b>		<b>\$ 11,610,896</b>	<b>\$ 12,233,855</b>	<b>\$ 622,959</b>	<b>5.4%</b>

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## Fiscal Year 2008/2009 - Wage Scale

(Includes 3% Cost of Living Adjustment)

<u>Salaried Classes</u>	<u>Salary Range</u>	
Fire Chief	\$ 101,085	\$ 142,237
Deputy Fire Chief	\$ 93,351	\$ 125,099
Battalion Chief	\$ 88,032	\$ 112,354
EMS Coordinator	\$ 57,716	\$ 77,345
Accounting Supervisor	\$ 51,369	\$ 72,281
Administrative Coordinator	\$ 50,261	\$ 70,722
Information Technology Coordinator	\$ 48,753	\$ 68,600
Support Services Coordinator	\$ 49,532	\$ 69,697
<u>Administrative Classes</u>	<u>Hourly Range</u>	
Deputy Fire Marshal	\$ 25.37	\$ 35.70
Executive Assistant	\$ 22.52	\$ 31.69
Community Outreach Specialist	\$ 20.06	\$ 28.22
Account Clerk	\$ 17.12	\$ 24.09
Support Services Technician	\$ 17.24	\$ 24.27
Administrative Assistant	\$ 14.52	\$ 20.43
<u>Suppression Classes</u>	<u>Hourly Range</u>	
Captain - EMT	\$ 23.73	\$ 27.48
Engineer - EMT	\$ 19.50	\$ 23.71
Firefighter - EMT	\$ 15.10	\$ 21.24
Firefighter - Recruit	\$ 20.68	\$ 20.68
<u>EMT Classes</u>	<u>Hourly Range</u>	
EMS Division - CEP	\$ 12.83	\$ 18.05
EMS Division - EMT	\$ 10.27	\$ 13.76

### Current Specialty Pays:

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

## Fiscal Year 2008/2009 . Proposed Budget Summary and Budget Adoption Resolution

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

The Board of Directors Budget Adoption Resolution is slated for adoption following the final Public Budget Hearing which is currently scheduled for Thursday, June 19, 2008 at 9 A.M.

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<b>Fire District of Sun City West</b>			
<b>Fiscal Year 2008/2009 ADOPTED Annual Budget &amp; Operational Plan</b>			
<b>July 1, 2008 Through June 30, 2009</b>			
<b>General Fund Revenues:</b>			
Tax Revenue			\$ 8,878,747
Fire District Assistance Tax			\$ 300,000
Ambulance Insurance Billing Revenue			\$ 1,600,000
Program Revenues			\$ 120,871
Miscellaneous Revenues			\$ 175,914
Transfer From Capital Projects			\$ 158,323
Lease Purchase Proceeds			\$ 1,000,000
<b>Total General Fund Revenues:</b>			<b>\$ 12,233,855</b>
<b>General Operations Expenditures:</b>			
Wages & Benefits			\$ 8,627,690
Operations			\$ 1,278,192
Training & Development			\$ 153,028
Contingencies			\$ 250,000
<b>Total General Operations Expenditures:</b>			<b>\$ 10,308,910</b>
<b>Debt Service &amp; Capital Program Expenditures:</b>			
Debt Services Expenditures			\$ 766,622
Capital Projects Expenditures			\$ 1,158,323
<b>Total Debt Service &amp; Capital Program Expenditures:</b>			<b>\$ 1,924,945</b>
<b>Total Combined General Ops, Debt Service &amp; Capital Projects Expenditures:</b>			<b>\$ 12,233,855</b>

**Public Budget Hearing:**

Copies of the proposed budget are available upon request through the Fire District of Sun City West Administrative Offices by calling the phone number listed below or by visiting the District Website at [www.scwfire.org](http://www.scwfire.org). The initial Public Budget Hearing will be held on Thursday, May 15, 2008 at 9:00 a.m. and the final Public Budget Hearing will be held on Thursday, June 19, 2008 at 9:00 a.m. Both meetings will take place at the District's Administrative Offices located at:

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

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

\_\_\_\_\_  
 Dusty Rhodes, Board Chairman

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

**Copies Available Beginning Friday, May 16, 2008 in the following locations:**

Daily News Sun Newspaper  
 Sun City West Recreation Center Bulletin Board  
 District Administrative Offices, 18818 N Spanish Garden Drive  
 Station 101, 19001 N Camino Del Sol  
 Station 102, 20622 Stardust Boulevard  
 Station 103, 13431 W Deer Valley Drive  
 Sun City West Library  
 Fire District Website ([www.scwfire.org](http://www.scwfire.org))



...Caring People Providing Quality Service

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

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

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

### **Fire District of Sun City West Board of Directors Resolution #08-0619-2**

A RESOLUTION OF THE ELECTED OFFICIALS OF THE FIRE DISTRICT OF SUN CITY WEST ADOPTING AN OPERATING BUDGET FOR FISCAL YEAR 2008/2009 IN THE AMOUNT OF \$12,233,855.

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

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

WHEREAS: a Public Hearing was held in compliance with State Law on the Proposed Fiscal Year 2008/2009 Operating Budget containing funding for continued emergency fire and ambulance services, salaries, wages and benefits for District employees, general operating expenditures, continued training expenditures, debt service, and capital programs;

RESOLVED AND ADOPTED at a duly noticed public meeting of the Fire Board of the Fire District of Sun City West adopts the Fiscal Year 2008/2009 Operating Budget in the amount of \$12,233,855 (attached), on Thursday, June 19, 2008, by a majority of the Fire Board Members.

APPROVED:

ATTEST:

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

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Dusty Rhodes, Board Chairman

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William Hamel, Board Clerk

**ADOPTED – AS APPROVED DURING THE PUBLIC BUDGET HEARING OF JUNE 19, 2008 – ADOPTED**

[www.scwfire.org](http://www.scwfire.org) Website Copy