

Adopted FY 2013/2014

Annual Budget & Operational Plan



Sun City West Fire District

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

ADOPTED – AS APPROVED DURING THE JUNE 20, 2013 REGULAR BOARD MEETING – ADOPTED



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fire District of Sun City West
Arizona**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill

President

Jeffrey R. Egan

Executive Director

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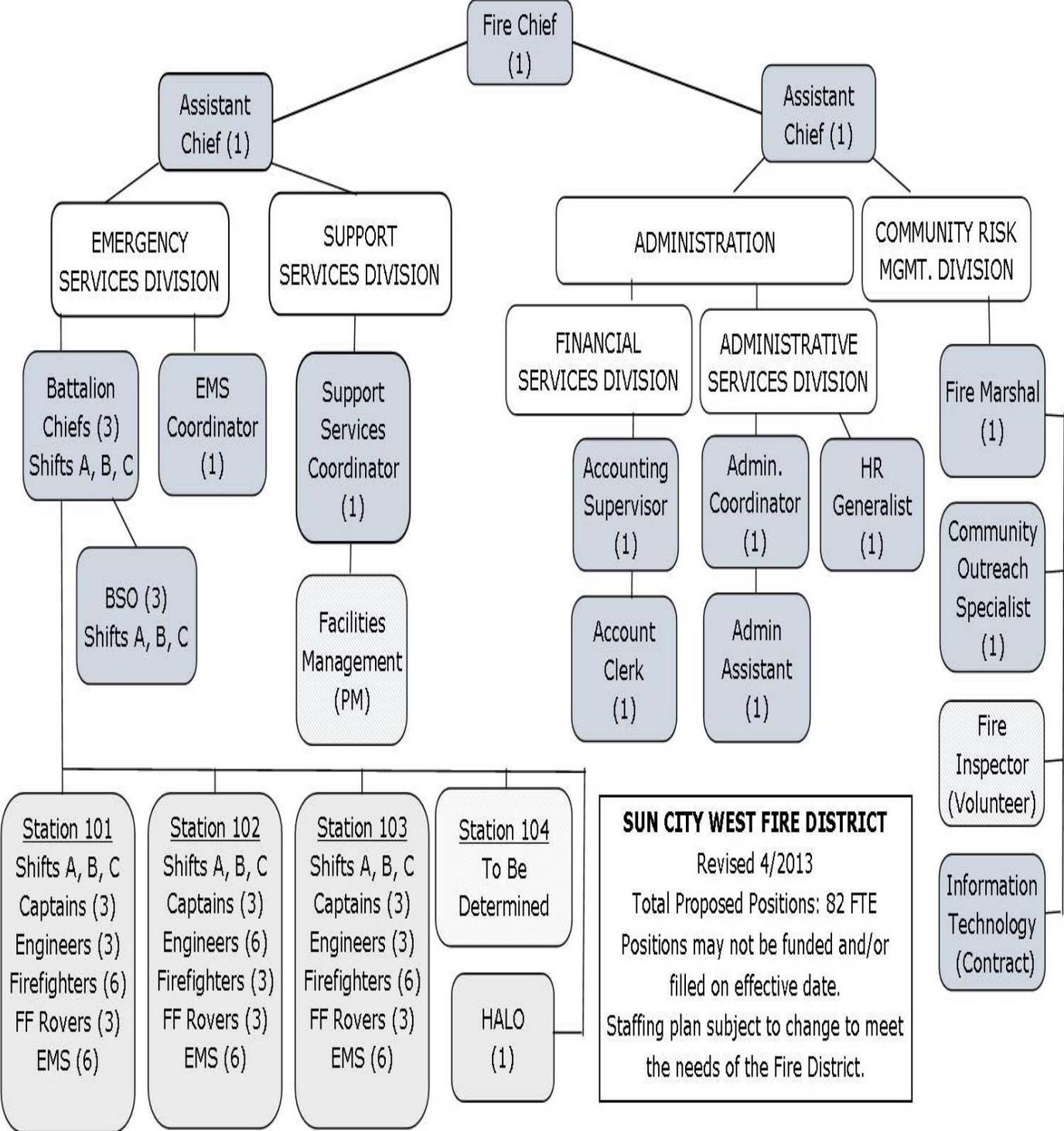
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District Organizational Chart

PUBLIC

GOVERNING BOARD



SUN CITY WEST FIRE DISTRICT
 Revised 4/2013
 Total Proposed Positions: 82 FTE
 Positions may not be funded and/or filled on effective date.
 Staffing plan subject to change to meet the needs of the Fire District.

District Profile

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

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



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

On April 17, 1981, an election pursuant to ARS §48-261 was held for the purpose of creating the Sun City West Fire District. At a duly noticed meeting on May 12, 1981, the Maricopa County Board of Supervisors resolved that the Sun City West Fire District be organized and established based on the results of the April election. Shortly thereafter, the newly appointed Governing Board voted to hire a private “for profit” fire protection services provider known as the Rural Metro Corporation to supply fire and emergency

medical service for the District's then estimated 9,000 residents. The original contract for service included five firefighters and a mini-pumper. These original firefighters worked out of a temporary structure located near the intersection of Meeker Boulevard and RH Johnson Boulevard.



(Early construction for Station 101)

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



(Flag raising at Station 102)

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

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

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

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



(Fire Station 103)

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

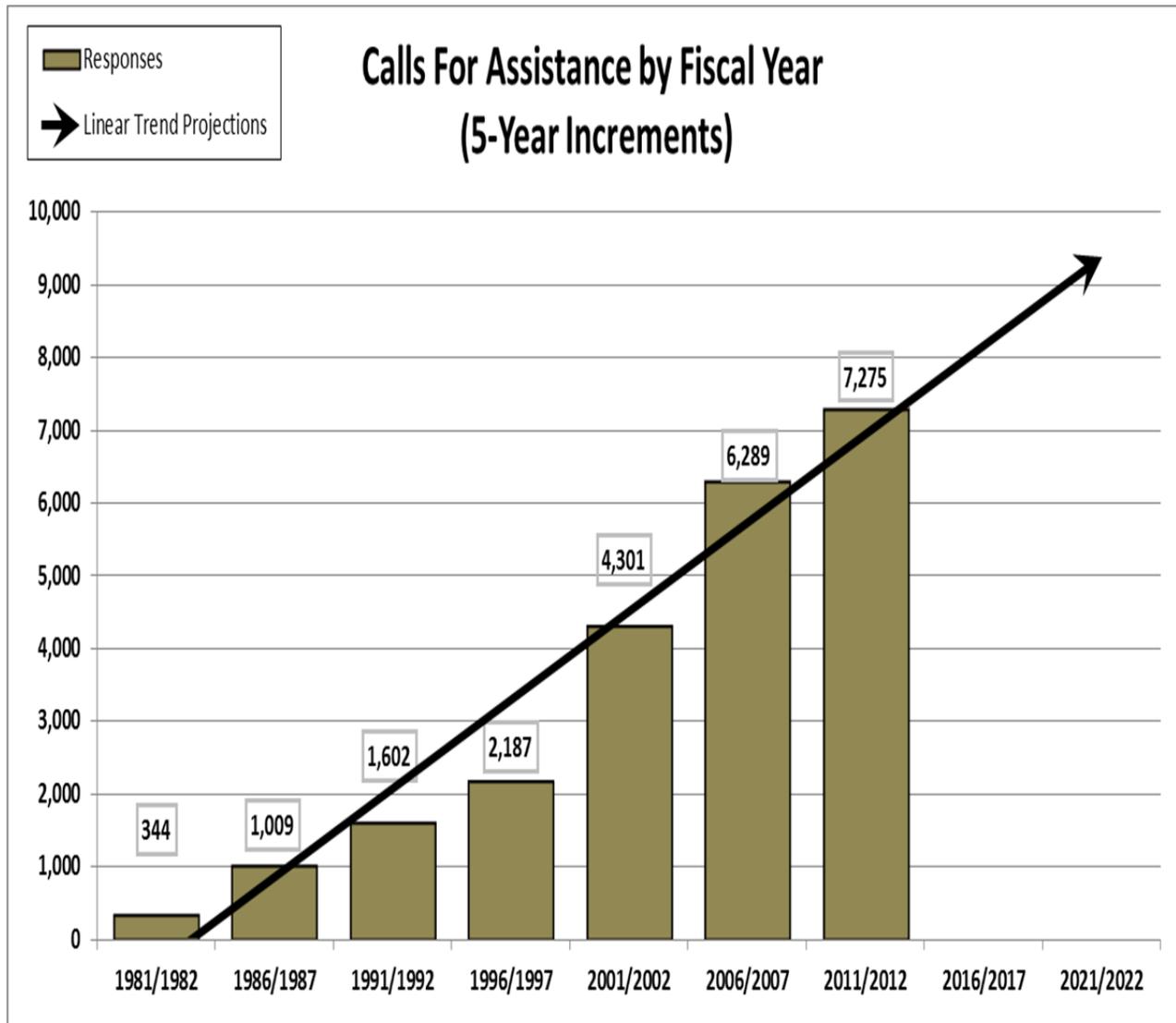
In 2010, the Fire District completed the process to annex an additional ten square miles of property to the north and east of the current District boundaries. The completion of this annexation increased the size of the District to roughly thirty-five square miles with a population of approximately 45,000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

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



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

Since the District’s inception, one of the driving forces in determining the District’s service requirements has been the increased calls for assistance received from the public. Each time a citizen calls 9-1-1 in need of assistance, the District’s personnel are called to action and one or more pieces of apparatus respond. The following chart outlines the calls for assistance generated between the formation of the District in 1981 projected through June of 2012, in five year increments. A linear Trend Projection has been added to illustrate anticipated call volume increases over the next ten years. This is calculated based on an average escalation in call volume of about 3.0% annually between fiscal years 2007/2008 and 2011/2012.





The main source of the District's funding is derived from an ad valorem tax on real property. The District levies the amount of property tax revenue necessary to fund its maintenance and operations within statutorily imposed limitations. The property tax system within the State of Arizona is a function of legislative mandate and the District is required to operate within a complex property tax arrangement. Arizona fire districts are prohibited from levying a tax that exceeds \$3.25 per \$100.00 of assessed property valuation. In addition, the 49th Arizona Legislature enacted a law to strictly limit the total amount of a fire district's year-over-year secondary property tax levy. This law establishes a secondary property tax levy limit cap of 8%, plus growth, over the previous year's total levy. During the Arizona General election held in November 2012, Arizona voters approved Proposition 117 which eliminates the difference between Primary and Secondary Property Valuations. This change is projected to cause a reduction in the District's Net Assessed Valuation (NAV). Furthermore, it limits the annual increase of property valuations to a maximum of 5% over the previous year's value beginning with the 2015 tax year. These legislative changes further inhibit an Arizona fire district's ability to fund improvements and/or additions to the emergency response system.

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



Board Member Introduction

The Fire District of Sun City West is administered by a five member elected Board of Directors in accordance with Arizona Revised Statute §48-803. The District's Governing Board members serve without compensation and are elected to four year terms of office. The terms of two of the District's current board members will expire in November of 2014, and the terms of the other three will expire in November of 2016. The remaining two board members' terms will expire in November 2014.

Some of the responsibilities of the Board of Directors include:

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

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



David Wilson, Board Chairman:

Initially Elected: November 2004

Completed Terms: 2

Current Term Expires: November 2016

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



William Hamel, Board Member:

Initially Elected: November 2002

Completed Terms: 2

Current Term Expires: November 2014

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

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

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



Dusty Rhodes, Board Clerk:

Initially Elected: November 2004

Completed Terms: 2

Current Term Expires: November 2016

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

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





Jack Meyer, Board Member:

Initially Elected: November 2006

Completed Terms: 1

Current Term Expires: November 2014

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

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



Russell "Smitty" Smith, Board Member:

Initially Elected: November 2012

Completed Terms: 0

Current Term Expires: November 2016

Board Member Smith moved from Michigan to Phoenix with his wife in 1980 after retiring with 15 years of service with the Saginaw Fire Department. In 1990, he retired from the Rural Metro Corporation Fire Department. The Smiths relocated to Sun City West in 2001 after their last child graduated from high school. Board Member Smith has been familiar with the Sun City West Fire District since the first station was built in 1982 and he hopes to contribute to the ongoing excellence exhibited by the Fire District during the years to come.



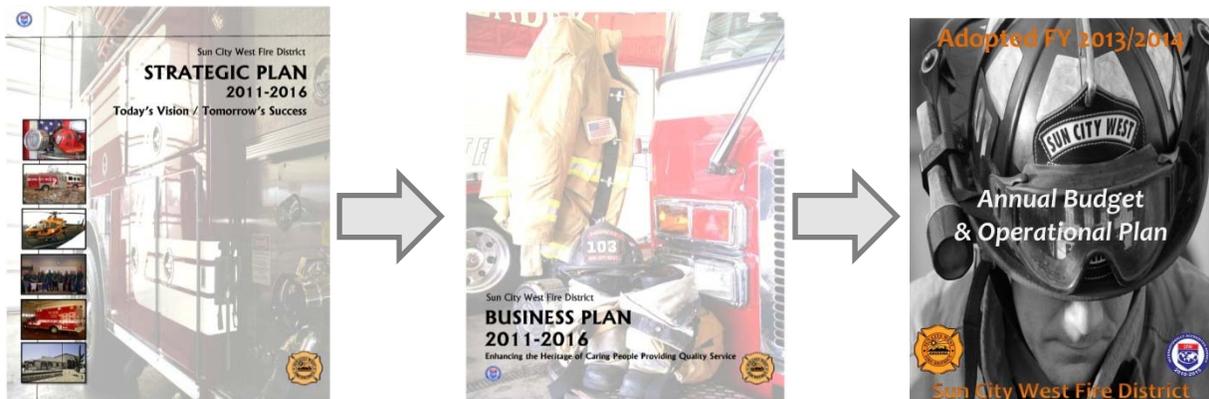
(Fire Board Members from left to right: Board Member Jack Meyer, Board Member William Hamel, Board Chairman David Wilson, Board Member Smitty Smith, Board Clerk Dusty Rhodes.)



Budget Process

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

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



The Fiscal Year (FY) 2013/2014 budget development process includes approximately eight public meetings scheduled with the Governing Board, staff, and residents to conduct a detailed review of recommended line-item and proposed capital outlay expenditures. These meetings take place between January and June. After completing the public budget hearings, the Board publishes and adopts a final budget and tax levy consistent with Arizona state law.

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

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

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

- January 15, 2013 – Budget Process Overview and Board direction determined
- February 11, 2013 – Finalized Levy Limit Worksheet received
- March 4, 2013 – Budget request submission deadline
- April 23, 2013 – Proposed Budget presented to the Board and Public for review and discussion
- May 16, 2013 – Revised Proposed Budget approved for Public Posting
- May 25 through June 13, 2013 – 20-Day Posting Period
- June 20, 2013 – Public Budget Hearing & Final Adoption
- July 1, 2013 – Begin operations under newly Adopted Budget

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

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

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

final budget is adopted, copies can be found on the District's website (www.scwfire.org), at the Sun City West RH Johnson Library, and at the Fire District administrative office. Printed copies are also made available to members of the public via a written Public Records Request submitted to the District. Following the public hearing, the Governing Board adopts the Annual Budget and Operational Plan for the ensuing fiscal year. The adoption of the budget sets the maximum appropriation for the fiscal year. The adopted budget is then submitted to the Maricopa County Board of Supervisors, the Maricopa County Assessor, and the Maricopa County Treasurer in accordance with state law. The Board of Supervisors' office works with the Assessor's office to create the tax levy and generate the millage rate to be used for the new fiscal year. Amendments to the operating budget which do not increase the bottom line appropriation for the overall operating budget can be processed in accordance with District policy. Revenues received over expenditures resulting in general fund savings from one budget year to the next, by Board policy, are transferred into the Capital Improvement Plan and kept in reserve for future capital project needs.





Fiscal Year 2013/2014 Budget Development Schedule



Thursday, November 1, 2012

- Deadline for submission of Tax Year 2013 Boundary Changes & Annexations to the Maricopa County Assessor's Office (Extension Deadline February 11, 2013).

Tuesday, January 15, 2013 – Special Board Meeting (9 A.M. – Fire Administration)

- Fiscal Year 2013/2014 Annual Budget & Operational Plan Process Overview
- Board of Director's initial budget process requests

Monday, February 11, 2013

- Obtain Finalized Secondary Levy Limit Worksheet for Tax Year 2013 from Maricopa County Assessor's Office and the Arizona Property Tax Oversight Committee (PTOC)

Monday, March 4, 2013

- Fire District Division Manager & Section Head Fiscal Year 2013/2014 Budget Request Deadline

Tuesday, March 19, 2013 – Regular Board Workshop (9 A.M. – Fire Administration)

- Fiscal Year 2013/2014 Annual Budget & Operational Plan Process Update

Tuesday, April 16, 2013 – Regular Board Workshop (9 A.M. – Fire Administration)

- Draft Fiscal Year 2013/2014 Annual Budget & Operational Plan Progress Update

Tuesday, April 23, 2013 – SPECIAL Board Meeting (9 A.M. – Fire Administration)

- Fiscal Year 2012/2013 Budget Review Year-End Projections - Accounting Supervisor Poland
- Draft Fiscal Year 2013/2014 Annual Budget & Operational Plan Presentations

Wednesday, April 24, 2013 – SPECIAL Board Meeting (9 A.M. – Fire Administration)

- Draft Fiscal Year 2013/2014 Budget & Operational Plan Presentations Continued (*If Needed*)

Thursday, May 16, 2013 – Regular Board Meeting (9:00 A.M. – Fire Administration)

- Fiscal Year 2013/2014 Tentative Budget & Operational Plan Presentation
- Proposed Tentative Fiscal Year 2013/2014 Annual Budget & Operational Plan Approval for Public Posting
(20-Day Posting Period: Saturday, May 25th through Thursday, June 13th, 2013)

Tuesday, June 18, 2013 – Regular Board Workshop (9:00 A.M. – Fire Administration)

- Final Fiscal Year 2013/2014 Annual Budget & Operational Plan Review

Thursday, June 20, 2013 – Regular Board Meeting & Public Hearing (9:00 A.M. – Fire Administration)

- Fiscal Year 2013/2014 Annual Budget & Operational Plan - Public Hearing
- Fiscal Year 2013/2014 Annual Budget & Operational Plan Final Adoption

Monday, June 24, 2013

- Submit Certified Adopted Fiscal Year 2013/2014 Annual Budget & Operational Plan and Affidavit of Publication to Maricopa County's Board of Supervisor's and Department of Finance (Deadline August 1st, 2013)

Monday, July 1, 2013

- Begin Operations under the Adopted Fiscal Year 2013/2014 Operational Budget Plan

Budget Introduction

The Fire District of Sun City West is proud to present the Fiscal Year (FY) 2013/2014 Annual Budget and Operational Plan. This document is anticipated to provide the public with in-depth information regarding the District's annual revenues and expenditures over the course of the next fiscal year. The document is structured in accordance with recommendations of the Government Finance Officers Association (GFOA) Distinguished Budget Awards Program which is designed to provide the layperson with a broad view of the contents included in the budget, its processes, issues and anticipated results.



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

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



The FY 2013/2014 Budget and Operational Plan represents the Fire District's projections for expected expenditures and operations for the coming fiscal year. It also identifies the means by which those expenditures will be paid. The annual Budget and Operational Plan represents the most significant policy document that the Fire District Governing Board creates each year. This document sets the work plan and the service levels for the operating divisions of the District. Many of the outlined goals and objectives are based on the District's 2012-2013 Update of the 2011-2016 Business Plan (including the 2013-2014 Capital Improvement Plan) which was finalized and adopted by the Governing Board prior to the completion of the Budget and Operational Plan. The Budget and Operational Plan is balanced and typifies the District's ongoing commitment to contain expenditures to necessary and reasonable levels.

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

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

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

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

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

Financial Assessment:

The Fire District has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public. In these times of economic uncertainty and limited or negative growth in the District’s existing tax base, the District needs to ensure that it is capable of adequately funding and providing those core services desired by the community. Ultimately, the District’s reputation and success will depend on the public’s awareness and acceptance of the management and delivery of these services.

Financial Goals

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

- Deliver quality services on an affordable, efficient and cost-effective basis providing full value for each tax dollar.
- Maintain an adequate financial base to sustain the current level of fire and

- emergency medical response.
- Have the ability to withstand local and regional economic fluctuations and respond to changes in funding affecting District operations.

Financial Policies

Establishing and following sound fiscal policies enhances the District's financial health as well as its image and credibility with its residents and the public in general. The Board is charged with establishing financial policies and the staff is responsible for implementing those policies in the day-to-day management of District finances. The financial vision of the District is also an integral component of the District's Strategic and Business Plans.

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

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

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

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

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

The Long Term General Operations Fund Forecast that follows is a powerful planning tool used to estimate revenue and expenditures over a forward looking period. This forecast helps the District address the challenges of balancing revenue and expenditures for services provided by the District beyond the one year perspective offered by its Annual Budget and Operational Plan and the Capital Improvement Plan (CIP). The forecast also assists the Board of Directors in allocating financial resources in order to achieve the long term goals outlined in the District's Strategic Plan. This long term forecast covers the five-year period from July 1, 2012 through June 30, 2017.

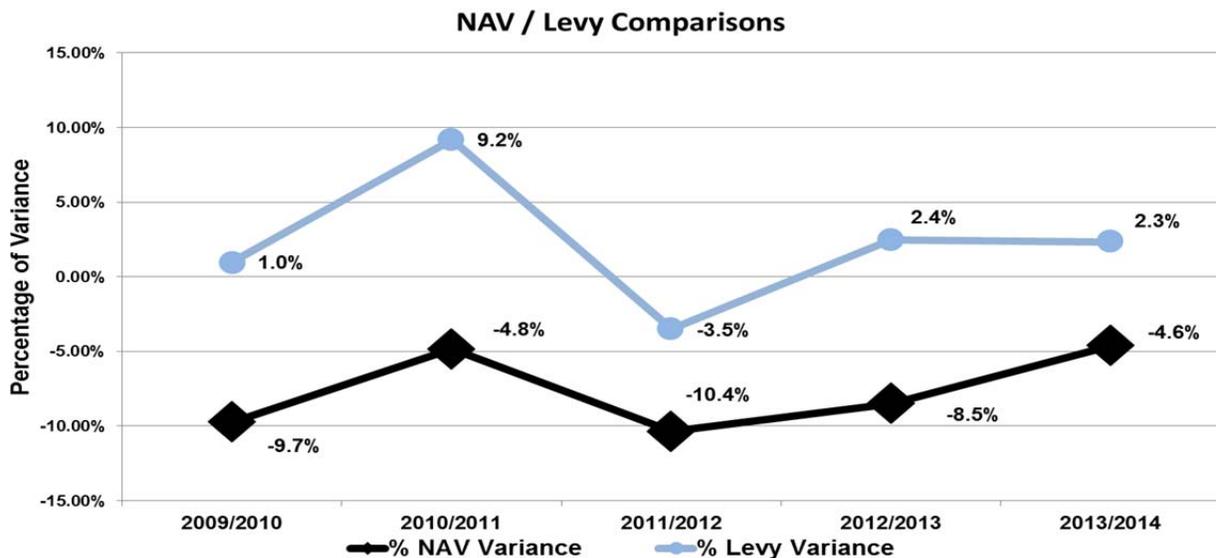
This five-year financial projection uses calculations based on a combination of historical expenditure levels, known operational needs, and analytical data to produce annual revenue and expenditure estimations. The forecast provides an overall framework for managing financial resources. It does not,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

- Wages and Benefits are estimated to increase an average of 4.2% each fiscal year with no changes in current staffing levels or pay scale adjustments. A significant portion of this increase is attributed to expenditures outside of the District's control such as payroll taxes, health insurance expenses, Public Safety Personnel Retirement System (PSPRS) and Arizona State Retirement System (ASRS) actuarially determined funding requirements.
- Operations expenditures are estimated to increase an average of 3.4% each fiscal year. Operational expenditures include, but are not limited to, liability insurances, computer software systems licensing, fuel, utilities, and dispatching

fees.

- District training expenditures are estimated to increase an average of 1.7% each fiscal year. Training expenditures are a vital component of maintaining quality District service and safety levels.
- Debt Service and CIP funding is projected at a 1.9% increase during the next five fiscal years. These expenditures include capital asset depreciation costs as well as current debt payment obligations. The District is unable to adjust the current debt payments without a significant cash outlay to retire current debt or the refinancing of debt through alternative funding options such as General Obligation (GO) Bonds or Certificate of Participation (COP) sales.

The District's Net Assessed Valuation (NAV) decreased by 10.4% for fiscal year (FY) 2011/2012. The Maricopa County Assessor's office had projected that the NAV would decrease an additional 2.6% in 2012/2013 and another 3.1% in 2013/2014. However, the District actually realized an 8.5% decrease for the 2012 tax year and received another 4.6% decrease for the 2013 tax year. The County Assessor has projected a 2.2% increase in the District's NAV for FY 2014/2015. However, for FY 2015/2016, the Fire District's NAV is anticipated to be decreased slightly as a result of the effects of the passing of Proposition 117 in November of 2012. This Proposition eliminates Secondary Net Assessed Valuations and replaces it with the Primary Net Assessed Valuation for the purpose of all tax calculations going forward. The expectation is that the NAV will increase by a conservative 4% for the FY 2016/2017 and by 5% for FY 2017/2018. Prior to FY 2009/2010, in which the District realized a 9.7% reduction in NAV, the District had historically experienced 10% average annual increases to its NAV.



Based on historical averages and in order to maintain current service levels, the District's overall annual budget is anticipated to increase an average of 3.9% each fiscal year. The long term forecast on the following page is amended from time-to-time as new information becomes available that more accurately reflects current and future revenues and/or expenditures.

Long Term Forecast
Fiscal Years 2012/2013 Through 2016/2017
2013 Revised General Operations Fund Forecasts

	FY 2012/2013 Adopted	FY 2013/2014 Adopted	FY 2014/2015 ESTIMATED	FY 2015/2016 ESTIMATED	FY 2016/2017 ESTIMATED
Revenue Forecasts:					
Property Taxes	\$ 9,672,809	\$ 9,898,879	\$ 10,434,942	\$ 10,937,926	\$ 11,462,846
Fire District Assistance Tax	400,000	400,000	400,000	400,000	400,000
Ambulance Revenues	1,543,900	1,683,847	1,670,624	1,657,505	1,644,489
General Fund Revenues - Other	403,631	519,889	519,889	519,889	519,889
Total General Fund Revenues	\$ 12,020,340	\$ 12,502,615	\$ 13,025,455	\$ 13,515,320	\$ 14,027,224
Expenditures					
Wages & Benefits	\$ 9,394,568	\$ 9,804,529	\$ 10,205,498	\$ 10,623,458	\$ 11,059,156
Operating Expenditures	1,477,776	1,515,862	1,582,538	1,653,235	1,728,220
District Training & Development	115,470	119,602	120,798	122,006	123,226
Debt Service	682,526	712,622	766,621	766,622	766,621
Contingency	350,000	350,000	350,000	350,000	350,000
Total Expenditures	\$ 12,020,340	\$ 12,502,615	\$ 13,025,455	\$ 13,515,320	\$ 14,027,224

Net Assessed Value (NAV) & MIL Rate Projections

Total Estimated Budget:	\$ 12,020,340	\$ 12,502,615	\$ 13,025,455	\$ 13,515,320	\$ 14,027,224
Total Estimated Levy:	\$ 9,672,809	\$ 9,898,879	\$ 10,434,942	\$ 10,937,926	\$ 11,462,846
Estimated Levy Increase:	2.4%	2.3%	5.4%	4.8%	4.8%
Estimated MIL Rate:	\$ 2.72	\$ 2.92	\$ 3.01	\$ 3.18	\$ 3.20
Estimated Net Assessed Valuation:	\$ 355,766,535	\$ 339,271,938	\$ 346,805,849	\$ 344,188,942	\$ 357,956,499
% of NAV Increase	-8.5%	-4.6%	2.2%	-0.8%	4.0%
SB 1421 8% Levy Amount:	\$ 11,562,411	\$ 11,026,338	\$ 11,271,190	\$ 11,186,141	\$ 11,633,586
SB 1421 MIL for 8% Levy Amount:	\$ 3.2500	\$ 3.2500	\$ 3.2500	\$ 3.2500	\$ 3.2500
SB 1421 Excess Levy Capacity:	16.3%	10.2%	7.4%	2.2%	1.5%
Median Valued Home:	\$ 130,300	\$ 122,800	\$ 125,600	\$ 124,700	\$ 129,700
Estimated Annual Taxes:	\$ 354	\$ 358	\$ 378	\$ 396	\$ 415

Capital Improvement Plan (CIP) Forecasts

	FY 2012/2013 Adopted	FY 2013/2014 Adopted	FY 2014/2015 ESTIMATED	FY 2015/2016 ESTIMATED	FY 2016/2017 ESTIMATED
CIP Fund Revenue Forecasts:					
CIP Fund - Cash	\$ 4,256,576	\$ 5,445,079	\$ 3,457,317	\$ 3,606,460	\$ 3,636,976
Transfers In From General Fund	1,506,187	446,000	500,000	500,000	500,000
CIP Fund Miscellaneous Revenues	23,911	13,613	8,643	9,016	9,092
Grant Revenues	-	22,825	-	-	-
Total CIP Fund Revenues:	\$ 5,786,674	\$ 5,927,517	\$ 3,965,960	\$ 4,115,476	\$ 4,146,069
CIP Fund Expenditures:					
Building Construction & Improvements	\$ 3,155	\$ 2,013,000	\$ 10,000	-	\$ 35,000
Apparatus	63,235	300,000	275,000	225,000	-
Communications Equipment	-	-	-	-	-
Fire Equipment	10,000	19,500	24,500	19,500	14,500
Medical Equipment	35,205	-	40,000	234,000	52,500
Fitness & Wellness Equipment	-	-	5,000	-	-
Office Equipment	230,000	100,000	5,000	-	30,000
General Grant Expenditures	-	37,700	-	-	-
Total CIP Fund Expenditures:*	\$ 341,595	\$ 2,470,200	\$ 359,500	\$ 478,500	\$ 132,000
CIP Fund Balance:	\$ 5,445,079	\$ 3,457,317	\$ 3,606,460	\$ 3,636,976	\$ 4,014,069

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

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

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

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

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

User Fee Cost Recovery and Indirect Cost Allocations: District policy encourages full cost recovery of most publically provided services that benefit specific individuals or organizations and the utilization of user fees to augment general tax revenues. The District has established user fees and charges for certain services provided to users receiving a specific benefit. Examples of these services fees include Cardio Pulmonary Resuscitation (CPR), Heart Saver Adult/First Aid Training, and Heart Saver Automated External Defibrillator (AED) Training Certification classes as well as Building Plan Review and Permits issued by the District. Fees and charges are initially established by specific action of the Governing Board in an attempt to recover the cost of providing these services. User fees are reviewed on a regular basis to calculate their cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary. The District’s current fee schedule was adopted under Board Resolution #11-0616-1 on June 16, 2011. During FY 2013/2014, the District will again review and revise the fee schedule where appropriate.

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

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

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

Outstanding Debt and Debt Limitations

Fiscal Year Ended June 30,	<u>General Obligation Bonds</u>				<u>Lease/Purchase Debt</u>	
	Secondary Net Assessed Valuation	Legal Limit for Bonds	Outstanding Bond Debt	Percent of Legal Limit Available	Outstanding Lease/Purchase Debt	Percent of Bond Legal Limit
2013	\$339,271,938	\$20,356,316	\$ -	100.0%	\$ 4,561,818	22.4%
2012	355,766,535	21,345,992	-	100.0%	5,317,188	24.9%
2011	433,885,773	26,033,146	-	100.0%	5,652,265	21.7%
2010	455,991,330	27,359,480	-	100.0%	6,094,122	22.3%
2009	505,223,198	30,313,392	-	100.0%	6,438,657	21.2%

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

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

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

The District's outstanding Lease/Purchase debt obligations at June 30, 2013 will total \$4,969,100 payable to DeLage Landon Public Finance, LLC. with a maturity date of June 2023. The FY 2013/2014 operating budget identifies \$616,622 in principal and interest payments for this debt obligation. The following schedule outlines the required debt service payments, based on the District's current debt obligation, for the next five fiscal years.

Outstanding Debt Amortization Schedule by Fiscal Year

DeLage Landon Lease/Purchase Debt

Fiscal Year Ended June 30,	Principal	Interest	Total FY Debt Service Requirements	Outstanding Debt at Fiscal Year End
2014	\$ 407,282	\$ 209,340	\$ 616,622	\$ 4,561,818
2015	424,982	191,638	616,620	4,136,836
2016	443,454	173,168	616,622	3,693,382
2017	462,727	153,894	616,621	3,230,655
2018	482,838	133,783	616,621	2,747,817

Accounting, Auditing, and Financial Reporting: District policy dictates the system of internal accounting and internal and external financial reporting that will be adhered to for District financial transactions. The District will comply with accounting principles

generally accepted in the United States in its accounting and financial reporting, as contained in the following publications:

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



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

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



The District maintains several accounts associated with General Fund Operations. In addition to the General Fund account maintained by Maricopa County, it also maintains a Secondary General Fund account for fees for services collected, a Payroll Fund account for payroll processing, and the Ambulance Fund account for ambulance

transport fees collected. In association with the Special Revenue Fund, the District maintains an account of the same name. The Capital Projects Fund also has an associated High Yield Savings account in that name. However, a portion of these Capital Funds are invested in the Arizona State Local Government Investment Pool (AZ-LGIP) managed by the Arizona State Treasurer. All accounts not maintained by the State of Arizona or Maricopa County are managed by the District and are held at locally accessible banking institutions. The District participates in Automated Clearing House (ACH) and check fraud protection, as well as collateralization of its accounts and Federal Deposit Insurance Corporation (FDIC) insurance protection through its financial institutions.

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



Fund Overviews

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

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

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

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

The chart below shows the estimated balances of each of the District’s major funds as of June 30, 2013, and the projected revenues, expenditures and fund balance over the course of the coming fiscal year. More detailed descriptions of each of the District’s funds are outlined in the following paragraphs.

Fiscal Year 2013/2014 Estimated Fund Balance Summary*				
Fund	June 30, 2013 Estimated Fund Balance	FY 2013/2014 Estimated Revenues	FY 2013/2014 Estimated Expenditures	June 30, 2014 Estimated Fund Balance
General Fund	\$ -	\$ 12,502,615	\$ (12,502,615)	\$ -
Special Revenues Fund	\$ 37,860	\$ 5,000	\$ (2,500)	\$ 40,360
Capital Projects Fund	\$ 5,313,741	\$ 482,110	\$ (2,470,200)	\$ 3,325,651
Total All Funds:	\$ 5,351,601	\$ 12,989,725	\$ (14,975,315)	\$ 3,366,011

*Estimated as of April 2013

General Fund:

The General Fund, or working fund, outlines, in detail, anticipated maintenance and operational revenues and expenditures for FY 2013/2014. This fund’s activities represent the true financial plan for the Sun City West Fire District during the fiscal year. At fiscal year-end, this fund does not maintain a fund balance in accordance with Arizona Revised Statutes §48-807-L. Any revenues over expenditures at June 30 are transferred into the District’s Capital Projects Fund in accordance with District policy and are used to support future capital needs. The General Fund uses a modified accrual basis for financial reporting and a zero-based budget basis of budgeting which works effectively with the reporting basis.

Special Revenue Fund:

The Special Revenue Fund manages designated, reserved funding for ongoing, usually self-sustaining specialized programs and includes the District’s Fire Corps Program, Child Safety Car Seat Loaner Program, paramedic training grant program, and any other special purpose grants. This account may carry a fund balance from year-to-year as any revenues received for a specific purpose must only be expended for that purpose and these programs may be extended from year-to-year. The Special Revenue Fund revenues and expenditures depicted on the previous page are estimated for FY 2013/2014 as revenues received are generally donated and expenditures only occur as necessary to support the associated ongoing programs. The accountability of these funds follows the same documentation and approval requirements as used to administer the District’s General Fund transactions. This fund also uses the modified accrual basis of financial reporting. However, due to the nature of this fund, budgeting is not necessary.

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

Capital Projects Fund:

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

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

However, due to the nature of capital expenditures and their potential impact on future general fund operations expenditures, the FY 2013/2014 recommended capital projects are presented in summary in the table found on the next page and are discussed in more detail in the paragraphs that follow.

FY 2013/2014 CIP Projects Expenditure Details		
CIP Project Description	Project Expenditures	Funding Source
FR104 Fast Response Apparatus	\$ 300,000	Capital Projects Fund Balance
FEMA Fire Prevention Grant	\$ 12,500	Grant Rev & Capital Fund Balance
AZ Governor's Office of Highway Safety Grant	\$ 25,200	Grant Rev & Capital Fund Balance
Traffic Pre-Emption Device (1)	\$ 4,500	Capital Projects Fund Balance
Fund Accounting Software	\$ 100,000	Capital Projects Fund Balance
Thermal Imaging Camera (TIC)	\$ 15,000	Capital Projects Fund Balance
Fitness Center Roof Replacement	\$ 13,000	Capital Projects Fund Balance
[103] Fire Station Renovations	\$ 1,000,000	Capital Projects Fund Balance
[104] Fire Station Phase I	\$ 1,000,000	Capital Projects Fund Balance
Total Capital Improvement Expenditures:		\$ 2,470,200

FR104 Fast Response Apparatus Purchase (\$300,000 / Completion: June 2014): The proposed purchase of a Fast Response apparatus will satisfy the increasing response requirements in the northern portions of the District while offering a cost effective two-firefighter response solution. This unit would have the equipment to support a minimum of the following capabilities: Emergency Medical Services (EMS) Assessment and

Treatment; patient transport; “knock down” capability through carrying a small quantity of water/foam for small fires pending arrival of larger apparatus.

The design and construction of a piece of apparatus can sometimes exceed twelve months. Therefore, general fund expenditures associated with the addition of a Fast Response apparatus may not impact the FY 2013/2014 budget. Future on-going expenditures would include: annual liability insurance, general maintenance, tire and battery replacements, fuel usage and preventative maintenance expenditures. The annual on-going costs associated with this apparatus are estimated to be \$15,500. These expenditures will be addressed in the appropriate budgetary accounts for FY 2015/2016 as well as future budget periods.

FEMA Fire Prevention and Safety Grant Project (\$12,500 / Completion: June 2014):



FEMA

The Fire District has submitted a Federal Emergency Management Agency (FEMA) Fire Prevention and Safety Grant Application which, if funded, would allow the District to purchase electronic software and hardware to document fire inspections and hydrant testing which is completed annually. In addition, funding is being requested to recruit three additional Fire Corps Members to be trained and equipped as Volunteer Fire Inspectors. If the District is successful in receiving this grant award, FEMA would provide 90% of the required funding and the District would be responsible for the other 10%.

Future on-going expenditures associated with a successful award would be limited to the maintenance of the computers and software, accounted for in the computer and software maintenance budgets, and training and uniforms for the additional Fire Corps members, which would be accounted for in the appropriate budget line items. The annual on-going costs associated with this grant award, should it be received, are approximately \$1,500.

Arizona GOHS Grant Project (\$25,200 / Completion: June 2014): The Fire District has submitted an Arizona Governor’s Office of Highway Safety (GOHS) Grant Application which primarily funds projects related to highway safety. This grant would allow the District to purchase new tablet computers to support the new electronic Patient Care Reporting (ePCR) software. If the District is successful in receiving this grant award, AZ-GOHS would provide 25% of the required funding and the District would be required to provide approximately \$18,900 in matching funds equating to the remaining 75%.



Future on-going expenditures associated with this award would be limited to the maintenance of the computers and annual software licensing renewal fees. Both of these expenditures have been accounted for in the associated budgets and are estimated at \$6,000.

Traffic Pre-Emption Devices (\$4,500 / Completion: June 2014): Traffic Pre-Emption Devices are used by the District for communication between apparatus and traffic signals to increase the safety of District personnel and the public and to reduce

emergency response times. This device, when activated, allows emergency response vehicles to control traffic signals when responding to an emergency call. This capital projects item has been added to the CIP for the replacement of current system components as needed and the purchase of additional systems for new intersections projected to be added within the District. Once installed, these systems require no on-going expenditures; therefore, no funding is required.

Radio Replacements (\$TBD / Completion: June 2014): The District was notified that Motorola Corporation is discontinuing the production of the XTS5000 portable radio which are a significant portion of the portable radios currently utilized by the District. Motorola will continue to support these radios for approximately 5-7 more years. The discontinuance of these radios, plus the Phase 2 requirements of the Narrowbanding project which should be implemented by 2016, will require the replacement of the majority of the District radios. The initial funding attempt for the radio replacement will be through a 2013 FEMA Assistance to Firefighters grant application. Research is being conducted to determine the appropriate replacement radios which will govern project costs. The District will be responsible for a 10% match if the grant is awarded.



Ongoing costs would be the annual fees for participation in the Regional Wireless Cooperative system and normal wear and tear maintenance costs associated with this type of radio. These costs are estimated at \$600 per radio and are included as a normal part of the District's operational budget.

Fund Accounting Software (\$100,000 / Completion: June 2014): In recent years, the District's auditor has recommended that the District transition into a full Fund Accounting Software System. Based on the size and structure of the Fire District's current accounting requirements, the District's existing accounting software is no longer sufficient to effectively and efficiently provide reporting and management requirements. The District has greatly expanded its accounting and reporting systems to meet the standards of Generally Accepted Accounting Principles (GAAP), the Government Finance Officers Association, and the Governmental Accounting Standards Board (GASB). In addition to these entities, the District must now also comply with the recommendations of the Commission on Fire Accreditation International (CFAI) in order to maintain the Accredited Agency Status obtained in 2010.

Anticipated Fund Accounting Software benefits include:

- Increased security features for both program access and data files
- Increased segregation of accounting functions
- The ability to more effectively limit access to areas and accounts outside of each program manager's area of responsibility
- Access to budget balances for program managers
- Integrated Human Resource data management and payroll processing functionality
- Elimination of currently required duplication of accounting entries to maintain separate Fund Account Balances and transactions

- Integration of Fixed Asset Management and depreciation tracking
- Integration of Long Term Debt and Debt Service reporting
- Cash management and reconciliation functionality
- Accounts Receivable and Accounts Payable upgrades
- Integrated Budget Program
- Integrated Fiscal Year-End reconciliation and reporting systems

Once purchased and placed into service, there would be minimal ongoing operational expense. However, after the initial service year has expired, the District would be required to budget for annual software maintenance fees conservatively estimated at approximately \$10,000 per year.

Thermal Imaging Camera (TIC) (\$15,000 / Completion: June 2014): The District utilizes Thermal Imaging Cameras (TIC's) to facilitate and expedite many of the tasks performed on the fire ground or during rescue operations. TIC's have proven fast and efficient in locating trapped victims within a smoke-filled structure. In addition, they are used to locate the source of fire within the walls, ceiling and/or attic of a building. By locating 'hot spots' quickly, fire operations can be performed more rapidly and in a more localized manner, especially during the overhaul stage. This helps limit the number of holes necessary to locate active fire and the over-all damage that results from battling a structure fire.



The District currently has 5 TIC's in operation, one on each Engine, the Ladder, Ladder Tender and one on the Battalion Chief's unit. The manufacturer recommends replacing these cameras every ten years and will no longer sell or support the charging stations or components past that period. Due to the increasing cost of repairing older cameras with older technology, the decrease in performance in the aging TIC's, and the significant purchase costs, the District added these equipment items to the CIP replacement schedule. Therefore, the replacement of these cameras is now programmed on a rotation for one camera replacement every other year. This will ensure that the District will have no camera older than 10 years while minimizing the impact on the annual budget.

The on-going budgetary impact of these cameras is minimal. Generally, these are limited to annual calibration and preventative maintenance expenditures. The estimated funds are \$250 per camera and are budgeted in the normal repairs and maintenance sections of the general fund budget.

Fitness Center Roof Repair (\$13,000 / Completion: June 2014): The Fitness Center roof is in need of replacement. The District has performed normal maintenance on the roof structure since its initial construction in 1994. However, due to multiple broken tiles and deteriorating underlayment, the roof needs to be replaced. This repair would include the removal and disposal of the old



damaged roofing materials, repair and installation of new tiles and underlayment, and the addition of bird abatement materials. The new tiles will be selected to closely match the tiles that were installed on Station 101 during the 2008 renovation.

Further budgetary costs associated with this project should be minimal on an annual basis with repairs being addressed only as needed.

Station 103 Renovations (\$1,000,000 / Completion: June 2014): This facility was originally constructed in 1999 and immediately began 24-hour operations. Originally, in addition to a fully functioning fire station, this facility hosted the District's monthly board workshops and meetings as well as supporting all other training and public gathering needs of the District.



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

The District has received preliminary designs, commissioned from an architect approved by the Fire Board in 2012, to assist with a facility needs assessment and cost estimates. The next phase, upon Board approval, would be to form an employee construction committee, hire an architect to complete the renovation plans, and hire a contractor to perform construction services.

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

Station 104 (Infrastructure & Temporary Facility) (\$1,000,000 / Completion: June 2014): This funding would be utilized to complete the required infrastructure to prepare Temporary Station 104 for service. This would include pouring a temporary station pad, re-location of the District's current manufactured building to the site, asphalt/concrete, fabrication of an apparatus bay, and the establishment of utilities such as electricity, telephone, computer microwave system, water and sewer service, etc.

The District has received preliminary site plans, commissioned from an architect approved by the Fire Board in 2012, to assist with the temporary facility needs

assessment and cost estimations. The next phase, upon Board approval, would be to establish an employee construction committee, hire an architect to complete construction plans and hire a contractor to perform the construction services.

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



(Temporary Fire Station Facility)



Budget Summary Section

The FY 2013/2014 budget process occurred during times of continuing economic challenges at national, state, and local levels. In 2007, there were significant increases in property tax values and robust construction development activity. This trend reversed in 2008 with declines in development-related fee revenues, property values, and falling interest rates. This coincided with higher inflation and increases in gasoline and commodities prices. These trends, in conjunction with legislative changes which establish strict limitations on property tax levies, provide a sobering outlook for the next several years.

The Fire District cannot and will not ignore the fact that harsh financial times continue to be experienced by many District property owners and sustained economic challenges are predicted. This persisting weakness in the overall economy presented an ongoing challenge in developing the FY 2013/2014 budget.

Just as with FY 2012/2013, the Board has provided key policy directives and goals for consideration during the FY 2013/2014 budget process. Given the tumultuous economy and the forecast for continued assessed valuation declines, the Board has directed staff to present a budget that maintains core services but that continues to exclude any “non-essentials.” It was emphasized to section managers that the expectation was that staff and employees would continue to be expected to hold the line on expenses and do more with less where possible.

Many financial factors were considered when preparing the FY 2013/2014 Budget and Operational Plan. Various factors include:

Challenges	Response Strategy
Arizona Revised Statutes limitations for Fire District Funding, specifically Property Tax Levy Limits, restricting the annual levy increase to 8%.	Vigilant expenditure planning for both current and future fiscal years and the development of sustainable alternative revenues to decrease dependency on property taxes.
Increasing millage (MIL) or tax rates due to changes in the economic environment and continued declines in property values which directly impact the District’s Net Assessed Value (NAV).	Continue long-term revenue projections to monitor the forecasted NAV (provided by Maricopa County) for its impact on the MIL (Tax) rate to ensure the District will not exceed the legal limit.
Voter approved Proposition 117 replaces a homeowner’s Secondary Assessed Valuation with the Primary Assessed Valuation and limits assessed valuation increases by 5% annually beginning in the 2015 tax year which will reduce the District’s NAV.	Proactively prepare for the anticipated drop of the District’s NAV in tax year 2015 through long-term financial planning and exploring various cost saving methodologies.

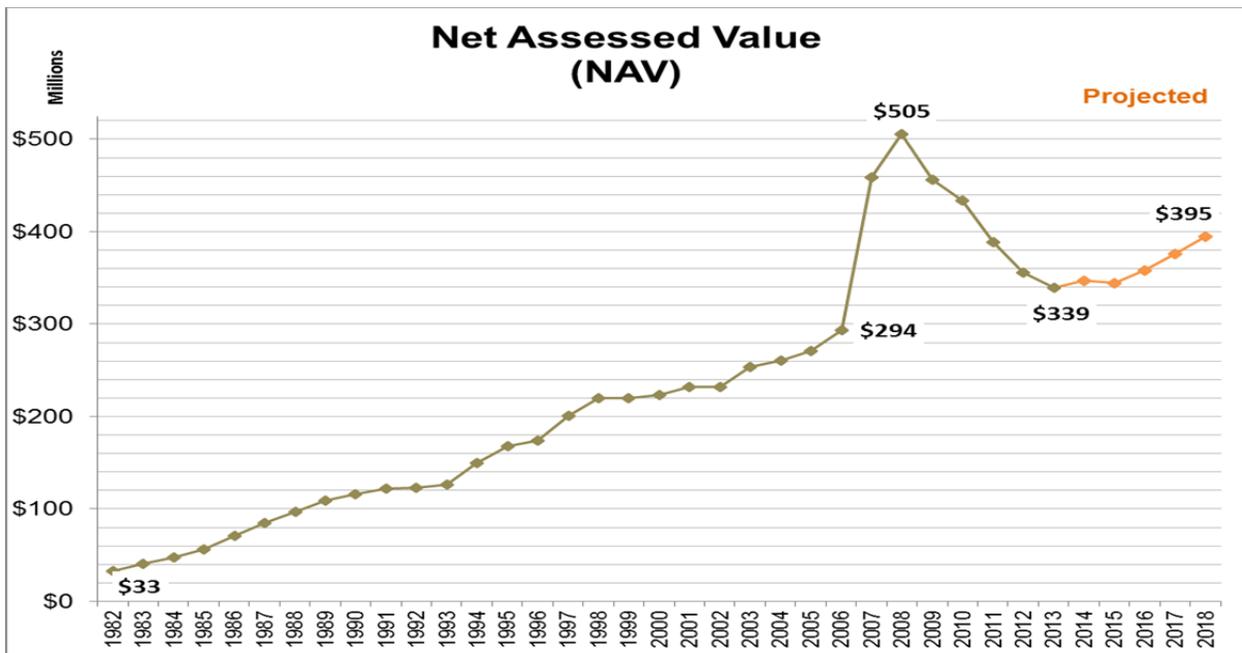
Changes in population demographics (i.e., age and family structure), populations density, or other service-level indicators such as increased call demand and type of emergency.	Continue data driven statistical analysis of variations in population, emergency responses, response times, and other service indicators impacting service demands.
Changes in legislation and public opinion.	Continually monitoring pertinent legislative alterations (state, county, etc.) and their possible impacts the District. Monitor public expectations and opinions through customer feedback and active community involvement.
Changes in medical reimbursement laws resulting from the passage of the Health Care Reform Bill and state legislation which may affect ambulance service revenues.	Ongoing monitoring of legislation related to medical reimbursements. Applying for annual increases in ambulance transport fees and continuing to review opportunities for expanding reimbursable activities.
Annexations contributing to the expansion of the District's boundaries, revenue opportunities, and service demand.	Proceed with exploration of District boundary expansion to assist in tax burden stabilization for District residents. Ensure the District maintains appropriate service levels for all District residents.

The revenue and expense charts in the pages that follow outline the overall financial plan for FY 2013/2014. The total budgetary expenditures are projected to be just over \$12.5 million, which includes a contingency/reserve of \$350,000. The budget, as presented, results in an increase of approximately 4.0% over the FY 2012/2013 budget. As a direct result of the significant decline in the District's Net Assessed Valuation during the 2011/2012 fiscal year (-10.4%), an additional decrease in FY 2013/2014 (8.5%), and the continued decline during FY 2013/2014 (-4.6%); the median valued District residential property owners may realize a slight increase in their Fire District tax.

The FY 2013/2014 Budget and Operational Plan presents a responsible financial plan that enables the District to continue to deliver its vital services at present service levels but eliminates "nice to haves" in exchange for "have to haves." A significant number of expenditure reductions are an integral part of this year's budget balancing strategy. These reductions were not applied on an across-the-board basis. Instead, District management requested reductions focused on preserving the Fire District's core services while reducing or eliminating non-essential funding wherever possible. Summary tables and detailed listings of the various budget category reductions are listed throughout this budget document.

As previously stated, the Fire District's assessed valuation decreased by 8.5% for FY 2012/2013. There will be an additional decrease of 4.6% in FY 2013/2014. These decreases can be largely attributed to the continued decline in the assessed valuations of District properties. It is anticipated that the District's NAV will experience a leveling off of property values in FY 2014/2015. However, it is important to note that the net effect of these valuation declines was greatly offset by the annexations completed by the District in 2010. These annexations totaled \$41 million in additional value to the District within the last several years.

The following chart demonstrates the District's NAV history since inception. The District historically experienced an average of a 11.6% increase annually through the 2008 tax year. Since then, the District has experienced on average an 7.6% decrease annually.



The District has developed a balanced budget for FY 2013/2014 totaling \$12,502,615 which seeks to sustain core services while reducing expenditures that may be considered discretionary. The FY 2013/2014 budget has an increased focus on generating additional alternative revenues through service programs. These programs are predicted to provide total funding for FY 2013/2014 in the amount of \$2,203,736, an increase of over \$256,000, approximately 13%, over FY 2012/2013. This increase in alternate revenues assists in reducing the District's dependence on property taxes and helped in minimizing the increase of the tax levy to 2.3% over the previous year, requiring a total property tax levy of \$9,898,879.

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

Non-Financial Goals and Objectives

Financial policies are essential to the effective fiscal management of the District. However, they must be coupled with strategic, long-term non-financial planning processes in order to support an effective organization. The District uses three core documents to facilitate a long-range planning process and to update its goals and objectives annually. These Core Documents are identified as the Strategic Plan, the

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



External factors such as the national or regional economy, demographic and statutory changes, legislation, are all considered when updating or setting new goals and objectives. The District also uses a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) to guide the development of the strategic priorities, and the Action Items and Objectives detailed in the Strategic Plan and the Business Plan. During the previous fiscal year and in preparation for the 2011–2016 Strategic Plan update and the generation of the new Business Plan, the District incorporated recommendations resulting from the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI) Fire District Accreditation Evaluation Process. The following are the 2011-2016 Strategic Priorities as outlined in the Strategic Plan:

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

The District's Strategic Priorities are further distilled in the five-year Business Plan through a series of detailed Action Items and Action Item Objectives used as

benchmarks to measure progress towards goal completion each year. Each Strategic Priority includes Strategic Components with associated Action Items which are listed below:

Strategic Priority #1: Community Outreach & Partnerships

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

Strategic Priority #2: Financial Sustainability

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

Strategic Priority #3: Resource Development & Deployment

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

Strategic Priority #4: Personnel Development

- Strategic Component – Knowledge & Skills
 - Action Item 4.1 – Personnel Training
- Strategic Component – Recruitment & Retention
 - Action Item 4.2 – Human Resources / Personnel Retention
 - Action Item 4.3 – Recruitment
 - Action Item 4.4 – Management & Leadership / Succession Plan

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

Strategic Priority #5: Infrastructure

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



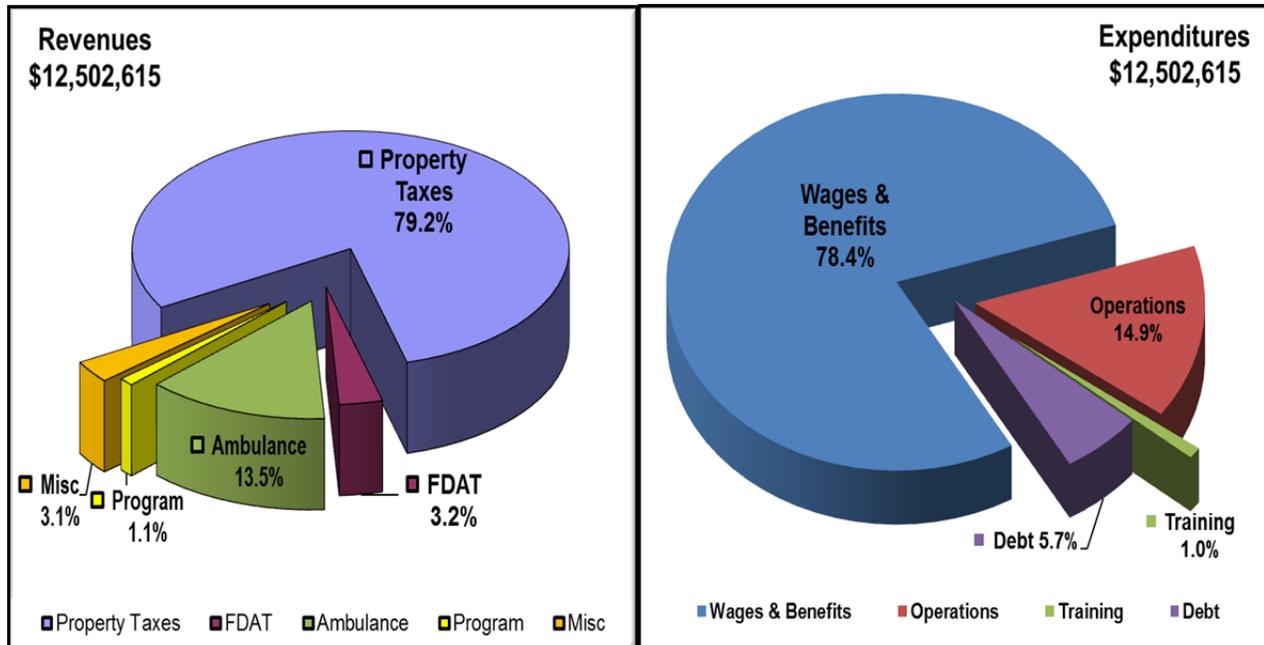
Budget Overview – Revenue & Expenditure Summary

The FY 2013/2014 Annual Budget and Operational Plan specifically impacts the General Fund only and is outlined in detail throughout the following pages of this document. The table below, and the charts that follow, provide an overview of the projected revenues and expenditures. Included for comparison are Fiscal Year 2011/2012 actual revenues and expenditures, the FY 2012/2013 adopted budget, the estimated actual revenues and expenditures for the FY 2012/2013 budget, and the variance between the current fiscal year budget and the proposed FY 2013/2014 budget.

This table also presents an overview of the General Fund Balance and the anticipated impact that operations will have on the balance of FY 2012/2013 and proposed FY 2013/2014. The Beginning Fund Balances, Adjustments for Modified Accrual Basis Reporting & Transfers, followed by the Ending Fund Balances are listed for each fiscal year. It is the policy of the District that all revenues over expenditures remaining at fiscal year-end are committed to support the Capital Improvement Plan (CIP) and are consequently transferred into the Capital Projects Fund each year. These transfers generally occur upon completion of the auditing process in late November, and any remaining fund balance in the General fund is generally attributed to outstanding accounts payable and receivables and miscellaneous prepaid expenditures. Note that the all italicized numbers are estimated.

General Fund						
July 1, Beginning Fund Balance: \$ 1,448,439 - \$ 1,097,996 \$ 956,994 - -						
Revenue Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	FY 2012/2013 ADOPTED	<i>FY 2012/2013 ESTIMATED</i>	FY 2013/2014 ADOPTED	Budget Variance	% of Change
Property Taxes	\$ 9,411,765	\$ 9,672,809	\$ 9,643,791	\$ 9,898,879	\$ 226,070	2.3%
Fire District Assistance Tax (FDAT)	\$ 302,972	\$ 400,000	\$ 396,000	\$ 400,000	\$ -	0.0%
Ambulance Revenues	\$ 1,352,909	\$ 1,543,900	\$ 1,540,354	\$ 1,683,847	\$ 139,947	9.1%
Program Revenues	\$ 301,503	\$ 118,124	\$ 119,378	\$ 136,745	\$ 18,621	15.8%
Miscellaneous Revenues	\$ 285,089	\$ 285,507	\$ 295,884	\$ 383,144	\$ 97,637	34.2%
Total Revenues:	\$ 11,654,238	\$ 12,020,340	\$ 11,995,407	\$ 12,502,615	\$ 482,275	4.0%
Expenditure Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	FY 2012/2013 ADOPTED	<i>FY 2012/2013 ESTIMATED</i>	FY 2013/2014 ADOPTED	Budget Variance	% of Change
Wages & Benefits	\$ 8,819,732	\$ 9,394,568	\$ 9,192,220	\$ 9,804,529	\$ 409,961	4.4%
Operating Expenditures	\$ 1,262,932	\$ 1,827,776	\$ 1,721,458	\$ 1,865,862	\$ 38,086	2.1%
District Training & Development	\$ 68,500	\$ 115,470	\$ 80,705	\$ 119,602	\$ 4,132	3.6%
Debt Service	\$ 701,026	\$ 682,526	\$ 682,526	\$ 712,622	\$ 30,096	4.4%
Total Expenditures:	\$ 10,852,190	\$ 12,020,340	\$ 11,676,909	\$ 12,502,615	\$ 482,275	4.0%
Adjustments for Modified Accrual Basis Reporting & Transfers:	\$ (1,152,491)	-	\$ (459,500)	\$ (446,000)	-	-
June 30, Ending Fund Balance:	\$ 1,097,996	-	\$ 956,994	\$ 510,994	-	-

(Estimated)



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

Revenue Overview:

- Property Taxes:** Property Taxes constitute the majority of the District's revenues, totaling just over 79%, a reduction from the previous year's 80.5%. The District has increased efforts to lessen dependency on tax revenues by researching and implementing alternative revenue generating programs.
- Fire District Assistance Tax (FDAT):** FDAT had previously been established with a maximum allowable limit per fiscal year of \$300,000 or 20% of a District's property tax levy, whichever was the lesser amount. However, legislative changes during 2011 increased the statutory limit to \$400,000 effective in FY 2012/2013.
- Ambulance Revenues:** Ambulance Transport Revenues provide a significant amount, approximately 13.5%, of the District's revenues. This budget presents increased ambulance revenue projections for the coming fiscal year, as a result of projected increases in emergency transports and the District's plans to expand its ambulance transport services to include non-emergency inter-facility transports during the coming fiscal year. This expansion in services is anticipated to have a positive impact on these revenues.
- Program Revenues:** These revenues encompass the majority of the District's Fees for Services and include construction fees for building plan reviews and construction permits, operational fees for annual fire inspections, fees for fire prevention services,

state wildland revenues, and special program revenues associated with the lockbox and smoke alarm programs. The District is projecting a 15.8% increase in these alternative revenues for next fiscal year.

- **Miscellaneous Revenues:** Miscellaneous revenues include revenues generated from contracts for service, cell tower leases, bank account interest, sale of surplus assets, and revenues associated with the Fire Insurance Premium Revenues allocated by Public Safety Personnel Retirement System (PSPRS) from the Fire Fighter Relief and Pension Funds. This revenue account also tracks transfers in from the Employee Benefit Liability Account (EBLA).

Expenditure Overview:

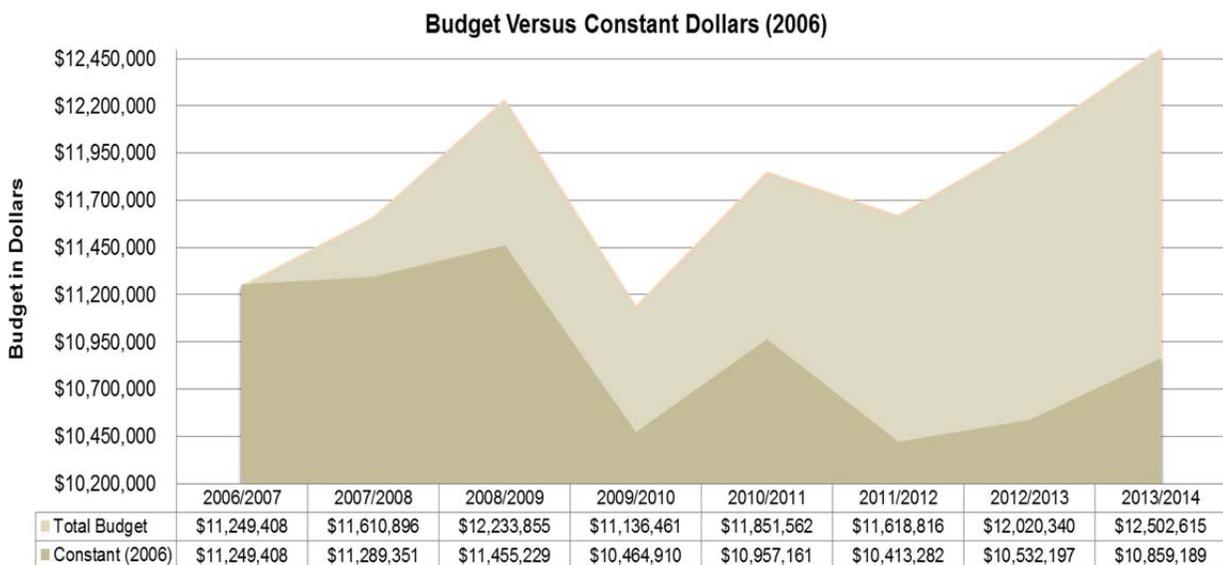
- **Wages & Benefits:** Wages and Benefits are projected to increase a total of 4.4%. However, a significant portion of this increase is attributed to increased benefit contribution requirements governed by state statute and other items such as increases in health insurance premiums. This budget does not include an actual Cost of Living Allowance (COLA) for District employees for the fifth consecutive year.
- **Operating Expenditures:** While there were decreases in numerous budgetary accounts in order to control expenditures, necessary increases in other areas offset these decreases for an overall increase of 2.0% in the operational expenditure section. Some of the most significant increases are associated with repairs and maintenance of District facilities and apparatus including fuel, supplies, and utilities. There were also significant increases in Special Program materials requirements for the coming year. However, these expenditures are projected to be offset by the increases in the revenues from these programs.
- **District Training & Development:** Training and development of the District employees is an investment in the District's most valuable asset. Ongoing Training requirements such as re-certifications and personnel development resulted in a 4.8% increase.
- **Debt Services:** Debt Service expenditures were increased slightly as a result of the scheduled escalation in the debt services payments for the coming fiscal year. The net effect of this increase in these payments was lessened due to a decrease in the Capital Projects Funding schedule. The change in the debt payments was previously scheduled in conjunction with the Marquette Bank Lease Purchase debt retirement. However, the early retirement of that debt in 2011 allowed a decrease in the payment schedule until FY 2012/2013.

Each budget year brings unique challenges as the District strives to provide the most effective emergency response and risk management services to its residents while maintaining excellent fiscal stewardship. The local economy continues to be affected by declining assessed valuations and lack of new development. Because of the District's significant dependence upon property tax revenues levied on assessed valuations, revenue growth remains a challenge. In addition to the revenue decline,

the District has experienced an increase in demand for service. Overall, the District has produced a budget that allows the District to continue delivering outstanding emergency fire, medical and rescue services to District citizens in a fiscally conservative and prudent manner.



The graph below depicts the District's budget history for the fiscal years of 2006/2007 through 2013/2014. The top (light brown) line indicates the budget in actual dollars, while the bottom (dark brown) line represents the same budget restated in dollars of constant 2006 purchasing power. In other words, the lower area removes inflation and represents only real growth in budget values. Thereby, demonstrating that the \$12.5 million dollar budget presented for FY 2013/2014, equates to a \$10.9 million budget, using the value of the dollar in 2006. By means of this comparison, with inflation removed, the District is succeeding at elevating its efficiency and service levels.



Revenues

General Fund Revenues are anticipated using available information and historical projections. The FY 2013/2014 Budget includes funding from several different sources. Each revenue classification will be discussed in detail. The largest portion of the District's revenues is provided through property taxes. The Fire District Assistance Tax is also collected and remitted by Maricopa County on behalf of the District.

Property & Fire District Assistance Taxes

4100 Tax Revenue Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	<i>FY 2012/2013 ADOPTED</i>	<i>FY 2012/2013 ESTIMATED</i>	<i>FY 2013/2014 ADOPTED</i>	Budget Variance	% of Change
4110 · Property Taxes	\$ 9,411,765	\$ 9,672,809	\$ 9,643,791	\$ 9,898,879	\$ 226,070	2.3%
4120 · Fire District Assistance Tax (FDAT)	\$ 302,972	\$ 400,000	\$ 396,000	\$ 400,000	\$ -	0.0%
Total 4100 Tax Revenues:	\$ 9,714,737	\$ 10,072,809	\$ 10,039,791	\$ 10,298,879	\$ 226,070	2.2%

4110 Property Taxes: Property taxes are levied by Maricopa County based on a calendar year although the Fire District operates on a fiscal year. Property values are established as of January 1 of each year and the tax rates on those values are set by the Maricopa County Assessor on the third Monday in August.

The Maricopa County Treasurer's Office generates and issues the property tax bills, usually by September of each year. The first tax payment from District property owners is due on October 1 and is considered delinquent after November 1. The second tax installment is due April 1 and is considered delinquent after May 1.

***The Sun City West
Median Home Value
was at its highest in
2008, with an average
value of \$201,500.
The 2013 Median
Value is \$122,800 - a
reduction of over 39%
in the last six years.***

As previously stated, the Fiscal Year 2013/2014 Budget is structured to minimize the taxation impact to property owners within the Fire District. However, due to varying changes in property values and legislative decreases in assessment ratios for commercial and vacant land, the District would be unable to set a tax rate that would maintain the identical property taxes assessed to property owners each year. The District is anticipating a tax rate for FY 2013/2014 of approximately \$2.9177 per \$100 of secondary assessed valuation. A.R.S. 48-807F states that the tax levy typically cannot exceed \$3.25 per \$100.00 of assessed value). The average assessed value of a home within the Fire District was decreased by the Maricopa County Assessor from \$130,300 in 2012 to a value of \$122,800 for 2013, a reduction of approximately 5.8% of assessed value in one year. The median value of a commercial property was decreased from \$722,917 to

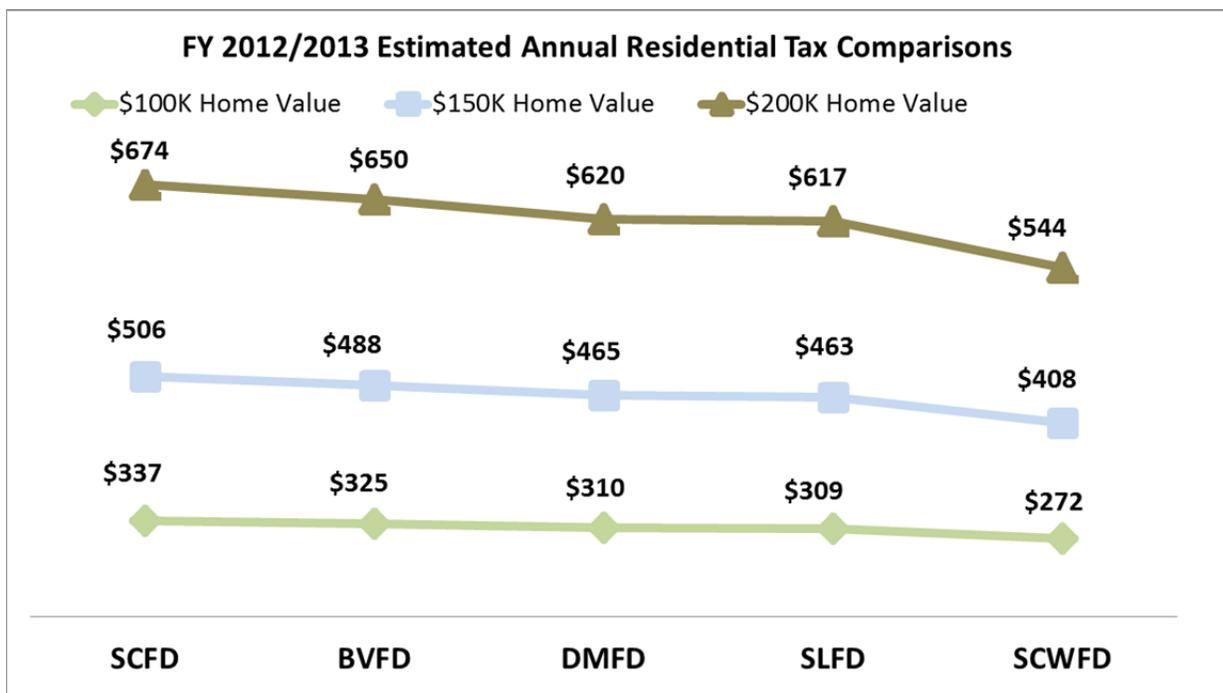
\$671,000 for 2013, a reduction of 7.2% of assessed value during the same period. Given the projected tax rate for FY 2013/2014, a District resident who owns a median valued home is anticipated to realize a slight increase while commercial property owners should realize a decrease in their Fire District Tax. The final tax rate and levy amount will be determined by the Maricopa County Assessor's Office in August 2013.

Historically, the District has established a tax rate that is among the lowest in the Phoenix Metropolitan area for fire districts of equivalent size, while providing services that are among the highest. Of the four other fire districts that are similar in size to the Sun City West Fire District, only three provide both fire suppression and ambulance transport services.

Tax rates are just one factor used to allocate a government's tax levy to the taxpayer relative to property value and should not be used as a key performance indicator. Other factors such as relative median home value should be used to analyze the average cost per home owner. The legal tax rates for comparable fire districts, including the Sun City West Fire District, for the Fiscal year ending June 30, 2013 (tax year 2012), are illustrated in the charts below:

District	Tax Rate (FY 2012/2013)	Estimated annual tax based on home value of:		
		\$100,000	\$150,000	\$200,000
Sun City Fire District (SCFD)	\$ 3.3701	\$ 337.01	\$ 505.52	\$ 674.02
Buckeye Valley Fire District (BVFD)*	\$ 3.2500	\$ 325.00	\$ 487.50	\$ 650.00
Daisy Mountain Fire District (DMFD)*	\$ 3.1000	\$ 310.00	\$ 465.00	\$ 620.00
Sun Lakes Fire District (SLFD)*	\$ 3.0850	\$ 308.50	\$ 462.75	\$ 617.00
Sun City West Fire District (SCWFD)*	\$ 2.7189	\$ 271.89	\$ 407.84	\$ 543.78

* Districts who provide ambulance transport services.



4120 Fire District Assistance Tax: Fire District Assistance Tax (FDAT) is allocated to each fire district within a county based on the formula outlined in Arizona Revised Statute §48-807. The funding is derived from a tax that is assessed to all properties within Maricopa County. The annual maximum allowable FDAT revenue was previously set at \$300,000 or 20% of the District's property tax levy, whichever was the lesser amount. Legislative changes during 2011 increased this statutory limit (effective beginning in FY 2012/2013) to \$400,000 annually or 20% of the District's property tax levy, whichever is the lesser amount. The District is currently eligible to receive the maximum allowable FDAT Revenues.

Ambulance Transport Revenue

4200 Ambulance Revenue Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
4200 - Ambulance Revenues	\$ 1,352,909	\$ 1,543,900	\$ 1,540,354	\$ 1,683,847	\$ 139,947	9.1%
Total 4200 Ambulance Revenues:	\$ 1,352,909	\$ 1,543,900	\$ 1,540,355	\$ 1,683,847	\$ 139,947	9.1%

4200 Ambulance Transport Revenues: Ambulance transport revenues provide approximately 13.5% of the District's operating revenues. This is one of the service areas for which fees can be charged by the District in order to recoup associated expenditures. As a result of an increase in ambulance transports during FY 2012/2013 and the District's new Inter-facility Transport Services Program, the District is anticipating an increase in these revenues for the coming fiscal year.

The Fire District does not charge its residents any out-of-pocket cost for ambulance transport nor does it profit from this service as stipulated by the District's Certificate of Necessity (CON) as approved by the Arizona Department of Health Services. Projected revenues are designed to cover as many of the expenditures associated with providing this service as possible.

Program Revenue

The District's Program Revenues are designed to offset the cost of providing specialized services such as construction plan reviews and permits, and out-of-district wildland deployments. This revenue section is anticipated to rise 15.8% during FY 2013/2014 as a result of the District's goal to research and institute additional alternative funding sources.



4300 Program Revenue Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
4310 · Construction Fee Revenues	\$ 26,100	\$ 30,400	\$ 27,400	\$ 28,400	\$ (2,000)	-6.6%
4320 · Operational Fee Revenues	\$ 38,114	\$ 22,800	\$ 20,800	\$ 28,765	\$ 5,965	26.2%
4350 · Prevention Service/Fee Revenues	\$ 6,479	\$ 2,100	\$ 1,227	\$ 5,800	\$ 3,700	176.2%
4360 · State Land/Wildland Revenues	\$ 177,322	\$ 7,914	\$ 18,048	\$ 7,314	\$ (600)	-7.6%
4390 · Special Program Revenues	\$ 53,487	\$ 54,910	\$ 51,902	\$ 66,466	\$ 11,556	21.0%
Total 4300 Program Revenues:	\$ 301,504	\$ 118,124	\$ 119,378	\$ 136,745	\$ 18,621	15.8%

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

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

4350 Prevention Service/Fee Revenues: This account manages Fire Prevention Services such as fees for False Alarm Responses, Fire Extinguisher and CPR Training. The District provides Cardio Pulmonary Resuscitation and Chest Compression Only (CCO) training for the public and healthcare providers in the Sun City West area for a nominal fee. In addition to these types of training, the District has been certified as a designated American Heart Association



(AHA) Training Site. As a result of this designation, the District is now certified to provide more training to local Fire and EMS agencies and receives additional revenues associated with this program. These fees are designed to offset the cost to provide this training. False Alarm Response fees are generated whenever the District responds to an address more than three (3) times during a twelve (12) month period for a false alarm. False alarms may result due to the malfunction of an alarm system or the intentional activation of an alarm. These fees are issued as a deterrent to minimize these types of responses within the District and have prompted several occupancies to upgrade their fire alarm systems to more modern and reliable systems.

4360 State Land/Wildland Revenues: The District currently supports one Wildland Brush Unit and approximately ten Red Card Certified Firefighters available for deployment by the Arizona State Land Department and/or the Federal Bureau of Land Management (BLM). Several pieces of District apparatus are contracted with State Land and, when activated, District apparatus and personnel are dispatched to provide wildland firefighting assistance generally within the State of Arizona. These personnel and equipment may also be deployed outside of the state. Deployments are only accepted when they will not disrupt the District's ability to provide service to its residents. Deployments can last from a few hours to a few weeks at a time. These deployments, especially when District apparatus are involved, have the potential to generate significant revenues. The District receives reimbursement for all wages and benefit costs associated with the activated wildland firefighters and the vacancies



created in their absence, and a pre-approved hourly contract rate for the use of the apparatus. All meals and lodgings are provided for deployed personnel while on assignment and any travel and per diem costs incurred while in transit to and from a wildland campaign are reimbursable. Damage to apparatus and equipment sustained within the boundaries of a wildland operation are repaired at the cost of the parent agency contracting for the piece of equipment.

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



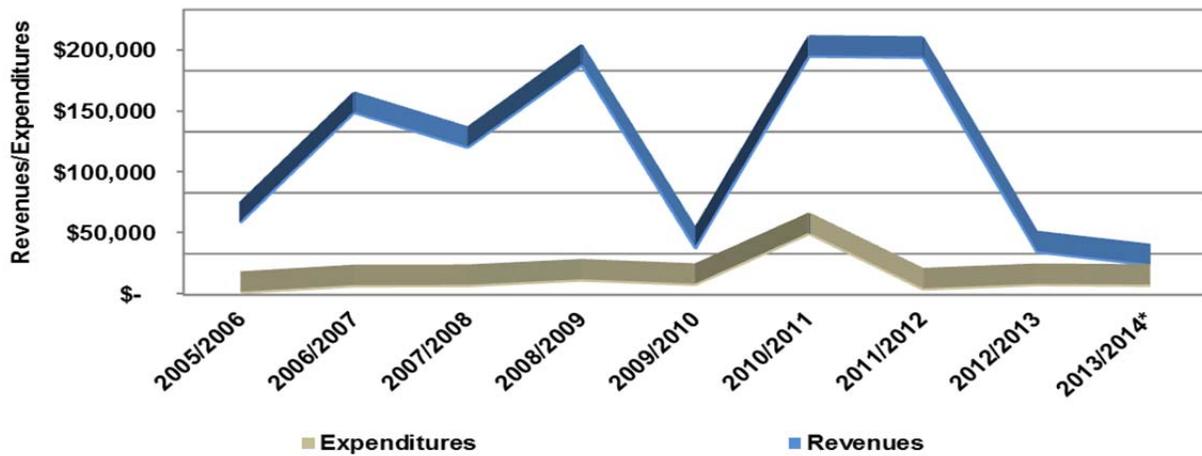
Wildland Program History

Fiscal Year	Expenditures	Revenues	Revenues Over/(Under) Expenditures
2005/2006	\$ 1,482	\$ 42,028	\$ 40,546
2006/2007	\$ 6,906	\$ 132,142	\$ 125,236
2007/2008	\$ 7,094	\$ 103,521	\$ 96,427
2008/2009	\$ 11,615	\$ 170,968	\$ 159,353
2009/2010	\$ 8,052	\$ 20,869	\$ 12,817
2010/2011	\$ 49,705	\$ 178,226	\$ 128,521
2011/2012	\$ 4,278	\$ 177,332	\$ 173,054
2012/2013	\$ 7,900	\$ 18,048	\$ 10,148
2013/2014*	\$ 7,314	\$ 7,314	\$ -
Totals:	\$ 104,346	\$ 850,448	\$ 746,102

* Estimated



Wildland Program Revenue & Expenditure Comparisons



***More than 675
Residential Lock Boxes &
3,000 Smoke Alarms
were installed during
last fiscal year. Many of
these activities could not
have been accomplished
without the assistance of
the District's Fire Corps
Volunteers.***

4390 Special Program Revenues: Special program revenues include Emergency Lockbox, Smoke Alarm, and T-shirt sale revenues. Emergency Lockboxes and Smoke Alarms are offered to the public in support of the District's Residential Emergency Lockbox Program and Smoke Alarm Inspection Program. The Lockbox Program provides residents of the District with a safe and rapid entry system to assist a patient in the event they are unable to answer their door. The Smoke Alarm Program is a service in which District personnel and/or volunteers provide inspection services associated with residential smoke alarms. During the course of these inspections, staff may find smoke alarms in need of replacement. In these situations, staff can provide replacement smoke alarms at that time. The popular Emergency Lockbox program, combined with the addition of smoke alarm sales, has

resulted in a projected increase in this revenue area. The final component of this revenue is the District T-shirt Program. Each year, the District sells logoed T-shirts to the public. The District is projecting an approximate 21.0% increase in revenues for this account in FY 2013/2014.

Miscellaneous Revenue

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

4400 Miscellaneous Revenue Projections						
Description	FY 2011/2012 <i>ACTUALS</i>	FY 2012/2013 <i>ADOPTED</i>	FY 2012/2013 <i>ESTIMATED</i>	FY 2013/2014 <i>ADOPTED</i>	Budget Variance	% of Change
4430 · Contractual & Misc Revenue	\$ 183,462	\$ 185,671	\$ 185,671	\$ 194,576	\$ 8,905	4.8%
4435 · Fire Ins Premium Rev (PSPRS)	\$ 95,837	\$ 95,836	\$ 105,513	\$ 95,836	\$ -	0.0%
4440 · Interest - General Fund	\$ 4,315	\$ 4,000	\$ 4,700	\$ 4,000	\$ -	0.0%
4450 · Sale of Surplus Equip & Assets	\$ 1,475	\$ -	\$ -	\$ -	\$ -	0.0%
4490 · Transfer In - Emp Benefit Acct	\$ -	\$ -	\$ -	\$ 88,732	\$ 88,732	100.0%
Total 4400 Miscellaneous Revenues:	\$ 285,090	\$ 285,507	\$ 295,884	\$ 383,144	\$ 97,637	34.2%

4430 Contractual & Miscellaneous Revenues: Contractual and miscellaneous revenues include a myriad of projectable and non-projectable revenues including contracts for emergency service responses, cell tower lease revenues, public records requests and incident report copies. The most significant revenue in this section is associated with the agreement between the District and the



Glendale Fire Department Helicopter Air-Medical & Logistics Operations (HALO) Program. The HALO agreement generates revenue through assignment of a Sun City West firefighter paramedic to assist with staffing of the emergency medical helicopter. The District is reimbursed for the expenditures associated with this staffing, which is anticipated to be approximately \$120,600 during FY 2013/2014.



The District has increased this account in anticipation of the installation of a new monopalm cell tower by AT&T at Station 103. Upon completion of installation of the new cell tower, the District will realize approximately \$750 per month in additional revenue, totaling \$9,000 annually.

4435 Fire Insurance Premium Revenues: Fire Insurance Premium Revenues are generated from the Firefighter Relief and Pension Funds allocated to each fire department within the state as determined by statute. An insurance premium tax fund has been developed by the state and each fire district and department is eligible for a portion of these monies to offset the costs associated with their firefighter pension program. Several factors determine what each participating department will receive including the number of fire agencies that submit qualified reports to the state by the established deadline; the number of Public Safety Personnel Retirement System (PSPRS) participants and payroll contributions required by each agency; and the amount of funding available to disperse. The funds are automatically sent to the PSPRS on behalf of the Fire District each year. These revenues are difficult to predict from year-to-year and the District has experienced significant fluctuations. Using historical analysis, staff is maintaining these revenues at the same level as last fiscal year.

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

4450 Sale of Surplus Equipment & Assets: Periodically, older apparatus and equipment, having reached the end of its useful service to the District, is designated as surplus property or assets. Every effort is made to obtain the greatest return on the original investment in the asset. Generally an asset that cannot be traded in towards its replacement asset is then disposed of in compliance with the District's surplus property policies. The District does not have any large budgeted surplus property disposals planned for the coming fiscal year.

4490 Transfer In – Employee Benefit Liability Account: To reduce liabilities and tax levy dependency, the District continues to strategically analyze employee benefit liabilities. The annual Employee Benefit Liability associated with compensated absences, including accrued Sick / Vacation leave, Paid Time Off (PTO), and Sick Leave Buy-Back Programs present an ongoing significant financial outlay for the

District. The stabilization of the District's employment benefit liabilities has been addressed in a two-fold manner. The District adopted a new Leave Management Policy effective July 1, 2012 which implements PTO leave and phases out Sick and Vacation Leave. This policy further reduces the maximum number of compensated absence hours that an employee can accrue and maintain thereby reducing the overall liability of the District for the future. Secondly, to ensure future funding for Employee Benefit liabilities, the District implemented a policy whereby necessary funds are designated on an annual basis. These funds are classified as Committed Funds within the General Fund Balance and identified as the Employee Benefit Liability Account (EBLA). Once the EBLA is fully funded, it should achieve long-term self-sustainability. The new PTO policy and employee attrition will further assist with employee benefit sustainability. The new policies are anticipated to decrease the annual expenditures associated with the District's Compensated Absences and Sick Leave Buy-Back expenditures.

Grant / Alternative Funding

District staff continues working to secure various grants as an alternative revenue source to maintain or enhance District services or to offset existing costs. However, grants are not a guaranteed source of revenue. Many times, the District may not be awarded grant funds until well into the fiscal year or not at all. This can greatly impact the overall revenues and expenditures made throughout the fiscal year. Therefore, it was previously determined by the Governing Board that it would not be prudent to include potential grant awards in the annual budget revenue and expenditure accounts but to include potential grant revenues in the Capital Improvement Plan. This change allows for a more realistic revenue and expenditure picture and does not limit the District's ability to use any alternative funding should a grant be successfully obtained. Further details regarding grants and any potential required matching funds may be found in the Capital Improvement Plan section of the District's 2012-2013 Revision of the District's Business Plan.



Expenditures

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



Financial Services, Administrative Services & Community Risk Management Divisions

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

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

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



Financial Services Division

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

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

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

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

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

Strategic Priority #2: Financial Sustainability

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

Financial Services Division Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Assistant Chief	1.0	1.0	1.0
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
Total Personnel Assigned	3.0	3.0	3.0

Financial Services Division Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Mandated Annual Reports Processed & Filed			
Maricopa County Board of Supervisors	2	2	2
Maricopa County Treasurer	2	2	2
Arizona Department of Health Services	1	1	1
Lending Agencies	1	1	1
Arizona State Fire Marshal's Office	1	1	1
United States Department of Commerce	1	1	1
Arizona Department of Revenue	2	2	2
Arizona Property Tax Oversight Commission	2	2	2
Monthly Fire Board Financial Reports	12	12	12
General Accounting Requirements			
Bank Accounts Managed	12	12	12
Credit Card Accounts Managed	27	27	27
Warrants/Checks Processed	947	1,000	1,000
Deposits Processed	78	80	80
Arizona State Land Billing Invoices Processed	2	4	2
1096/1099 Miscellaneous Reports Processed	1-1096 15-1099's	1-1096 14-1099's	1-1096 20-1099's
Payroll Requirements			
Employee Payroll Files Managed	80	82	83
Payroll Checks/EFT's Processed	2,369	2,500	2,500
Payroll Liability Checks/EFT's Processed	522	550	550
Quarterly Payroll Reports Filed	16	16	16
Federal W3/W2's Wage & Earnings Statements	1-W3 82-W2's	1-W3 88-W2's	1-W3 88-W2's
Arizona A1-R Wage & Earnings Statements	1-A1-R	1-A1-R	1-A1-R

Status of FY 2012/2013 Performance Goals & Objectives

- Continue the skillful and responsible management of the District's monetary resources to optimize the public's investment in their organization - **Goal**

Accomplished / Ongoing

- Continue the pursuit of strategies that minimize tax levy dependence through alternative revenue sources - **Goal Accomplished / Ongoing**
- Continue to refine the accounting system and revise policies and procedures where necessary - **Goal Accomplished / Ongoing**
- Refine the computerized purchase order system to eliminate duplication and encumber funds to increase accuracy of reflected budget activity - **Goal Accomplished / Ongoing**
- Continue to work with the Community Risk Management Division to review proposed District growth/development and determine timelines and future financial impact - **Goal Accomplished / Ongoing**
- Refine payroll process to increase efficiency and decrease required schedule verification - **Goal Accomplished / Ongoing**
- Maintain apparatus, equipment, & facility depreciation schedule - **Goal Accomplished / Ongoing**
- Maintain replacement schedule for vehicles, large equipment, and smaller capital items - **Goal Accomplished / Ongoing**
- Submit the FY 2012/2013 Annual Budget and Operational Plan to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Awards Program for award consideration - **Goal Accomplished / Award Received**
- Generate a Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ended (FYE) June 30, 2012 audit presentation - **Goal Accomplished**
- Submit the FYE June 30, 2012 CAFR to the Government Finance Officers Association (GFOA) for a Certificate of Achievement for Excellence in Financial Reporting - **Goal Accomplished / Awaiting Results**



FY 2013/2014 Performance Goals & Objectives

- Continue the skillful and responsible management of the District's monetary resources to optimize the public's investment in their organization.
- Continue the pursuit of strategies that minimize tax levy dependence through alternative revenue sources.
- Continue to refine the accounting system and revise policies and procedures where necessary.
- Complete purchase and implementation of fund accounting software if approved by Governing Board.
- Continue to work with the Community Risk Management Division to review the proposed District growth/development and determine timelines and future financial impact.
- Maintain the apparatus, equipment & facility depreciation schedule.
- Maintain the Capital Improvement Plan (CIP) replacement schedule.
- Submit the FY 2013/2014 Budget to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Awards Program

- for award consideration.
- Generate a Comprehensive Annual Financial Report (CAFR) for the FYE June 30, 2013 audit presentation.
 - Submit the FYE June 30, 2013 CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting award consideration.
 - Identify and explore Cost Savings & Cost Recovery strategies.
 - Pursue strategies that maximize tax levy variations.
 - Review proposed land development & determine financial impact that projects would have on District.
 - Assist the Community Risk Management Division in evaluating additional ways in which Fire Corps volunteers can assist with District programs.
 - Evaluate Fee Schedule updates & possible expansion.

Personnel Compensation, Benefits and Staffing Overview

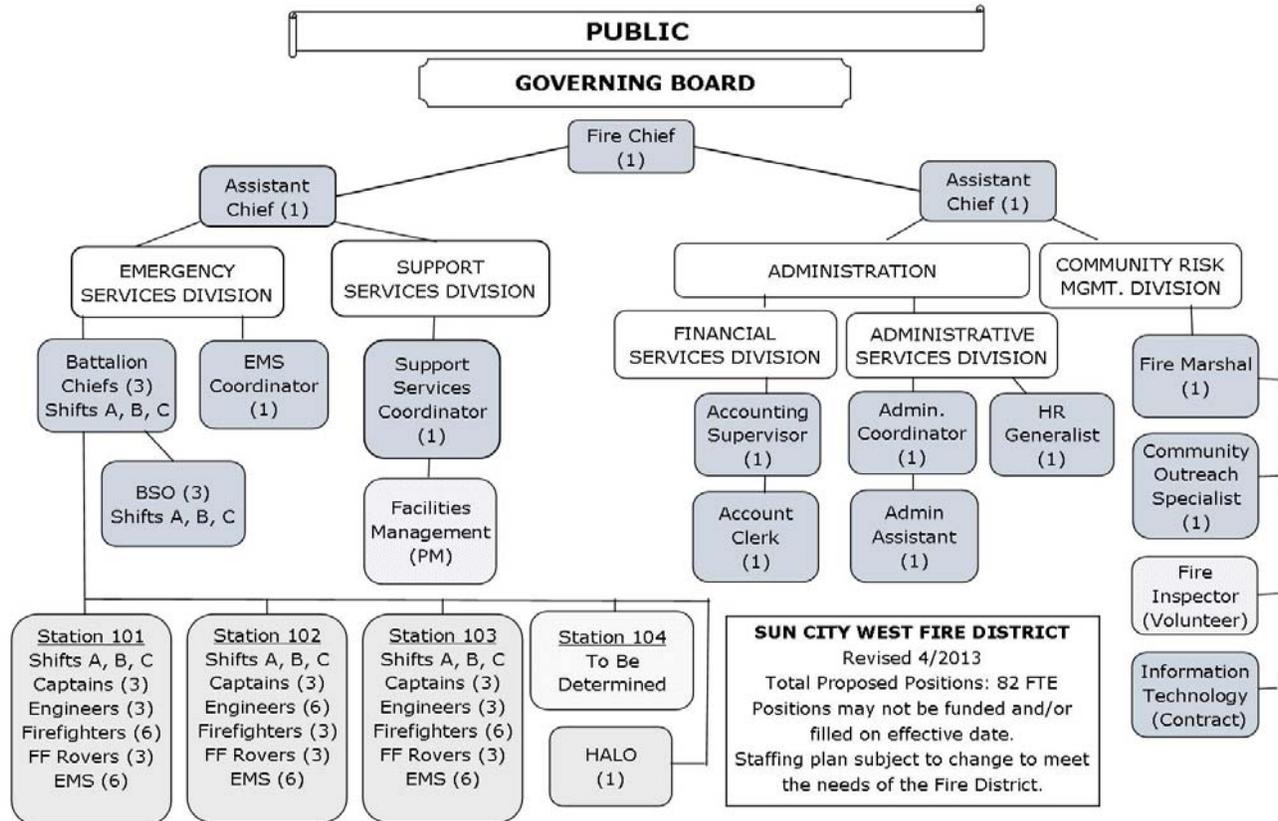
The Financial Services Division, along with the Human Resources Generalist, is charged with researching, budgeting, and tracking all direct personnel expenditures. This includes the Governing Board's goal of ensuring competitive compensation and benefits.

Experienced emergency service providers are a valuable commodity. Attracting and retaining these highly skilled individuals in order to provide the highest standard of service, while considering the current economic conditions, continues to be an important goal set by the Governing Board. This budget represents the Fire Board's intent to attract and retain these professionals by providing competitive salary and benefit incentives to encourage long term, committed service to the District and to reward excellent performance through merit-based compensation increases.

Personnel Staffing Overview

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





Fire District Personnel Authorized Staffing Levels - Summary

Full Time Employees - Position/Rank	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Fire Chief	1.0	1.0	1.0
Assistant Chief	2.0	2.0	2.0
Executive Assistant	1.0	0.0	0.0
Accounting Supervisor	1.0	1.0	1.0
Account Clerk	1.0	1.0	1.0
Fire Marshal	0.0	1.0	1.0
Deputy Fire Marshal	1.0	0.0	0.0
Community Outreach Specialist	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Human Resources Generalist	0.0	1.0	1.0
Information Technology Specialist	0.0	0.0	0.0
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	0.0	0.0	0.0
EMS Coordinator	1.0	1.0	1.0
Battalion Chief (Shift Sworn)	3.0	3.0	3.0
Captain (Shift Sworn)	12.0	12.0	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
Firefighter HALO Medic (Shift Sworn)	0.0	1.0	1.0
EMS Personnel (Shift Non-Sworn)	18.0	18.0	18.0
Total District Personnel	81.0	82.0	82.0

The Fire Chief, Assistant Chiefs, Fire Marshal, Accounting Supervisor, Administrative Coordinator, Human Resource Generalist, EMS Coordinator, Support Services Coordinator, and Battalion Chiefs are each classified as salary/exempt employees. Hourly day shift employees generally work an average of 40 hours per week. Shift sworn and non-sworn personnel are divided into three (3) platoons and currently work an average of 56 hours per week. Each member of the District's platoons currently work a 48-hour tour of duty consisting of two 24-hour back-to-back shifts beginning every fourth day which is classified as a 48/96 shift schedule.

During FY 2013/2014, the Fire District Organizational Chart/Staffing Plan was changed to add Volunteer Fire Inspectors and a Facilities Management Program Manager. These positions may or may not be filled at various times throughout the fiscal year and will not necessarily work an established schedule. The duties associated with these positions may also be accomplished by current District personnel during non-shift hours. The Volunteer Fire Inspectors' positions will be filled by Fire Corps Members and be covered under Worker's Compensation Insurance coverage only. The duties of the position of Information Technology Specialist are to be accomplished by contracting out for these services. At any point in the future, should these positions be made full-time positions, they will then be eligible to receive full District benefits.

Personnel Compensation and Benefits Overview

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

Loss of employees creates financial hardship based on the costs associated with the hiring and training of new employees. The vacancies created within the daily staffing model also require overtime manpower to fill vacant positions. Another turnover related issue is the loss of experienced paramedic level personnel which can lead to operational deficiencies.

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

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

The District's Board of Directors wisely created a standard wage scale based on an employee's position/rank. This scale allows employees who obtain a minimum of a "meets standard" rating on their annual Employee Performance Review to advance to the next step for their position/rank unless they have reached the top step in the scale. This type of wage scale design is currently used by most fire departments in the Valley and has proven effective in eliminating subjectivity and also instilling consistency into personnel compensation packages. In FY 2012/2013, the District implemented a new Employee Performance Review Program which will further enhance objectivity and uniformity.

The District wage scale organizes employees into five (5) general classes. These classes combine individuals based on work periods under the Fair Labor Standards Act requirements for generation of mandatory overtime hours. While the District's Staffing Plan depicts an optimum total of 82 full-time employees, the FY 2013/2014 Budget and Operational Plan currently allocates funding for a stipend and associated overtime for the Facilities Management Program Manager, worker's compensation costs associated with the Volunteer Fire Inspectors and the estimated expenditures required for the contracting of services to fulfill the requirements of the Information Technology Specialist's position. Although these positions are not proposed to be filled with full time employees within the next fiscal year, they remain in the District's Organizational/Staffing Plan for future consideration.

FY 2013/2014 Compensation and Benefits Significant Changes

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

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

information to determine COLA's for the coming fiscal year. Those sources are the Consumer Price Index and the Social Security Administration's COLA adjustment for the Social Security and Supplemental Security Income (SSI). Further information regarding these two influences is summarized in the following paragraphs.



Inflation has been defined as a process of continuously rising prices or equivalently, of a continuously falling value of money. Various indexes have been devised to measure different aspects of inflation. However, the Consumer Price Index (CPI) has often been used by the Fire District when measuring inflationary impact on employee wages. The U.S. Department of Labor website states "The CPI measures inflation as experienced by consumers in their day-to-day living expenses. The CPI is generally the best measure for adjusting payments to consumers when the intent is to allow consumers to purchase, at today's prices, a market basket of goods and services equivalent to one that they could purchase in an earlier period. The CPI also is the best measure to use to translate retail sales and hourly or weekly earnings into real or inflation-free dollars". The U.S. Bureau of Labor Statistics reported that the CPI for All Urban Consumers (CPI-U) increased 2.0 percent in February 2013 on a seasonally adjusted basis. Over the last 12 months, the "all items" index increased 2.0 percent before the seasonal adjustment.



The Social Security Administration announced in October 2012 that the monthly Social Security and Supplemental Security Income (SSI) benefits would increase for the second time since 2009. The COLA adjustment has been established at 1.7%, effective in January 2012. A Cost of Living Adjustment is not included for FY 2013/2014 for any Sun City West Fire District employee for a fifth consecutive year. Prior to the 2009/2010 Fiscal Year, the District had included COLA increases into the budget every year.

Since the Fire District began operations, the Board of Directors has allowed employee input regarding annual wage and benefit changes. This year, the employees were polled by the Sun City West Firefighters Association to ascertain what wage and benefit issues they would like the District management and the Board of Directors to consider changing or creating for FY 2013/2014. Given the prolonged economic decline, District employees have only requested minor benefit enhancements. The requested changes that have been included in the FY 2013/2014 Budget are revisions to the District's Shift-Sworn Firefighter Paramedic Stipend and HALO Programs, and the inclusion of the anticipated increases to the District's portion of the pension, health and dental insurance premiums for next year.

Other additions to the District's compensation plan expenditures include wage increases that are projected as part of the annual review/merit process for those employees who have not yet reached the top step salary for their particular wage scale. During April 2013, the District conducted an in-depth Salary and Benefit Comparison Study. The study revealed that several of the District's wage ranges were below the average of

comparable entities in the surrounding area. This prompted the adjustment of some of the ranges and steps within the District's Wage Scale to remain competitive. The resulting budgetary impact attributed less than 1% of the 4.4% overall increase in the area of wages and benefits. Revisions to the Wage Scale are adopted with the budget.

Considering all District full-time employees, 51.3% or 42 employees are ineligible for merit enhancement during FY 2013/2014. Another 10 employees are projected to transition to the top step for their wage scale, making them ineligible for merit increases during the next fiscal year. By June 30, 2014, the total number of "topped out" employees will reach 52 or 63.5% of the District's current work force.

Personnel Compensation and Benefits Expenditures

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



Wages & Benefits Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5000 General Wages						
5005 · Administrative	\$ 427,875	\$ 447,197	\$ 416,253	\$ 462,019	\$ 14,822	3.3%
5010 · EMS	\$ 855,247	\$ 910,932	\$ 857,308	\$ 949,675	\$ 38,743	4.3%
5015 · Emergency Services	\$ 3,788,391	\$ 3,926,879	\$ 3,818,734	\$ 4,061,268	\$ 134,389	3.4%
5020 · Community Risk Management	\$ 240,312	\$ 272,754	\$ 272,754	\$ 278,104	\$ 5,350	2.0%
5025 · Support Services	\$ 49,275	\$ 57,276	\$ 57,276	\$ 60,131	\$ 2,855	5.0%
Total 5000 General Wages:	\$ 5,361,101	\$ 5,615,038	\$ 5,422,324	\$ 5,811,197	\$ 196,159	3.5%
5000 Continued: Additional Compensation						
5030 · Miscellaneous Compensation	\$ 18,475	\$ 23,200	\$ 23,879	\$ 34,529	\$ 11,329	48.8%
5035 · Longevity Compensation	\$ 56,077	\$ 108,798	\$ 103,290	\$ 123,405	\$ 14,607	13.4%
5050 · Holiday On-Call Compensation	\$ 216,106	\$ 227,755	\$ 220,689	\$ 236,047	\$ 8,292	3.6%
5070 · Program Manager Compensation	\$ 1,300	\$ 3,900	\$ 1,300	\$ 3,900	\$ -	0.0%
5085 · Coverage Compensation	\$ 350,625	\$ 319,461	\$ 414,721	\$ 330,836	\$ 11,375	3.6%
Total 5000 Additional Compensation:	\$ 642,584	\$ 683,114	\$ 763,878	\$ 728,717	\$ 45,603	6.7%
Grand Total General Wages:	\$ 6,003,684	\$ 6,298,152	\$ 6,186,202	\$ 6,539,914	\$ 241,762	3.8%
5100 Employer Taxes & Benefits						
5110 Employer Taxes						
5111 · Social Security Tax - Employer	\$ 83,860	\$ 103,222	\$ 93,746	\$ 107,891	\$ 4,669	4.5%
5112 · Medicare Tax - Employer	\$ 85,192	\$ 93,156	\$ 86,995	\$ 97,096	\$ 3,940	4.2%
5113 · AZ U/I & Job Training Tax	\$ 6,131	\$ 7,261	\$ 7,261	\$ 7,116	\$ (145)	-2.0%
5114 · Workers Compensation Insurance	\$ 138,248	\$ 155,060	\$ 170,371	\$ 153,211	\$ (1,849)	-1.2%
Total 5110 Employer Taxes:	\$ 313,431	\$ 358,699	\$ 358,373	\$ 365,314	\$ 6,615	1.8%
5120 Retirements						
5121 · PSPRS Retirement Contributions	\$ 797,905	\$ 904,887	\$ 901,261	\$ 987,296	\$ 82,409	9.1%
5122 · ASRS Retirement Contributions	\$ 147,158	\$ 184,831	\$ 172,443	\$ 200,917	\$ 16,086	8.7%
5123 · 401(a) Retirement Contributions	\$ 194,321	\$ 195,524	\$ 190,622	\$ 198,712	\$ 3,188	1.6%
Total 5120 Retirements:	\$ 1,139,385	\$ 1,285,242	\$ 1,264,327	\$ 1,386,925	\$ 101,683	7.9%
5130 Benefit Insurance						
5131 · Health Insurance	\$ 1,023,051	\$ 1,128,677	\$ 1,070,603	\$ 1,156,890	\$ 28,213	2.5%
5132 · Dental Insurance	\$ 81,761	\$ 91,723	\$ 86,149	\$ 91,723	\$ -	0.0%
5133 · Life/AD&D Insurance	\$ 12,976	\$ 13,580	\$ 13,580	\$ 13,797	\$ 217	1.6%
5134 · PSPRS Cancer Insurance	\$ -	\$ 3,900	\$ 2,500	\$ 2,600	\$ (1,300)	-33.3%
5135 · Post Employment Health Plan	\$ 60,068	\$ 63,272	\$ 63,272	\$ 65,915	\$ 2,643	4.2%
5136 · MERP Retiree Med Reimbursemnt	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ -	0.0%
5137 · Long Term Disability	\$ 16,963	\$ 18,015	\$ 18,015	\$ 18,686	\$ 671	3.7%
5138 · Flexible Spending Account	\$ 417	\$ 695	\$ 182	\$ -	\$ (695)	-100.0%
5139 · Vision Insurance	\$ 4,759	\$ 5,107	\$ 5,107	\$ 5,107	\$ -	0.0%
Total 5130 Benefit Insurance:	\$ 1,204,195	\$ 1,329,169	\$ 1,263,608	\$ 1,358,918	\$ 29,749	2.2%
5140 Operational Allowances						
5141 · Sick Leave Buy Back	\$ 86,707	\$ 45,760	\$ 45,760	\$ 76,123	\$ 30,363	66.4%
5142 · Uniform Allowance	\$ 62,404	\$ 65,950	\$ 62,900	\$ 65,167	\$ (783)	-1.2%
5143 · Cell Phone Allowance	\$ 9,926	\$ 11,596	\$ 11,048	\$ 12,168	\$ 572	4.9%
Total 5140 Operational Allowances:	\$ 159,037	\$ 123,306	\$ 119,708	\$ 153,458	\$ 30,152	24.5%
Total Benefits:	\$ 2,816,048	\$ 3,096,416	\$ 3,006,016	\$ 3,264,615	\$ 168,199	5.4%
Total Combined Wages & Benefits:	\$ 8,819,732	\$ 9,394,568	\$ 9,192,218	\$ 9,804,529	\$ 409,961	4.4%

The following bullet points provide detailed information regarding all accounts grouped in the 5000 General Wages and the 5100 Employer Taxes & Benefits sections of the previous table.

- **5005 Administrative:** These employees generally work a 40-hour work schedule. Salaries for the Fire Chief, Accounting Supervisor, Administrative Coordinator, and the Human Resource Generalist are supported here. Also included in this account are the hourly wages for the Account Clerk and the Administrative Assistant position.
- **5010 EMS:** This account encompasses Emergency Medical Service personnel including the ranks of Emergency Medical Technician (EMT) and Paramedic. They are considered Shift Non-Sworn employees who staff District ambulances and who currently work one 48-hour tour of duty consisting of two 24-hour back-to-back shifts beginning every fourth day generating an average of a 56-hour work week. Under the Fair Labor Standards Act, this requires 16 hours of mandatory overtime each work week which is accounted for in this budget item. This class also includes salary funding for the EMS Coordinator who is assigned to a 40-hour work week schedule.
- **5015 Emergency Services:** The ranks of Captain, Engineer, and Firefighter are included in this line item. The majority of the personnel included are classified as Shift-Sworn Employees who work one 48-hour tour of duty consisting of two 24-hour back-to-back shifts beginning every fourth day generating an average work week of 56 hours. However, these employees fall under a special Fair Labor Standards Act 7(k) Exemption which determines that these personnel receive only three (3) hours of mandatory overtime for each 56-hour work week which is accounted for in this budget item. Shift-Sworn Certified Emergency Paramedics (CEP) in this employee class receive a CEP Stipend of \$2.35 per hour. One full-time firefighter/paramedic utilized for supporting the HALO program is also included in this area. HALO personnel receive Specialty Pay for HALO participation of \$1.72 per hour for hours specifically associated with the HALO Program. All expenditures associated with this employee, including the Specialty Pay, are off-set by the HALO revenues received. One (1) Assistant Chief and three (3) Battalion Chiefs' salaries are also funded through this account.
- **5020 Community Risk Management:** Employees in this account generally work a 40-hour work week schedule. Budgeted funds cover the salaries of one (1) Assistant Chief and (1) Fire Marshal. Also included are the hourly wages of the Community Outreach Specialist. The Information Technology Specialist is currently authorized as a contract position under the District's Staffing Plan and may be funded as a full-time employee at some point in the future and would then be budgeted in this account.
- **5025 Support Services:** This account funds the salary of the Support Services Coordinator who works a 40-hour work week schedule. Previously it also funded

hourly wages for a Support Services Technician. This position remained vacant during the last three fiscal years as a result of economic conditions, revised policies and procedures associated with apparatus and facilities maintenance, and the outsourcing of more maintenance than in previous years. The position of Support Services Technician has been replaced with a Facilities Management Program Manager position which is generally filled by an hourly employee from another division and compensated through a combination of overtime and Program Manager Pay.

- **5030 Miscellaneous Compensation:** This line item funds miscellaneous compensation items such as vehicle allowance, various stipends and Out-of-Class Assignment Compensation. Out-of-Class Assignment Compensation, termed “Move-Up Pay”, is currently earned on a per shift basis after the completion of an initial 120 non-consecutive hours of working in an Out-of-Class capacity. Hours are accumulated on an annual basis and are carried over from previous years until the minimum requirement is met. An Out-of-Class Assignment is defined as an employee temporarily working in a position of higher rank/responsibility, i.e: an Engineer who must temporarily work in the position of Captain. Employees may only work in this higher ranking capacity if they meet District defined minimum requirements for the higher ranking position. Currently, employees receive this structured stipend for each full 24-hour shift worked under Out-of-Class assignment guidelines after completing a minimum of 120 non-consecutive Out-of-Class hours.
- **5035 Longevity Compensation:** This program was designed to encourage long-term employment with the Fire District by providing added compensation for tenured employees based on specific policy guidelines. This program, as well as a competitive wage and benefit package, has proven instrumental in helping to slow the trend of excessive and costly employee turnover. The program is designed to reward employee loyalty to the District and has become commonplace in fire departments across the valley.

More than 50% of the District’s employees have reached the top step of the wage scale and a majority of them have been there for two or more years. The District has not authorized COLA adjustments in the last 5 fiscal years, including FY 2013/2014. Along with inflationary changes, employee retirement and health insurance premium contributions have increased each and every year. Therefore, the Longevity Pay Program continues to be a valuable incentive program promoting continued loyalty of tenured employees.

Longevity compensation is incremental based on years of service and ranges from 0.5% to a maximum of 5% for an employee with 25 plus years of service. The program begins after an individual has completed seven years of service.

- 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.
- 5070 Program Manager Compensation:** This program compensates the Emergency Medical Services (EMS) Supplies, Health & Fitness and Station Supplies/Facilities Maintenance Program Managers for additional specialized duties above and beyond their normal job requirements. These program managers require an in-depth knowledge of their specific programs in order to effectively ensure certain District requirements are adhered to on a daily basis. No changes have been instituted for this account.
- 5085 Coverage Compensation:** This is a difficult area in which to project budgeted funding. Many unknown circumstances contribute to this expenditure area which can greatly impact the outcome of this budgetary item over the course of the fiscal year. Funds provide for the maintenance of required manpower to effectively meet the needs of the property owners in an emergency response and also to comply with local, state and federal standards. Unforeseen events or illnesses, mandatory state and federal training compliance requirements, unplanned personnel vacancies, or large scale incidents all affect this expenditure. While the District attempts to ensure that there will always be personnel available to cover these gaps in the daily schedule, personnel may be required to provide services during their normal 'off-duty' hours. Federal law mandates that these hours be compensated at a rate of one and one half times an employee's normal hourly wage. Due to the District having a number of staffing vacancies as compared to previous years, thus requiring additional overtime hours for existing employees; an over-expenditure for this account largely due to several vacant positions is expected for FY 2012/2013. A conservative increase was budgeted for FY 2013/2014.
- 5111 Social Security Tax:** The District is required to comply with certain federal, state and local government regulations and statutes which outline specific budgetary requirements. Although the District is required to pay the usual employer taxes, it does receive some exemptions, i.e., shift-sworn emergency services employees are exempt from Social Security due to their required inclusion in the Arizona Public Safety Personnel Retirement System (PSPRS). The District is required to pay a 6.2% tax on all wages paid to employees who are eligible to be covered under Social Security. This currently represents less than half of the District's employees. The District has projected an increase in this account as a result of merit increases and the replacement of the retired Assistant Chief's



position (formerly a PSPRS participant) with an employee who is mandated to be covered by Social Security. Eligible employees are also mandated to pay a portion of their wages into the Social Security system. It is important to note a recent ruling by the Arizona State Retirement System (ASRS) regarding PSPRS annuitant employees. This ruling states that any employee who is a PSPRS annuitant, meaning they have previously participated in and retired from PSPRS, may not participate in ASRS. Therefore, they are not covered by the District's Section 218 Agreement with the Social Security Administration and are not covered under Social Security. The District currently has two senior employees who are legislatively excluded from both ASRS and PSPRS.

- **5112 Medicare Tax:** The District is required to pay a 1.45% tax on all wages paid to all employees. Employees are also mandated to pay an equivalent portion of their wages for this tax.



- **5113 AZ Unemployment & Job Training Tax:** All Arizona employers are required to pay unemployment and job training taxes on the first \$7,000 of gross wages each employee earns per calendar year. The District received a tax rate of 0.49% for this tax last fiscal year and it is estimated that the rate will increase to 0.60% for FY 2013/2014 based on historical trends. In addition, a 0.10% tax is paid on the same wages for the Arizona Job Training Program. Effective January 2011, the State of Arizona began assessing a Special Assessment Tax in the amount of 0.50% of the first \$7,000 in employee wages. In the past several years, the District has had minimal claims for unemployment benefits paid out on its behalf which assists in maintaining a reduced percentage for this tax.



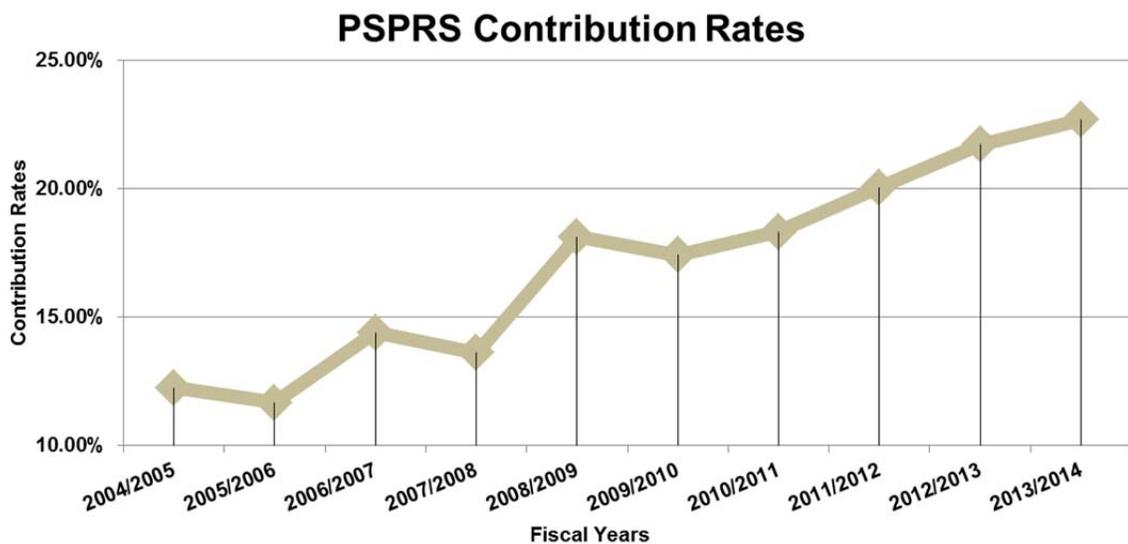
- **5114 Worker's Compensation Insurance:** District employees experience potentially life threatening or bodily injury situations on a daily basis. This risk to their lives and livelihoods is greater than for an average private sector employee. This increased risk typically results in higher annual premiums for Worker's Compensation Insurance. Premium rates are differentiated between each Worker's Compensation Class and can change from year-to-year based on industry trends. The District focuses on safety both in the field and in its facilities which has resulted in reduced instances of reportable injuries. This aids the District in maintaining a steady and more predictable premium.



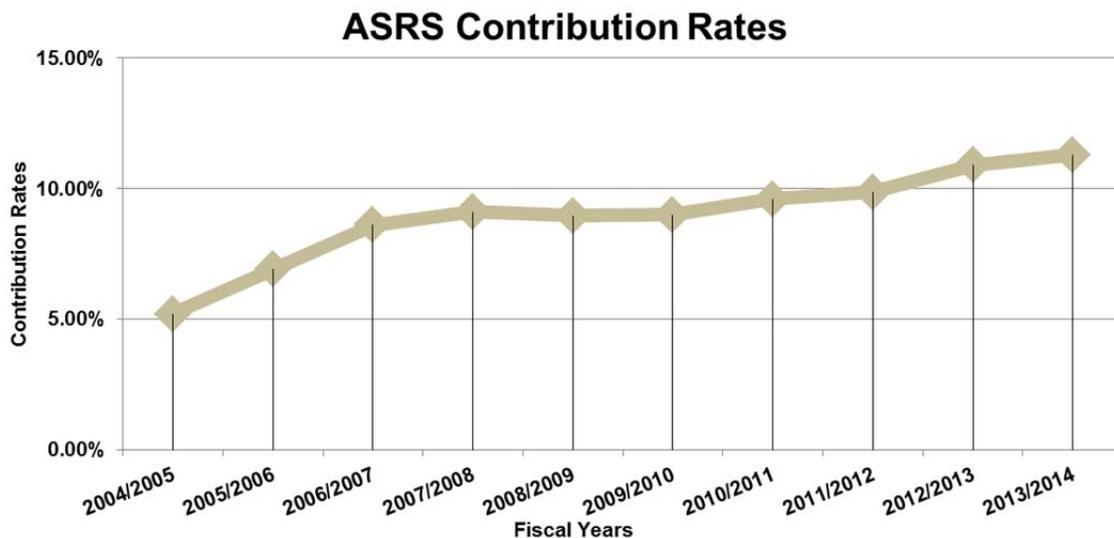
The National Council on Compensation Insurance (NCCI) organization recommends what workers' compensation insurance rates should be to state insurance departments nationwide. In 2012 NCCI conducted a thorough review of its classification for firefighters, recognizing the dangers of the job and the risks firefighters take. Once the NCCI made its analysis, the base premium rate it determined for firefighters was provided to the Arizona Department of Insurance, which approved the recommended 22.4% increase beginning January 1, 2013. The District initially expected a significant increase in Worker's Compensation

Insurance for Fiscal Year 2013/2014. Fortunately, the District's commitment to employee health, wellness, and focused safety measures resulted in a significant decrease in employee work related injuries. As a result, the District's Experience Modifier (e-mod), which compares the performance of a particular employer to the average of all employers in similar businesses, decreased by 26.6%. The District's new e-mod of 69.0% will save approximately \$54,950.

- 5121 PSPRS Retirement:** The District's sworn or firefighting employees are mandated to participate in the Arizona Public Safety Personnel Retirement System (PSPRS). The annual actuarial produced by the PSPRS has determined the District's required contribution rate for FY 2013/2014 year is 22.69% of wages paid to all eligible employees which is a 0.96% increase over the FY 2012/2013 contribution rate of 21.73%. Participating employees are also mandated to pay a designated portion of their wages, established by statute, to the PSPRS. The participant (employee) contribution rate was impacted by legislative changes that became effective July 1, 2011 and has been increased for the coming fiscal year from 9.55% to 10.35%. The employee contribution rate is anticipated to increase incrementally over the next several years until it reaches a maximum participant contribution rate of 11.65% during FY 2015/2016. After FY 2015/2016, the rates will be actuarially determined annually based on funding requirements. Additionally, changes in state statute now mandate that the District must pay an actuarially established contribution rate on all wages paid to PSPRS annuitants who have been re-hired into a PSPRS position. The District has two senior employees that fit this criterion. The PSPRS FY 2013/2014 contribution rate for PSPRS annuitants is 17.07% compared to the previous year's rate of 14.57%. As a result of the increase in the PSPRS rate and the annuitant's requirement, this account experienced a 9.0% increase in necessary funding.



- 5122 ASRS Retirement:** The District's non-sworn or non-firefighting personnel participate in the Arizona State Retirement System (ASRS). The annual actuarial produced by the ASRS has set the required combined employer/employee contribution rates for FY 2013/2014 at 22.60%. ASRS has a legislatively established employer/employee contribution percentage ratio of 50/50. Therefore, the budgeted contribution percentage for FY 2013/2014 has been calculated at 11.30% of wages paid to all eligible employees which represents a slight increase from the 10.9% rate of the prior fiscal year. Eligible participants (employees) are mandated to pay a portion of their wages to the ASRS. The employee contribution rate is equivalent to the District's contribution rates.



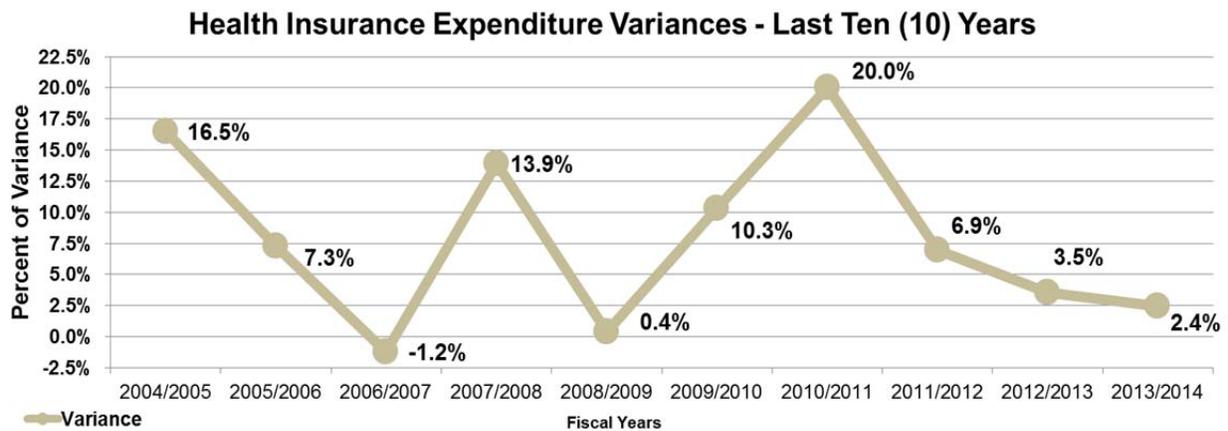
- 5123 401(a) Retirement:** This 401(a) a long-term personal retirement account designed to help provide additional retirement funds for District employees. This type of program is common in the fire service and is commonly referred to as a Deferred Compensation Program. The District currently funds the 401(a) account at a rate of 3.0% of wages paid per employee. Employees become 100% vested after five years of continuous service with the Fire District. Those employees that are not eligible to participate in the ASRS, PSPRS or Social Security retirement systems are provided an alternative retirement contribution. These employees receive the equivalent of the District's ASRS and Social Security contribution rates, less the PSPRS annuitant rate, as an in-kind contribution into their 401(a) accounts. This account has been slightly reduced as a result of the increase in the PSPRS annuitant rate as discussed previously.
- 5131 Health Insurance:** Health Insurance, including a prescription drug program, is provided as a benefit to the employees, eligible retirees and their dependents in accordance with industry standards. During FY 2011/2012 budget preparations, the District switched medical insurance providers and began offering two medical insurance options for employees and eligible retirees. The

first option was the CIGNA Open Access Plus (OAP) Plan which was very similar to the District's previous Preferred Provider Organization (PPO) Plan. The second option was the CIGNA Choice Fund Health Savings Account (HSA) Plan.

The HSA plan is a form of consumer directed health coverage pairing a high-deductible health plan with a tax-free savings account for medical expenses. HSA's are ultimately designed to reduce healthcare insurance costs for employers and employees by motivating better health care purchasing decisions. The underlying concept is that people make smarter financial choices when they're expending their own funds. Consequently, claims will be smaller and renewals will be less. HSA accounts are managed by the participant and any unexpended funds carry forward from year-to-year with no penalty and are available to offset future health insurance costs.

For the FY 2013/2014, Cigna initially proposed a 31.5% increase over last year's premium costs for both the OAP and HSA plans. After negotiations, Cigna reduced their proposed increase to 18.97% but was unwilling to reduce the premium renewal any further. After researching other available market options, the District is once again proposing a change in insurance carriers. A plan offered by Blue Cross/Blue Shield is the most economical and beneficial option. While the plan does include changes such as increased deductibles and decreases in prescription drug benefits, the District's costs are only increased by approximately 2.5% over the current fiscal year's expenditures.

Health insurance premiums for full-time employees will continue to be covered by the District for either medical insurance option. Premiums for dependent coverage will be shared between the employee (20% for HSA and 30% for PPO) and the District (80% for HSA and 70% for PPO). The District will also make a contribution for health-related expenses to the HSA account of full-time employees participating in the high deductible health plan. The cost of this contribution is largely offset by the premium savings for HSA participants and will be reviewed and revised each plan year as necessary. In an attempt to reduce the premium increase trend, employees and their covered spouses will continue to be encouraged to participate in certain health and wellness related programs. Employees who are tobacco users will be assessed an additional 5%, (25% of the premium for HSA employees with dependents, 35% for PPO employees with dependents and 5% for employee only participants) of the monthly premiums. The District's HSA contributions for FY 2013/2014 have been established at \$1,850 for Employee Only participants and \$3,700 for Employees with dependents. Although the District's HSA contributions are increasing, single participants will still be responsible for an additional \$750 and participants with dependents are responsible for an additional \$1,500 in deductibles. PPO participants will be responsible for \$1,000 and \$2,000 in deductibles respectively, plus additional plan co-pays.



The Fire District will continue researching methods to reduce health insurance costs. As depicted in the graph above, over the last ten years, the District has experienced significant health insurance expenditures fluctuations. However, transitioning to a Consumer Driven High Deductible Health Insurance Plan (CDHDP) or HSA still appears to be the best direction for the District. Health insurance costs are beginning to level off and the percent of increase is considerably dropping. Despite the costs associated with contributing to the HSA accounts, over-all costs are minimized and the employees are sharing more in the health insurance burden. The District has modified the method in which HSA contributions are made. Fifty percent of the contribution will be issued during the first pay period in July and the balance will be issued during the first pay period in January.

The revised contribution schedule limits the District's potential for lost contributions and encourages accelerated funding of HSA accounts by participants. Employees can take control of their health insurance and plan their Health Savings Account (HSA) contribution requirements over the course of an entire year. Employees will be able to plan for future contribution needs as well by contributing up to the maximum allowable annual contribution under IRS regulations (2013 Maximums: \$3,250 for individuals and \$6,450 for families).

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

- 5132 Dental Insurance:** Dental insurance is provided as a benefit to the employees and their dependents in accordance with industry standards. Premiums for employees are covered by the District while premiums for dependent coverage are shared between the employee and the District. Previously, the Fire District Governing Board chose to stabilize the annual employee dental premium amounts. To alleviate the issues involved with annual premium increases and to create more support from employees ("if you abuse it,

it will cost you more in future premium increases”); the decision was made to adopt an annual 80/20 premium payment arrangement for dependent coverage under dental insurance.

Fire District employees are currently covered through Cigna Dental. Cigna proposed no changes in the premiums for FY 2013/2014. However, bids were requested from other dental insurance providers. Several other vendors provided comparable coverage plans with similar renewal rates. MetLife Dental offered a two year rate guarantee at no increase in premiums if the District would return to them as a provider. As a result, the District agreed to accept the plan offered by MetLife Dental.

- **5133 Life Insurance:** Life insurance is provided to each employee with a benefit equal to one and one half times their annual salary, up to the maximum value of \$100,000. Effective July 1, 2011, the District entered into a three-year contract with The Standard Insurance Company, which included a rate guarantee that maintains the current premiums for the term of the agreement which will not expire until June 30, 2014.

- **5134 PSPRS Cancer Insurance:** This benefit is provided to Arizona Public Safety Personnel Retirement System (PSPRS) participants and is funded through and provided by PSPRS. The District does not have an option to discontinue this insurance as it is mandated by Arizona State statutes. Participants become eligible to utilize this benefit from their first day of inclusion under PSPRS. This account funds the required coverage of both the active PSPRS participants and those participants currently enrolled in the PSPRS Deferred Retirement Option Plan (DROP). In FY 2012/2013, the annual premiums were \$75 per participant and are anticipated to drop to \$50 per participant for FY 2013/2014 although it will not be finalized until after adoption of this budget.



- **5135 Post Employment Health Plan (PEHP):** This employee benefit plan is designed to allow the Fire District to invest funds into a Post-Employment Health Plan (PEHP) under Internal Revenue Code Section 501(c)(9) VEBA. These funds provide for the payment of post-employment qualified medical premiums that employees will incur upon separation from District service. This program was established in July 2007 to replace the Medical Expense Reimbursement Plan (MERP) previously sponsored by the District. The PEHP benefit is currently funded at a rate of 1.0% of wages paid per employee. Effective July 1, 2012, District employees who participate in the Health Savings Account (HSA) Health Insurance Program can choose to divert these employer contributions into their HSA accounts. This will not change the percentage of funding paid by the District. It will provide an additional option to assist employees in funding these accounts for current and future medical expenditures. Unspent funds within the employee's HSA account can be carried forward from year-to-year and utilized for future medical expenses in the same method as the PEHP.

- 5136 MERP Retiree Medical Reimbursement (MERP):** The Medical Expense Reimbursement Plan (MERP) became effective July 1, 1999. It was revised by Board Resolution # 7212005 (July, 2005) to disallow any new participants after July 1, 2007. This program reimburses PSPRS or ASRS eligible retirees \$50 per month, not to exceed \$600 annually, for any medical expenses they incur and is issued in January of each year. This benefit terminates when the retiree becomes Medicare eligible. This program currently supports seven District retirees and will be gradually eliminated as each eligible retiree reaches Medicare eligibility age. The last employee eligibility will expire in FY 2022/2023. This program was replaced in 2007 by the PEHP.
- 5137 Long Term Disability (LTD):** This benefit is provided through two different entities: Arizona State Retirement System (ASRS) and The Standard Insurance Company. This fiscal year, ASRS mandates that the required contribution be 0.48%, divided 50/50 between both the employer and the employee. This expenditure is budgeted using a premium rate of 0.24% of each participant's wages annually to provide for Long Term Disability for ASRS participants. Participants become eligible to utilize this benefit from the first day of their enrollment into ASRS. Because Public Safety Personnel Retirement System (PSPRS) participants do not receive this benefit through PSPRS, the District contracts with a vendor to provide a comparable benefit to that of ASRS participants. Effective July 1, 2011, the District entered into a three-year contract with the Standard Insurance Company to maintain the current premium rates through June 30, 2014.


- 5138 Flexible Spending Account (FSA):** A Flexible Spending Account (FSA) is a tax-advantaged financial account administered through the District's cafeteria plan. An FSA allows an employee to allot a portion of his or her earnings, up to \$2,500 annually, to pay for qualified expenses as established under the cafeteria plan. The migration of a majority of employees to the HDHP/HSA program left only two participants in the FSA system. Due to the transition from Cigna to BCBS which would result in initiation and increased management fees, this program is no longer cost effective and is being discontinued effective July 1, 2013.
- 5139 Vision Insurance:** This account funds vision insurance benefits for the employees of the District. Employees may elect additional coverage for their dependents but must currently pay 100% of these dependent costs. Effective July 1, 2011, the District entered into a multi-year contract with EyeMed Vision Care to provide this benefit with no increase in premium costs for the duration of the agreement ending June 30, 2015. No funding changes are proposed for FY 2013/2014.

- **5141 Sick Leave Buy Back:** In accordance with the District's Sick Leave Buy-Back / Pay-Out Policy, employees who meet the policy requirements are eligible to sell back sick leave hours accumulated above an established minimum requirement. Employees who are eligible to participate in this program may sell back sick leave hours at a rate of two (2) days/shifts in exchange for one (1) day/shift (.50 cents on the dollar) at their normal hourly wage. This program was created in an effort to reduce future District liability funding requirements. Employees decrease their sick leave accumulation at current hourly wages rather than continuing to accumulate hours. An additional benefit to the District is the reduction in sick leave usage experienced as a result of this program. Funding for this expenditure is calculated based on projected usage by District employees. Employees who plan to participate in this program during the next fiscal year are required to notify the Financial Services Division by March 1. This account experienced an increase as a result of tenured employees' requests to reduce their accumulated sick leave balances under this policy for the coming fiscal year and the anticipated retirement of a District Captain in February of 2014.

As previously discussed, the District introduced a new Leave Management Policy effective July 1, 2012. The Paid Time Off (PTO) program applies to all employees hired after July 1, 2012 and phases out Sick / Vacation Leave. This program will ultimately greatly reduce the District's liability associated with the previous accumulation of sick leave balances. In an effort to identify and ensure available funding for the current and future Sick/Vacation leave "buy back" liabilities, the District introduced a policy to allot the necessary funds to satisfy this liability. These funds are classified as Committed Funds within the General Fund Balance and identified as the Employee Benefit Liability Account (EBLA). Once it is fully funded, the District anticipates that the EBLA, coupled with the new PTO policy, will generate long-term self-sustainability through a combination of interest earnings and employee attrition. The new policy and transfers from the EBLA are expected to off-set the annual expenditures associated with the District's Compensated Absences and Sick Leave Buy-Back liabilities.

- **5142 Uniform Allowance:** The District's Uniform Allowance Policy directly governs the funds in this account. In order to ensure that employees maintain a professional appearance and comply with safety standards, the District requires that its employees wear uniforms as outlined in its policies. In order to mandate uniform standard compliance, each employee is provided an annual uniform allowance which is added to the employee's compensation as taxable income. All employees who interact in the field, with the exception of some members of the Administrative Staff, receive this taxable benefit. Changes in this account were very minimal and are related to the pro-ration of the uniform allowance for a retiring employee.

- **5143 Cell Phone Allowance:** Key employees, who are required to be accessible 24 hours a day, are required to sign contracts and provide proof of continued cellular service ensuring accessibility. In return, these individuals are paid a per pay period allowance to maintain this service requirement. The filling of vacancies in positions qualifying for this allowance during the previous fiscal year contributed to the increase in this account for FY 2013/2014.

Accounting and Professional Services Overview

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

Financial Services Division Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5305 · Accounting	\$ 12,926	\$ 16,850	\$ 13,000	\$ 18,850	\$ 2,000	11.9%
5310 · Bank Service Charges	\$ 10,692	\$ 15,000	\$ 11,100	\$ 16,400	\$ 1,400	9.3%
5315 · Payroll Processing	\$ 542	\$ 1,200	\$ 600	\$ 1,200	\$ -	0.0%
5320 · Ambulance Billing	\$ 126,019	\$ 142,811	\$ 143,253	\$ 155,756	\$ 12,945	9.1%
5505 · Memberships & Dues	\$ 6,717	\$ 8,345	\$ 8,300	\$ 9,048	\$ 703	8.4%
5510 · Professional Subscriptions	\$ 2,824	\$ 3,096	\$ 3,000	\$ 2,781	\$ (315)	-10.2%
5595 · Contingency	\$ 8,045	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	0.0%
Total Financial Services Division:	\$ 167,765	\$ 537,302	\$ 529,253	\$ 554,035	\$ 16,733	3.1%

- **5305 Accounting:** State statute requires the District to hire an outside independent Certified Public Accountant (CPA) to provide a complete audit of all District financial information on an annual basis. This line item is managed by the Financial Services Division and allows funding for the annual audit process as well as for occasional consultation with a Certified Public Accountant for audit preparations and other financial matters that arise during the fiscal year. The District produces a Comprehensive Annual Financial Report (CAFR) each fiscal year. This document takes the place of the previous Basic Financial Statements and provides the public, and District creditors, with the broadest possible picture of the District's financial status. It is the intent of the District to continue production of this in-depth financial report. Some of the projected increases in this account are associated with the additional CPA hours required in auditing the CAFR and changes in auditing requirements. There is also funding for participation in the Government Finance Officers Association (GFOA) Budget and CAFR Award Programs. The contract with the previous Auditing firm has expired and the District has solicited bids from multiple CPA firms around the

state to determine the expenditures for Fiscal Year Ending June 30, 2013 Audit and CAFR compilation.

- 5310 Bank Service Charges:** In previous years, the District was able to avoid banking service charges through the use of balance credits applied against banking service fees. As a result of the economic downturn and the consequent reduction in interest rates; the District is no longer receiving enough balance credits to offset these costs. Therefore, the District revised this account and its associated expenditures. As interest rates increase, these fees may be reduced or eliminated. Until that time, the budget for this account will be maintained.
- 5315 Payroll Processing:** Internal payroll processing was implemented on January 1, 2007, and has been extremely successful. This account funds the expenditures required for payroll processing. The requirements include periodic tax table updates through the accounting software, tax form requirements for federal and state reporting, and miscellaneous supplies. This program is managed by the District's Financial Services Division personnel.
- 5320 Ambulance Billing:** The contract with Mediclaim Data Services (MDS), the District's ambulance transport billing service provider, is managed by the Financial Services Division. The MDS contract was renewed effective July 1, 2012, for a five year term and is due to expire on June 30, 2017. This contract provides ambulance billing services for a rate of 9.25% (previously 9.5%) of net ambulance revenues collected by MDS and is calculated based on the estimated ambulance revenues for FY 2013/2014. Should revenue collections either decrease or increase from the estimated budget amount, this expenditure account will be impacted accordingly.
- 5505 Memberships & Dues:** As a professional organization, the District has a responsibility to maintain specific memberships with organizations to ensure the continued education of its employees. Some of these memberships keep the District apprised of the ever-changing legal aspects of emergency service protocols and nuances. Other association dues keep the District current on local, state, and national issues; ensuring that District personnel have access to the most current industry information. Examples of these professional organizations include the Arizona Fire District Association (AFDA), the National Fire Protection Association (NFPA), the International Code Council (ICC), and the Government Financial Officer's Association (GFOA). This account was slightly increased as a result of increased fees for some of the District's professional memberships.



- **5510 Professional Subscriptions:** The Administrative office subscribes to local periodicals for community relations and historical and current events purposes. It also subscribes to nationally recognized professional materials which provide educational information for Emergency Medical Services personnel and code enforcement manuals utilized by staff on a regular basis. Decreases in this account are attributed to the cancellation of a subscription which the District acquired through an alternative method.
- **5595 Contingency:** The Contingency section of the District expenditures budget was established through Governing Board action to offset unforeseen expenses and revenue shortages during the fiscal year. Unanticipated expenses can arise at any time. Additionally, it is not uncommon for the District to end its fiscal year with a nearly 3% shortage in property tax revenue. Another area of potential revenue shortage is in ambulance transport revenues which can be attributed to a wide range of causes including Federal Medicare reimbursement changes or fewer transports than estimated during the budgeting process. This expenditure account also acts as an offset to the necessary capital projects annual funding requirements. Unexpended funds in this account are transferred directly to the Capital Projects Fund in support of future capital needs.

The Government Accounting, Auditing, and Financial Reporting (GAFR) Manual recommends a contingency fund of no less than 5-15% of the required General Fund operational expenditures. Currently, the Fire District's contingency allotment represents approximately 3% of these expenditures. Following the GAFR recommendations, the District's contingency fund should be incrementally increased, when possible, with the ultimate goal of maintaining the recommended minimums.

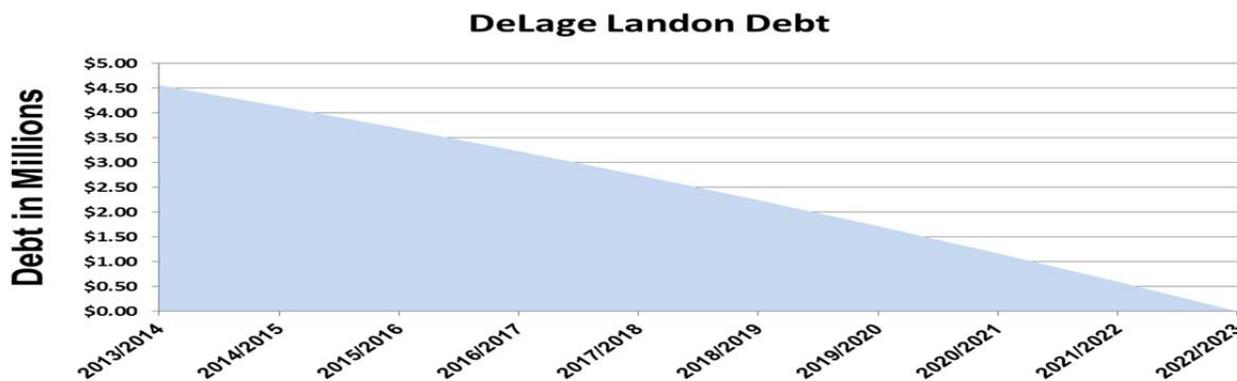
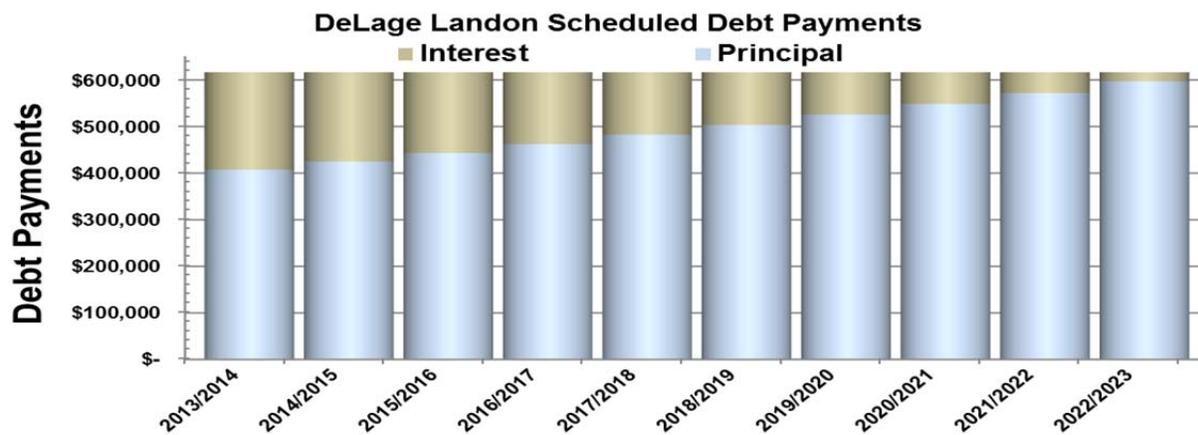
Debt Service Overview

Large-scale apparatus, specialized equipment, and facilities have always been immense expenses to fire districts and the taxpayers who support them. The District consistently looks for ways to decrease the impact of these major purchases to its property owners through alternative funding sources. The method of using alternative funding through lease/purchase spreads the costs of a capital asset over the actual useful service life of the asset. This method allows the asset to be paid for by the taxpayers who actually benefit from its use. Assets that are purchased using cash on hand accumulated from current taxes and current residents may not benefit those current taxpayers; instead benefitting future taxpayers. In the past, the Board of Directors has acquired lease/purchase proceeds to alleviate funding through increased tax levies for significant capital asset purchases. Utilizing General Obligation (GO) Bonds, lease/purchases, and other funding mechanisms provides the District with the ability to stretch tax dollars to maximize limited budgets. These alternative funding methods have been used by fire districts as well as other local governments throughout the years and remain a key element to stabilizing tax rate fluctuations.

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

The District historically has retired debt early when cash reserves have been adequate. During FY 2010/2011, the Board of Directors approved the decision to retire the Marquette Bank Lease/Purchase that was not scheduled to be fully satisfied until April of 2013. This debt had a principal balance of \$102,789.47 and accumulated interest of \$2,040.37, totaling \$104,829.84 at the time of the regularly scheduled April 2011 payment. Anticipated revenues over expenditures for the year were used to satisfy this indebtedness, saving the District an additional two years in debt service payments at an interest rate of 3.75%. This decision saved the District approximately \$4,200 in interest.

The District continues to manage its remaining debt. The District will have approximately \$5.0 million dollars of outstanding indebtedness at the end of FY 2012/2013. DeLage Landon is the holder of the District's remaining debt, which has a fixed interest rate of 4.3%. The annual principal and interest payments for this Lease/Purchase Agreement equate to roughly \$617,000 for FY 2013/2014 and remain at that level until the debt is fully retired in June of 2023. The District will continue to explore options for retiring debt early whenever feasible. Graphs of the remaining debt payments and reduced principal are displayed below.



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

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

Debt Service Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
7250 · DeLage Landon Principal	\$ 335,077	\$ 348,088	\$ 348,088	\$ 407,282	\$ 59,194	17.0%
7255 · DeLage Landon Interest Expend	\$ 237,949	\$ 224,938	\$ 224,938	\$ 209,340	\$ (15,598)	-6.9%
7290 · Capital Projects Funding (Deprc)	\$ 128,000	\$ 109,500	\$ 109,500	\$ 96,000	\$ (13,500)	-12.3%
Total Debt Service:	\$ 701,026	\$ 682,526	\$ 682,526	\$ 712,622	\$ 30,096	4.4%

- **7250 DeLage Landon Principal:** This account funds the current year's semi-annual principal payment expenditures. This Lease/Purchase Debt is scheduled to be fully retired in June 2023.
- **7255 DeLage Landon Interest:** This account funds the current year's semi-annual interest payment expenditures. The interest rate associated with this debt is fixed at 4.3% for the term of the debt.
- **7290 Capital Projects Funding (Depreciation):** This account allocates funding for the purchase and replacement of the District's depreciable capital assets including facilities, apparatus and other costly equipment. Calculations for this account are derived from the Capital Improvement Plan, which is found as a section within the District's 2012-2013 Revision of the 2011-2016 Business Plan.

Administrative Services Division

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

Board of Directors Overview

The Fire Chief is hired by the Board of Directors to manage the Fire District as a whole, including ensuring that all employees adhere to the Policy Manual as set forth by the Board and the Operations Manual which is developed and managed by the Fire Chief. These manuals guide and direct the employees of the District in providing the highest level of service and professional standards. The Fire Chief, the Administrative/Community Risk Management Division Assistant Chief and the Administrative Coordinator also have the task of ensuring the District's Board of Directors are advised of all pertinent and important issues so they may make informed decisions for their constituents. These personnel guide the District and Board in complying with the laws governing special districts and open meetings.

Board of Directors Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Board Members	5.0	5.0	5.0
Fire Chief	1.0	1.0	1.0
Assistant Chief	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0
Total Personnel Assigned	8.0	8.0	8.0

Board of Directors Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Board Workshops	11	12	12
Legally Mandated Board Meetings	12	12	12
Projected Public Hearings/Special Meetings	2	3	4
Board Policies Administered	89	89	89

Status of FY 2012/2013 Performance Goals & Objectives

- Continue to partake in monthly Public Board Workshops and Public Board Meetings, address public questions and comments, review and approve the District's Monthly Financial Reports and obtain statistics regarding the general operations of the Fire District – **Goal Accomplished**

- Continue to award special recognition for the District's customers, volunteers, residents, and employees who have attained certain service milestones and/or made significant contributions to the District and its residents – **Goal Accomplished**
- Continue the review and authorization of District expenditures, to be completed on a weekly basis by no less than two Board Members - **Goal Accomplished**
- Review and approve the District's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2012 – **Goal Accomplished**
- Continue to ensure that the District adheres to the expenditure limits established with the adoption of the FY 2012/2013 Annual Budget & Operational Plan – **Goal Accomplished**
- Provide direction and authorization of significant District expenditures associated with the District's Capital Improvement Plan (CIP) and/or contingency expenditures as defined in policy – **Goal Accomplished**
- Review and approve the 2011-2012 Revision of the District 2011-2016 Business Plan, to include the Capital Improvement Plan (CIP) – **Goal Accomplished**
- Review and Adopt the District's FY 2012/2013 Annual Budget & Operational Plan – **Goal Accomplished**
- Direct the administration, generation, and adoption of new Fire District Policy Manual Policies as necessary – **Goal Accomplished**
- Continue to keep informed of general and legislative issues that may impact the Fire District through the attendance of conferences such as the Arizona Fire District Association Conference offered twice per year – **Goal Accomplished**
- Call for a Fire Board election in November 2012 per state statute – **Goal Accomplished**
- Participate in the new Fire Board member orientation and update Fire Board Manuals as needed – **Goal Accomplished**

FY 2013/2014 Performance Goals & Objectives

- Continue to participate in monthly Public Board Workshops and Public Board Meetings, address public questions and comments, review and approve the District's Monthly Financial Reports and obtain statistics regarding the general operations of the Fire District.
- Continue to award special recognition for the District's customers, volunteers, residents, and employees who have attained certain service milestones and/or made significant contributions to the District and its residents.
- Continue the review and authorization of District expenditures, to be completed on a weekly basis by no less than two Board Members.
- Review and approve the District's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2013.
- Continue to ensure that the District adheres to the expenditure limits established with the adoption of the FY 2013/2014 Annual Budget & Operational Plan.
- Provide direction and authorization of significant District expenditures associated with the District's Capital Improvement Plan (CIP) and/or contingency expenditures as defined in policy.

- Review and approve the 2013/2014 Revision of the District 2011-2016 Business Plan, to include the 2014/2015 Capital Improvement Plan (CIP).
- Review and Adopt the District's FY 2014/2015 Annual Budget & Operational Plan
- Direct the administration, generation, and adoption of new Fire District Policy Manual Policies as necessary.
- Continue to keep informed of general and legislative issues that may impact the Fire District through the attendance of conferences such as the Arizona Fire District Association Conference offered twice per year.
- Update Fire Board Manuals as needed.

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

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

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

This section of the budget also contains items such as Board meeting and administrative expenses, and elections funding as necessary. Budget expenditures in this area may fluctuate dramatically between election years and non-election years. FY 2013/2014 is a non-election year.

Fire Board Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5330 · Election Expenditures	\$ -	\$ 13,000	\$ 11,925	\$ -	\$ (13,000)	-100.0%
6110 · Educational Expenditures	\$ 1,320	\$ 1,330	\$ 1,000	\$ 1,450	\$ 120	9.0%
6130 · Travel Expenditures	\$ 5,686	\$ 5,485	\$ 5,000	\$ 5,120	\$ (365)	-6.7%
5515 · Meeting Expenditures	\$ 1,328	\$ 850	\$ 997	\$ 850	\$ -	0.0%
Total Fire Board:	\$ 8,334	\$ 20,665	\$ 18,922	\$ 7,420	\$ (13,245)	-64.1%

- 5330 Election Expenditures:** The District is required by State statute to hold biennial elections for its board members. An election may be required in November 2014 of the FY 2014/2015 when there will be two (2) Board Members with completed terms. In years for which there are no Board seats due for re-election, no funding is allocated for this line item. Therefore, no election funding is included in the FY 2013/2014 Budget.
- 6110 Educational Expenditures:** This budgetary account provides funding for training conference registration for all five (5) Board members to attend both Arizona Fire District Association (AFDA) training conferences, plus any other potentially beneficial conferences that might arise throughout the fiscal year. The increase for this year reflects the rise in AFDA conference registration fees.
- 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. The reduction in this account reflects one of the seated Board member's decision to decline attending AFDA conferences.
- 5515 Meeting Expenditures:** This funding, which is derived from the overall District Outreach budgetary account (#5515), covers Fire Board meeting expenses and supplies. There is no change in this budgetary item.

Administrative Services Division Overview

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

assigned to the Administrative Services Division including the administration and development of the District's Core Documents and other assignments as necessary (accreditation, intranet policy and operational manuals, etc.).

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

Strategic Priority #2: Financial Sustainability

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

Strategic Priority #4: Personnel Development

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

Administrative Services Division Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Assistant Chief	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	1.0
Human Resource Generalist	0.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Total Personnel Assigned	3.0	4.0	4.0

Administrative Services Division Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Human Resources			
Employees Supported	80	79	82
Volunteers Supported	52	47	55
Retirements and Departures Processed	3	1	1
New Employees Hired and Orientated	6	1	TBD
Workers Compensation Claims Processed	3	6	TBD
Employee Benefit Fairs Conducted	3	2	3
Recruitment Events	1	0	TBD
Special Projects			
Grant Applications Submitted/Value	3/\$36,850	3/\$347,000	TBD
Grant Awards Received/Value	0/\$0	0/\$0	TBD
Special Projects Managed*/**	7	2	2

Status of FY 2012/2013 Performance Goals & Objectives

- Conduct orientation for all newly hired employees – **Goal Accomplished / Ongoing**
- Complete an employee wage and benefit study – **Goal Accomplished**

- Continue to update and distribute new policies and procedures as necessary – **Goal Accomplished / Ongoing**
- Continue to enhance the content of District quarterly newsletters – **Goal Accomplished / Ongoing**
- 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 / Ongoing**
- Maintain computerized performance appraisal instrument – **Goal Accomplished / Ongoing**
- Continue to work towards a paperless office environment – **Goal Accomplished / Ongoing**
- Continue to manage District's recycling program – **Goal Accomplished / Ongoing**
- Complete renewable Energy System Project components – **Goal Accomplished**
- Research appliances due for replacement and purchase Energy Star appliances when possible – **Ongoing**
- Finalize transition to Document Locator (workflow/records management software) – **Ongoing**
- Identify additional items to be scanned that could enhance efficiency and storage reduction – **Ongoing**
- Increase viability and spectrum of District Data Management – **Ongoing**
- Enhance the Support Services Division data management systems – **Ongoing**
- Complete annual review and revision of District Business Plan – **Goal Accomplished / Ongoing**
- Continue to research potential grant opportunities and seek alternative grant revenue to enhance District funding – **Goal Accomplished / Ongoing**
- Continue to maintain the intranet Fire District Forms Catalog, Policy and Operations Manuals for personnel use – **Goal Accomplished / Ongoing**
- Manage District responsibilities for 2012 Fire Board election per state statute – **Goal Accomplished**
- Continue to explore possible program partnerships/functional consolidation or mergers, present any results to the Fire Board, implement results as appropriate – **Ongoing**
- Complete Accreditation Annual Compliance Reports (ACR) – **Goal Accomplished / Ongoing**
- Complete annual review of District Policies and Standard Operating Procedures – **Goal Accomplished / Ongoing**
- Monitor Legislative issues that affect Fire Districts – **Goal Accomplished / Ongoing**

FY 2013/2014 Performance Goals & Objectives

- Conduct orientation for all newly hired employees.
- Complete an Employee Classification and Compensation Study.
- Continue to update and distribute new policies and procedures as necessary.
- Continue to enhance the content of District quarterly newsletters.
- Continue support for fire and medical information programs as well as the links

from the Communications Center to the District's emergency management reporting system.

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

Administrative Services Expenditures

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

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

to administer local, state and federal employment laws; wages and salaries; employee and retiree healthcare benefits; the Deferred Compensation Program; and other areas essential to the management of the District's Human Resources including coordination and implementation of employee events, retirement programs, and additional recognition awards.

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

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

Administrative Services Division Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5210 · Facilities/Equipment Insurance	\$ 25,011	\$ 27,763	\$ 27,763	\$ 26,613	\$ (1,150)	-4.1%
5220 · Motor Vehicle Insurance	\$ 18,618	\$ 18,655	\$ 18,655	\$ 21,363	\$ 2,708	14.5%
5230 · Umbrella, Errors & Omissions	\$ 9,236	\$ 7,904	\$ 7,904	\$ 7,970	\$ 66	0.8%
5325 · Consulting Expenditures	\$ 8,450	\$ 16,450	\$ 8,000	\$ 16,450	\$ -	0.0%
5335 · Legal Expenditures	\$ 17,093	\$ 25,000	\$ 20,000	\$ 25,000	\$ -	0.0%
5515 · District Outreach	\$ 7,685	\$ 9,035	\$ 7,003	\$ 9,035	\$ -	0.0%
5520 · Office Supplies	\$ 6,740	\$ 12,000	\$ 9,850	\$ 11,000	\$ (1,000)	-8.3%
5525 · Office Equipment	\$ 8,505	\$ 7,000	\$ 7,000	\$ 6,000	\$ (1,000)	-14.3%
5530 · Postage & Delivery	\$ 3,809	\$ 3,100	\$ 2,700	\$ 2,929	\$ (171)	-5.5%
5535 · Publishing & Printing	\$ 1,608	\$ 4,850	\$ 4,850	\$ 5,340	\$ 490	10.1%
5540 · Copier Expenditures	\$ 1,551	\$ 2,572	\$ 2,550	\$ 2,789	\$ 217	8.4%
5555 · Hiring, Testing & Recruitment	\$ 3,902	\$ 9,755	\$ 550	\$ 9,755	\$ -	0.0%
5590 · Accreditation	\$ 2,275	\$ 2,500	\$ 2,500	\$ 16,100	\$ 13,600	544.0%
5610 · Duty Uniforms	\$ 3,854	\$ 6,050	\$ 5,200	\$ 6,050	\$ -	0.0%
Total Administrative Services:	\$ 118,337	\$ 152,634	\$ 124,525	\$ 166,394	\$ 13,760	9.0%

- **5210 Facilities / Equipment Insurance:** The District must ensure that its assets are protected to prevent any possible disruption in the services it provides to

District property owners. To provide this assurance, the District obtains insurance policies that will replace property as a result of damage, theft, or loss. This policy ensures 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. Cyber Liability and Crisis Management Expense Coverage was added to the District's Management Liability at no additional cost to the District. These coverage's are related to electronic information security. This line-item experienced a significant decrease for FY 2013/2014.

- **5220 Motor Vehicle Insurance:** This policy ensures that, in the event of an accident or loss, any apparatus belonging to the District will be replaced or repaired as quickly as possible and without a significant and unforeseen expense to the District. Increases are associated with industry rates as well as two new staff vehicles added to the District fleet during last fiscal year.
- **5230 Umbrella, Errors & Omissions:** The District also retains insurance coverage to protect against unforeseen or unidentified potential liabilities. This policy protects the District and its taxpayers against unknown threats of litigation that could potentially have a detrimental financial impact. Arizona Theft Recovery and a \$400,000 Annual Fidelity Bond are also contained in this expenditure item. Premiums are reflective of industry rates.
- **5325 Consulting:** These funds are used for professional consultant related research and guidance during the fiscal year. These consultants may provide the District with professional Human Resource guidance; in-depth feasibility studies; and the generation and coordination of mapping and response systems. The District is required to revise mapping systems and the electronic Computer Aided Dispatch (CAD) information as new streets and locations are added within its boundaries. This funding allows for these services to be accomplished and has been maintained for 2013/2014.
- **5335 Legal Expenditures:** This account encompasses any legal expenditure requirements that may arise during the fiscal year. The budget is estimated based on past usage and current circumstances associated with potential grants, annexations, pending agreements, etc. This line item has been maintained for FY 2013/2014.
- **5515 District Outreach:** This section of the budget is used for the recognition and appreciation of the Fire District's customers, volunteers, residents, and employees. This line item includes such items as funding for volunteer, citizen, and employee recognition events. Additionally, opportunities such as employee retirements and special recognition awards are purchased from this account. Other non-financial appreciation tokens and rewards include hams and turkeys for the on-duty crews during holidays. Current annual recognition items include the Firefighter of the Year Award and the Service Milestone Award Program.

Employee events are critical to providing and maintaining the “family support” atmosphere within the District. This expenditure account also allows for ongoing administrative and business meetings hosted by the District. These meetings include, but are not limited to, Valley Fire Consortium meetings, Westside Fire Chiefs meetings, District Budget meetings, District Strategic Planning meetings, etc. This item has been maintained for FY 2013/2014.

- **5520 Office Supplies:** This section is mainly comprised of items associated with the daily business operations of the administrative office and fire stations and includes miscellaneous office, clerical, filing, and paper supplies. A significant portion of the expenditures in this account are attributed to the purchase of toner and ink cartridges. The District continues to save external printing costs by the printing of some brochures and public safety information internally. In-house printing does contribute to usage of ink and toner. However, the purchase of the Konica-Minolta copier and the elimination of some older printers have reduced the costs of copying supplies. Therefore, expenditures in this account have been decreased for FY 2013/2014.
- **5525 Office Equipment:** These funds are used to provide basic office equipment for use by the District to facilitate operational requirements. This line item allocates funding for printers, fax machines, calculators, and small computer equipment such as mouse or keyboard replacement. This line item has been reduced this year due to the new equipment that was purchased in conjunction with last year’s Information Technology systems upgrade.
- **5530 Postage & Delivery:** This account provides the funding necessary to mail or ship materials as needed. This account also provides for the leasing of a postage meter to facilitate the allocation of postage. This account has been slightly decreased based on last year’s usage.
- **5535 Publishing & Printing:** The District is a professional organization and, as such, is required to produce published materials such as business cards, blood pressure cards, and informational and educational brochures that highlight information on safety concerns, injury prevention, etc. This expenditure has been increased as a result of rising production costs as well as printing needs related to upcoming projects such as the After Incident Response Cards.
- **5540 Copier Expenditures:** This account allows for the purchase of supplies and the quarterly maintenance contract for the District’s copy machines. It has been slightly increased due to the increase in usage experienced during the past fiscal year which has generated additional copy-count fees.
- **5555 Hiring, Testing, & Recruitment:** Funding in this area covers the new employee recruitment processes and allows the District to test potential candidates through extensive interview panels, written examinations, and pre-employment screenings. The District also includes funding for Promotional

Testing in this budget account. Promotional testing opportunities for Battalion Chief, Captain, and Engineer are typically offered biennially to establish a promotional list. The promotional testing process requires a written exam, a practical test, and an interview panel. During this fiscal year, the District is anticipating the completion of a Captain's promotional testing process. This budget account remains the same for the FY 2013/2014.

- 5590 Accreditation:** The funds associated under this account will allow the District to comply with the annual reporting criteria required to maintain the Center for Public Safety Excellence (CPSE) Accreditation. Initial exploration regarding Ambulance Services Accreditation through the Commission on Accreditation of Ambulance Services (CAAS) began with submission of a grant during FY 2012/2013 to assist with the costs associated with this program which was not awarded. Therefore, funding has been allocated to pursue CAAS Accreditation resulting in an increase in this account.
- 5610 Duty Uniforms:** This account provides uniforms for the administrative staff to assist with the mandate that all personnel present a professional appearance at all times. This account also sponsors funding for initial uniforms issued to any newly hired or promoted field personnel to enforce the District's professional operational appearance and safety standards.



Administrative Services Division Training

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

Administrative Services Division Training Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
6610 · Educational Expenditures	\$ 4,667	\$ 8,360	\$ 8,300	\$ 9,335	\$ 975	11.7%
6630 · Travel Expenditures	\$ 7,866	\$ 8,229	\$ 8,200	\$ 9,932	\$ 1,703	20.7%
Total Administrative Services Trng:	\$ 12,533	\$ 16,589	\$ 16,500	\$ 19,267	\$ 2,678	16.1%

- **6610 Educational Expenditures:** This funding allows for the Fire Chief, the Financial Services Division and the Administrative Services Division personnel to attend AFDA and other beneficial conferences, degree advancement courses, state and federally sponsored employer seminars, and retirement administration symposiums. Educational fees for the maintaining the Professional Human Resource Manager's (PHRM) Certification Program through the Society for Human Resource Management (SHRM) for the Human Resource Generalist, and the pursuit of a Bachelor's Degree in Accounting for the Accounting Supervisor are included in this account. Increases in this account reflect an additional Human Resource conference for the Human Resource Generalist, a Telestaff conference registration for the Financial Services Division, and a potential increase in AFDA Conference registration fees.
- **6630 Travel Expenditures:** This account allows for the per diem, lodgings, and travel expenditures that are associated with attending educational conferences and courses throughout the fiscal year. The most noteworthy of these is attendance at the Arizona Fire District Association Conference twice annually for designated members of the administrative staff. Increases in this account are related to the additional Human Resource and Telestaff conferences as well as a slight increase in the travel expense for the AFDA Conferences.



Community Risk Management Division

The Administrative/Community Risk Management Assistant Chief oversees the Community Risk Management Division, which is managed by the Fire Marshal with the support of the Community Outreach Specialist. It is planned to train some of the District's Fire Corps members to serve as part-time Fire Inspectors to also support this Division. This Division and its responsibilities will be detailed in the following pages of this document.

Community Risk Management Overview

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

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

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

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

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



As a part of this proactive and progressive planning, the District's Fire Corps Program was created to help coordinate volunteer activities that will make the District's communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threats of crime, terrorism, and disasters of all kinds. The Fire Corps Program builds on the successful efforts that are already in place in many organizations in the community to prevent crime and respond to emergencies. Programs that started through local innovation are the foundation for Fire Corps and this national approach to citizen participation in community safety. As a result of this valuable and highly effective program, the Fire District was awarded a Smoke Alarm grant totaling \$197,990 from the Federal Emergency Management Agency. These alarms included special adaptive alarms for the deaf/hard of hearing. Fire Corps volunteers have been instrumental in the installation of the alarms

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

The Citizen Corps Council serves as the umbrella that the "Are You Ready?" and Fire Corps Volunteer Programs fall under to better serve the community and target specific needs of Sun City West residents. The Fire District has long recognized the excellent resources available in the residents of the communities served by the Fire District. Many citizens possess obvious knowledge, talents, and specialized skills that would be invaluable in assisting the Fire District. The Fire Corps Volunteer Program was established to assist in the expansion of the Fire District's services to an increased number of residents as well as allowing the Fire District to implement new programs without adding additional paid personnel. The Fire District currently utilizes volunteer nurses for the



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

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

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

The Community Risk Management Division also manages the District's Information Technology Systems. This includes supporting the District's computer hardware and maintaining sophisticated software systems and operations to ensure proper data management. The information technology component of this Division is responsible for the District-wide integration and coordination of all technology applications; managing the District's wide area data network; work station computers; e-mail resources; District webpage; Global Information Systems (GIS) and data analysis; employee scheduling software (TeleStaff); and the District's data management systems. These data management systems include the Document Locator System, Target Safety, FireAdmin.com, FireHouse and Electronic Patient Care Reporting (ePCR) software systems which handle District records management, 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 vital to the District in the terms of grant acquisition, Accreditation accomplishment, and growth planning projections.

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

Strategic Priority #1: Community Outreach & Partnerships

- Strategic Component – Customer Service
 - Action Item 1.1 – Community Education & Relations
- Strategic Component – Citizen Health & Safety
 - Action Item 1.2 – Community Assistance Program

- Action Item 1.3 – Fire Prevention / Investigations
- Strategic Component – Collaborative Community Partnerships
 - Action Item 1.4 – Fire Corps Volunteer Program

Strategic Priority #3: Resource Development & Deployment

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

Strategic Priority #5: Infrastructure

- Strategic Component – Information Technology Utilization
 - Action Item 5.7 – Review & Enhance Internal Communication Mechanisms
 - Action Item 5.8 – Administration Paperless System
- Strategic Component – Repeatable & Accountable Organizational Processes
 - Action Item 5.10 – Data & Records Management



(Emergency preparedness presentation)

Community Risk Management (CRM) Division Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Full-Time Personnel			
Assistant Chief	1.0	1.0	1.0
Fire Marshal	0.0	1.0	1.0
Deputy Fire Marshal	1.0	0.0	0.0
Community Outreach Specialist	1.0	1.0	1.0
Information Technology Specialist	1.0	1.0	0.0
Total Full-Time CRM Personnel	4.0	4.0	3.0



(Fire extinguisher training with Fire Corps members)



(Various child safety seats used in Loaner Program)

Community Risk Management Division Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Community Risk Management Code Enforcement			
Fire Crew Inspections	117	100	200
Community Risk Management Staff Inspections	64	200	300
Inspections Not Completed within 30 Day Variance	0	0	0
Construction Inspections	42	55	50
Hazards Noted	82	120	TBD
Hazards Abated	82	120	TBD
Plans Reviewed	42	40	40
Plans Reviewed within 30 Day Goal	42	40	40
Consultations	35	30	30
Permits Issued	42	40	40
Fire Investigations			
Investigations Performed	5	5	5
Hours expended in investigation	50	50	50
Planning & Development			
Plat/Development Plan Reviews	0	0	1
Developer/Owner Consultations	2	2	1
Community Education / Relations			
News Releases & Articles	78	70	70
Public Education Presentations	65	54	60
Public Education Participants	1,792	966	1,000
Public Relations Events / Presentations	196	156	150
Event Presentation Participants	10,795	7,743	8,000
Public CCC/CPR/AED Training Participants	661	450	500
Child Safety Seat Installations	446	450	450
Lock Box Sales	671	500	600
Lock Box Installations	675	500	600
Lock Box Maintenance	91	50	50
Smoke Alarm Checks	1,080	850	950
Smoke Alarm Installations	3,037	2,500	1,500
Fire Corps Volunteer Coordination			
Fire Corps Volunteers	50	50	65
Fire Corps Volunteer Hours Provided to the District	4,763	4,000	6,000
Fire Corps Volunteer Training Hours	336	350	350
Information Technology			
Servers Supported	3	3	3
Desktop & Portable Computers Supported	56	60	60
Critical Software Packages Supported	24	27	27

FY 2012/2013 Performance Goals and Objectives

- Continue with promotional and educational programs for the community – **Goal Accomplished / Ongoing**
- Continue to explore new partnerships to assist in delivering our educational safety messages to the community – **Goal Accomplished / Ongoing**
- Continue to deliver the “Remembering When” educational program which includes senior fall and fire prevention as well as other components – **Goal Modified**
- Continue District field participation in Homeowner’s Association meetings, community service clubs, etc. – **Goal Accomplished / Ongoing**
- Finalize standardized written community education lesson plans for consistency in presentation – **Goal Accomplished / Ongoing**
- Finalize formalized evaluation instrument on type & quality of District presentations – **Goal Accomplished / Ongoing**
- Continue to coordinate Citizens Academies and Fire Corps Volunteer Program – **Goal Accomplished / Ongoing**
- Continue to research area Community Assistance Programs as well as potential community assistance partnerships – **Goal Accomplished / Ongoing**
- Continue to research and identify long term community assistance needs within the Fire District – **Goal Accomplished / Ongoing**
- Complete all priority inspections to reduce potential for life loss within a 30 day variance of their scheduled time – **Goal Accomplished / Ongoing**
- Complete all plan reviews and permit/user fee invoices within a 30 day period from the time received – **Goal Accomplished / Ongoing**
- Implement expanded inspection fee program – **Goal Accomplished**
- Maintain annual fire prevention/investigation training program for District fire and EMS crews - **Ongoing**
- Assist other Divisions with Material Safety Data Sheets (MSDS), pre-planning, and mapping/GIS requirements - **Ongoing**
- Maintain/update maps of neighboring jurisdictions – **Goal Accomplished / Ongoing**
- Evaluate access/egress capabilities in the newly annexed areas and work to improve any issues - **Ongoing**
- Continue to update records and forecast District growth related issues – **Goal Accomplished / Ongoing**
- Build & maintain relationships with developers from new and prospective annexation areas - **Ongoing**
- Assess projected District growth plans/potential – **Goal Accomplished / Ongoing**
- Promote District services to other areas not currently in the Fire District but considered to be in the Fire District planning area – **Goal Accomplished / Ongoing**
- Continue to research & assess alternative funding mechanisms for community education/services – **Goal Accomplished / Ongoing**
- Monitor and evaluate performance measures for existing and new District Community Risk Management programs – **Goal Accomplished / Ongoing**
- Explore the development of a community electronic newsletter - **Ongoing**

- Create a District property owner contact database - **Ongoing**
- Continue the fostering of hazard mitigation throughout the District via public education and plan development – **Goal Accomplished / Ongoing**
- Identify additional community events in which District participation would be warranted – **Goal Accomplished / Ongoing**
- Research additional Fire Corps Volunteer Program usage – **Goal Accomplished / Ongoing**
- Identify additional Fire Corps Program resource opportunities – **Goal Accomplished / Ongoing**
- Add additional Fire Corps Volunteers as budgeted – **Goal Accomplished**
- Explore additional social media & other outlets for citizen communications possibilities – **Goal Accomplished / Ongoing**
- Continue evaluation of utilizing volunteer inspectors including budgetary impact, and training/supervision requirements - **Ongoing**
- Train assigned personnel in advanced fire investigation practices. **Goal Accomplished / Ongoing**
- Continue to work with residents of newly annexed areas to improve access, water supply, and address identification. **Goal Accomplished / Ongoing**
- Research methods to communicate Fire District news, events and educational information to annexed area residents. **Goal Accomplished / Ongoing**
- Research additional Mapping/GIS software based on planning needs. **Goal Accomplished / Ongoing**
- Provide mapping/GIS training as needed. **Goal Accomplished / Ongoing**
- Update response maps as necessary to maintain correct data. **Goal Accomplished / Ongoing**
- Participate in any NIMS required courses. **Goal Accomplished / Ongoing**
- Identify additional community resources for the “Are You Ready?” Program. **Goal Accomplished / Ongoing**
- Continue partnership with Banner Del E. Webb Hospital's annual “Have a Heart” CPR event in observance of Valentine’s Day. **Goal Accomplished / Ongoing**
- Enhance the “Are You Ready?” Program as necessary. **Goal Accomplished / Ongoing**
- Continue to administer Smoke Alarm Replacement Grant for oldest portion of Sun City West. **Goal Accomplished / Ongoing**
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District computers and related equipment and software.
- Continue to **Goal Accomplished / Ongoing** update existing intranet for easier access to pertinent information for employees. **Goal Accomplished / Ongoing**
- Continue to support the financial, human resources, EMS, fire, fleet and building maintenance software programs and all other software utilized to operate the District. **Goal Accomplished / Ongoing**
- Evaluate & install operating system software upgrades. **Goal Accomplished / Ongoing**
- Evaluate computer system storage and access for ease of use. **Goal Accomplished / Ongoing**

- Enhance HRIS System in FireHouse – **Goal revised**
- Evaluate GIS Mapping Program Equipment needs – **Goal Accomplished / Ongoing**

FY 2013/2014 Performance Goals and Objectives

- Continue with promotional and educational programs for the community.
- Continue to explore new partnerships to assist in delivering District educational safety messages to the community.
- Continue to deliver the “Matter of Balance” educational program which includes senior fall prevention as well as other components.
- Continue District field participation in Homeowner’s Association meetings, community service clubs, etc.
- Finalize standardized written community education lesson plans for consistency in presentation.
- Finalize formalized evaluation instrument on type & quality of District presentations.
- Monitor and evaluate performance measures for existing and new District Community Risk Management programs.
- Continue to coordinate Citizens Academies and Fire Corps Volunteer Program.
- Continue to research area Community Assistance Programs as well as potential community assistance partnerships.
- Continue to research and identify long term community assistance needs within the Fire District through programs such as Aging In Place, Community Resilience or a Connector program.
- Continue to research & assess alternative funding mechanisms for community education/services.
- Continue the fostering of hazard mitigation throughout the District via public education and plan development.
- Research additional Fire Corps Volunteer Program usage.
- Identify additional Fire Corps Program resource opportunities.
- Train, certify and utilize Fire Corps volunteers in commercial fire inspections.
- Explore additional social media & other outlets for citizen communications possibilities.
- Research methods to communicate Fire District news, events and educational information to annexed area residents.
- Enhance the “Are You Ready?” Program as necessary.
- Enhance the Fire Extinguisher Training Program as necessary.
- Continue to administer Smoke Alarm Replacement Grant program for oldest portions of Sun City West until all grant alarms are installed.
- Continue partnership with Banner Del E. Webb Hospital’s annual programs and events.
- Complete all priority inspections to reduce potential for life loss 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; train assigned personnel in advanced fire investigation practices.
- Assist other Divisions with Material Safety Data Sheets (MSDS), pre-planning, and mapping/GIS requirements.
- Research additional Mapping/GIS software based on planning needs.
- Provide mapping/GIS training as needed.
- Update response maps as necessary to maintain correct data; maintain/update maps of neighboring jurisdictions.
- Evaluate access/egress capabilities in the newly annexed areas and work to improve any issues.
- Continue to work with residents of newly annexed areas to improve access, water supply, and address identification.
- Continue to update records and forecast District growth related issues.
- Build & maintain relationships with developers from new and prospective annexation areas.
- Promote District services to other areas not currently in the Fire District but considered to be in the Fire District planning area.
- Create a District property owner contact database.
- Participate in any NIMS required courses.
- Continue to manage the District's wide area data network, the District's intranet, internet and e-mail resources, all District computers and related equipment and software.
- Continue to support the financial, human resources, EMS, fire, fleet and building maintenance software programs and all other software utilized to operate the District.
- Evaluate computer system storage and access for ease of use.

Community Risk Management Division Expenditures

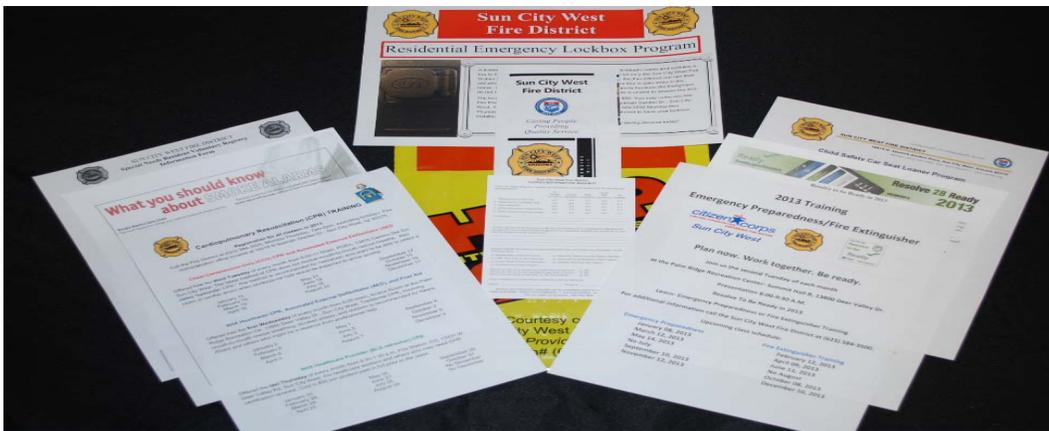
The following budgetary accounts identify the expenditures involved in supporting the Community Risk Management Division's programs. A detailed explanation of each account follows.

Community Risk Management Division Expenditure Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	FY 2012/2013 ADOPTED	<i>FY 2012/2013 ESTIMATED</i>	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5450 · Computer/Systems/Equip R/M	\$ 26,446	\$ 33,000	\$ 22,269	\$ 28,850	\$ (4,150)	-12.6%
5455 · Computer Software Licensing	\$ 15,848	\$ 20,265	\$ 20,265	\$ 21,971	\$ 1,706	8.4%
5545 · Computer Hardware	\$ 5,391	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
5550 · Computer Software	\$ 5,284	\$ 5,000	\$ 5,000	\$ 6,080	\$ 1,080	21.6%
5660 · Fire Corps Materials & Supplies	\$ 2,647	\$ 2,650	\$ 2,650	\$ 3,000	\$ 350	13.2%
5665 · Risk Management Materials	\$ 7,783	\$ 11,500	\$ 11,500	\$ 12,500	\$ 1,000	8.7%
5691 · Lock Box Materials	\$ 27,091	\$ 23,200	\$ 25,000	\$ 23,200	\$ -	0.0%
5692 · T-Shirt Materials	\$ -	\$ 900	\$ 900	\$ 900	\$ -	0.0%
5693 · Smoke Alarm Materials	\$ 19,550	\$ 20,950	\$ 25,000	\$ 30,250	\$ 9,300	44.4%
Total Community Risk Management:	\$ 110,041	\$ 127,465	\$ 122,584	\$ 136,751	\$ 9,286	7.3%

- **5450 Computer / Systems / Equipment Repair & Maintenance (R/M):** The computer systems are a critical component of the District's operations and are used extensively. These systems are managed by the Community Risk Management Division and allow personnel to meet the daily management, information recording and reporting, and research and processing requirements of the District. This account has been decreased for the 2013/2014 fiscal year based on recent computer hardware upgrades that will be under warranty through the end of the fiscal year.
- **5455 Computer Software Licensing:** This account funds the annual maintenance contracts of the District's current computer software systems. These systems include: FireHouse, TeleStaff, QuickBooks, Document Locator, FireAdmin.com, ArcView GIS, GasBoy, NEFSIS, ePCR, and many more. In order to sustain these programs with the most current updates, annual maintenance contracts must be maintained. These systems are designed to maintain or increase the effectiveness and efficiency of District data and records management processes. This account has been increased as a result of additional program licenses, website and firewall content filtering.
- **5545 Computer Hardware:** The District's computer hardware and network funding is contained within this account. These funds will be used to maintain the current computer network and internet service in good working order and to purchase new and replacement components as necessary.
- **5550 Computer Software Expenditures:** These funds provide for the purchase of new software programs and operating systems such as Microsoft Office, Outlook, Publisher and Microsoft Windows. These software and operating programs do not require annual upgrades. They only occur when necessary or when new computers are purchased. This account has been increased due to the new email/data encryption necessary to maintain HIPAA compliance.
- **5660 Fire Corps Materials & Supplies:** As the Fire District continues to operate its volunteer Fire Corps Program, it is necessary to provide miscellaneous materials, uniforms and equipment for their use as they assist the District. Increases in this account reflect the addition of 15 Fire Corps members and an increase in materials and supplies needed for day-to-day operations.
- **5665 Risk Management Materials:** This budget category covers many of the supplies necessary to run existing or projected programs of the Community Risk Management Division. Community education materials, promotional items, and



community education supplies include promotional and print materials employed in District community education and relations events to reinforce educational messages and familiarize residents with the Fire District. It also covers promotional items necessary for distribution at Health & Safety Expo events. Expenditures associated with the “Are You Ready?” program are found in this account. Funds also cover any educational / training videos or CD’s. These are an excellent tool to utilize during community education presentations and also for in-house training on community education or fire prevention topics. Videos and CD’s will also be employed in the District’s “A Matter of Balance” Program and various other projects. Plans review, permit, inspection, and investigation supplies are also purchased with this funding. This expenditure account has been increased due to the need for a digital video camera, tripod and case for use in the District’s educational programs.



(Miscellaneous community informational flyers in use by the District)

- 5691 Lock Box Materials:** This expenditure account tracks the expenditures associated with the Emergency Lock Box Program and was established due to the District now being the sole source vendor of lock boxes for District property owners. This account tracks the purchase of lock boxes, lock box maintenance supplies, drills, drill bits and other materials used to support this program. Over-expenditures in this account during FY 2012/2013 were a direct result of the increased exposure to the program through the Smoke Alarm Grant Campaign. Therefore, this expenditure was maintained for the coming fiscal year. A portion of the District’s Program Revenues are budgeted to recoup these direct expenses.



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

- **5692 T-Shirt Materials:** The District purchases and sells T-shirts that allow the employees and community to show their pride and support of the District. These shirts are sold at public education events and at the District's Administration office. This has been a popular program and the District wishes to ensure its continuance through this account. A portion of the District's Program Revenues are budgeted to recoup these direct expenses.
- **5693 Smoke Alarm Materials:** The District has extended its customer service efforts with the expansion of this program. Smoke alarms are now purchased by the District in order provide smoke alarms for purchase during routine smoke alarm inspections. Previously, during the course of a smoke alarm inspection at a resident's home if it was determined that the smoke alarm was in need of replacement, the resident would be responsible for purchasing a new alarm. District personnel would then be re-scheduled to return to install the new alarm. Residents now have the option of purchasing the replacement smoke alarm from District personnel at the time of the inspection and it is installed without the delay involved in purchasing a replacement or a return visit by District personnel to install a new alarm. This account has been significantly increased as a result of the growing popularity and public exposure of this program. A portion of the District's Program Revenues are budgeted to recoup these direct expenses.



Community Risk Management Division Training

Funding in this category supports continuing education in the areas of code enforcement, arson investigation, community education, information technology, or other Division related training. Community education related training for employees is also necessary for the continued growth of these programs. The District also supports training of the Fire Corps Volunteer Program through this section of the Budget.

Community Risk Management Division Training Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
6320 · Educational Expenditures	\$ 1,885	\$ 6,264	\$ 5,000	\$ 7,054	\$ 790	12.6%
6340 · Travel Expenditures	\$ 1,050	\$ 8,055	\$ 6,055	\$ 7,860	\$ (195)	-2.4%
6350 · Fire Corps Training	\$ 1,953	\$ 4,250	\$ 700	\$ 750	\$ (3,500)	-82.4%
Total Community Risk Mgmt Trng:	\$ 4,887	\$ 18,569	\$ 11,755	\$ 15,664	\$ (2,905)	-15.6%

- **6320 Educational Expenditures:** It is necessary for Division employees to take classes in fire investigation, plans review, building inspections, and public education. Also included are classes from the National Fire Academy (NFA).

NFA classes are state-of-the art Fire Service classes that are available at a minimal cost to the District. Continuing education is necessary on an ongoing basis to stay current with changes in the fire service and code enforcement. Many of the classes are also required to retain or obtain pertinent certifications. Such courses include, but are not limited to: Fire Code continuing education classes, fire cause and origin classes, Child Safety Seat Technician continuing education classes, Arizona Fire District Association seminars, and Arizona State Fire Marshal's courses. Funding is also provided for two District personnel to participate in an advanced Fire Investigation Certification Program. The increase in this account reflects additional training requirements for the Administrative/Community Risk Management Divisions Assistant Chief.

- **6340 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with attending educational requirements outlined above for the Community Risk Management Division. This decrease resulted from reductions in anticipated travel expenditures associated with training needs of the Administrative/Community Risk Management Divisions' Assistant Chief.
- **6350 Fire Corps Training:** This account covers expenses for training Fire Corps personnel in the skills needed to accomplish tasks in the office environment and in the field. Such skills include, but are not limited to; computer training, office equipment training, Child Safety Seat Technician training, training needed to install smoke alarms and residential lock boxes, and any necessary software training. This account would also cover any "train the trainer" expenses needed for those individuals that would provide support to existing and new programs such as fall prevention, fire and life safety classes, and other educational classes that the District offers to residents. The previous requirement for Target Safety Training will be accomplished through alternate means, which accounts for the 82.4% decrease in this account for the coming fiscal year.



Emergency/Support Services Divisions

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

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

The administrative functions for these Divisions include: management of daily operations; identification of training objectives; monitoring quality of service; research and implementation of new programs and technologies; compliance with applicable regulations and standards; and facilities and apparatus management and maintenance.

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



Emergency Services Division

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

Emergency Services Division Overview

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

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

Strategic Priority #3: Resource Development & Deployment

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

Strategic Priority #4: Personnel Development

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

Strategic Priority #5: Infrastructure

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



Emergency Services Division Staffing

Position	2011/2012 Actual	2012/2013 Actual	2013/2014 Proposed
Assistant Chief	1.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0
Battalion Chiefs	3.0	3.0	3.0
Captains	12.0	12.0	12.0
Engineers	12.0	12.0	12.0
Firefighters	16.0	16.0	16.0
Firefighter Rovers	9.0	9.0	9.0
EMS Personnel	18.0	18.0	18.0
Total Assigned Personnel	72.0	72.0	72.0

Emergency Response Program

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



District Performance Measures / Response Goals

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

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

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

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

- **Fire Suppression Response Time Standards:**

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

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

- **Special Operations Response Time Standards:**

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

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

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

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

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

Maintaining staffing recommendations and response times within these guidelines will also assist the District in meeting its Certificate of Necessity (CON) mandates for the provision of ambulance services, in maintaining Accreditation, and in maintaining its current Insurance Services Office (ISO) rating of Class 2. Maintaining this Class 2 ISO rating has a direct impact on lower fire insurance premiums for property owners in the District.

The District presents the following table to demonstrate the performance as compared to the established response goals for the period of July 1, 2011 through June 30, 2012. The table below displays data for all emergency calls that occurred during FY 2011/2012. It presents the emergency response time and the three performance measure components as established under the District's response goals. The information is presented in the form of Hours:Minutes:Seconds (00:00:00) to represent the length of time in which each component was performed. The percentages listed across the top of the table indicate the total percentage of emergency calls that were processed within the time indicated in each cell.

<i>Performance Measure</i>	90%	80%	70%	60%	50%
Call Processing Time	00:01:40	00:01:19	00:01:07	00:00:59	00:00:53
Turnout Time	00:01:16	00:01:02	00:00:53	00:00:46	00:00:40
Travel Time	00:05:09	00:04:25	00:03:55	00:03:34	00:03:14

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

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



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

- **Special Operations Performance Objectives:**

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



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

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



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

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

Firefighting and Personal Protective Equipment Overview



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

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

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

Strategic Priority #5: Infrastructure

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

Firefighting Equipment and PPE Section Personnel Summary

Position	2011/2012 Actual	2012/2013 Actual	2013/2014 Proposed
Battalion Chief	1.0	1.0	1.0
Captain	1.0	1.0	1.0
Engineer	1.0	1.0	1.0
Total Personnel Assigned	3.0	3.0	3.0

Firefighting Equipment and PPE Section Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Total Front Line Fire Hose in Service:			
4" Supply Line (Feet)	3,600'	3,600'	4,900'
2 ½" Attack Line (Feet)	4,450'	4,450'	4,450'
1 ¾" Attack Line (Feet)	4,450'	4,450'	4,600'
Hard & Soft Suction (Feet)	220'	220'	320'
Smoke Ejectors	2	3	3
Positive Pressure Ventilation Fans	3	3	3
Thermal Imaging Cameras (TIC's)	5	6	6
Extrication Systems in Service:			
Hydraulic Rescue Systems	2	2	2
Pneumatic Air Bag Lift Systems	2	2	2
Stabilization Systems	2	2	2
Rescue Saws In Service:			
Chain Saws – Carbide Chains	4	4	4
Circular Saws – Carbide Blades	5	5	5
Turn-Outs in Service:			
Turn-Out Ensembles Maintained	76	76	76
Turn-Out Ensembles Repaired	12	12	12

Status of FY 2012/2013 Performance Goals and Objectives

- Continue to maintain all equipment on spare fire apparatus in a ready state for usage ("turn-key operation") – **Partially Accomplished / Ongoing**
- Continue to maintain an adequate inventory of firefighting equipment and supplies – **Goal Accomplished / Ongoing**
- Continue to maintain the District's Wildland Response Team equipment and supplies – **Goal Accomplished / Ongoing**

- Continue to maintain all equipment in a state of good repair for the safety of all firefighters. **Goal Accomplished / Ongoing**
- Continue to replace PPE items based on manufacturer's recommendations or as a result of irreparable damage. **Goal Accomplished / Ongoing**
- Continue to maintain employee certification for PPE repairs and maintenance. **Goal Accomplished / Ongoing**
- Continue the management of comprehensive and accurate records concerning PPE training, equipment maintenance, equipment allocations, etc. **In Development / Ongoing**
- Complete response/deployment analysis regarding appropriate apparatus. **In Development / Ongoing**
- Identify needs to preserve and/or improve levels of service to keep pace with predicted service area and call volume growth in terms of: Personnel, Apparatus, Facilities, and Finances. **Ongoing**
- Implement new service delivery strategies (alternative response criteria) as indicated. **In Development / Ongoing**
- Complete staffing and response study for Station 104. **In Development / Ongoing**
- Complete annual comprehensive evaluation of PPE, fire equipment, and SCBA for potential upgrade/replacement needs. **Goal Accomplished / 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 in conjunction with accreditation. **Ongoing**

FY 2013/2014 Performance Goals and Objectives

- Increase District hose and equipment inventories on reserve apparatus to comply with established District standard and maintain one "turn-key" engine and medic unit reserve.
- Maintain an adequate inventory of firefighting equipment and supplies.
- Maintain all equipment in a state of good repair for the safety of all firefighters.
- Replace PPE items based on manufacturer's recommendations or as a result of irreparable damage.
- Maintain employee certification for PPE repairs and maintenance.
- Implement new comprehensive and accurate records management and inventory system for PPE.
- Complete and continually update the response/deployment analysis regarding appropriate apparatus.
- Identify needs to preserve and/or improve levels of service to keep pace with predicted service area and call volume growth in terms of: Personnel, Apparatus, Facilities, and Finances.
- Complete new service delivery strategies (alternative response criteria).
- Complete staffing and response study for Station 104.
- Complete annual comprehensive evaluation of PPE, fire equipment, and SCBA for potential upgrade/replacement needs.
- Continue to plan for service issues associated with the District's growth planning areas including efforts to define and then secure future station sites and service

need timelines in conjunction with accreditation.

Firefighting and Personal Protective Equipment Expenditures

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

Firefighting and PPE Program Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5430 · Firefighting Equipment R/M	\$ 1,853	\$ 5,800	\$ 5,800	\$ 3,000	\$ (2,800)	-48.3%
5710 · Firefighting Equipment	\$ 15,862	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
5730 · Protective Equipment	\$ 24,315	\$ 33,005	\$ 29,000	\$ 31,745	\$ (1,260)	-3.8%
Total Firefighting & PPE Program:	\$ 42,030	\$ 46,305	\$ 42,300	\$ 42,245	\$ (4,060)	-8.8%

- 5430 Firefighting Equipment Repair / Maintenance (R/M):** This account allows personnel from the Emergency Services Division to complete minor repairs to firefighting equipment such as chainsaws, hoses, ventilation fans, extrication equipment etc. This account saw a significant decrease as a result of the replacement of chain saw bars, chains and sprockets during FY 2012/2013.
- 5710 Firefighting Equipment:** This account provides funding for the replacement of small tools, fire equipment and firefighting supplies used or worn in the normal course of emergency and firefighting activities. Items include, but are not limited to: saw blades and chains, fire suppression foam, hose couplings and appliances, and hand tools such as shovels, halogen tools, pike poles, and axes.
- 5730 Protective Equipment:** The dangers inherent in firefighting require specialized personal protective equipment for District personnel which can withstand extreme conditions. Although the District is able to perform minor repairs to this equipment, some items require replacement due to excessive wear or damage which cannot be economically or properly repaired to meet minimum NFPA safety standards. Decreases in this category are related to assessment of wear and tear and continued improvements in manufacturing.



Wildland Deployment Program Overview

The District has supported a very successful Wildland Deployment Program over the last several years. This program provides many benefits to both the District and the firefighters who participate in this program.



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

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

Wildland Section Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Wildland Red Card Engine Boss	2.0	2.0	4.0
Wildland Strike Team Leaders	0.0	0.0	1.0
Wildland Red Card Personnel	12.0	13.0	11.0
Total Assigned Personnel	14.0	15.0	15.0

Wildland Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Wildland Deployments	2	TBD	TBD
Wildland Re-Certified Engine Boss	2	2	3
Wildland Engine Boss Trainees	0	3	2
Wildland Strike Team Leader Trainees	0	1	1
Wildland Red Card Re-Certified Firefighters	10	12	12

Status of FY 2012/2013 Performance Goals and Objectives

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

Ongoing

- Biannually (2014, 2016, 2018) renew, at a minimum, Arizona State Forester's Cooperative Fire Rate Agreement with the Arizona Department of Revenue - **Not Required for 2013**

FY 2013/2014 Performance Goals and Objectives

- Maintain adequate number of Red Card certified personnel in the District and assist with advanced Wildland certifications for interested employees.
- Increase the number of Engine Bosses and Strike Team Leaders in the District through completion of required experience on deployments.
- Ensure all Wildland Red Card Firefighters participate in the annual Central Arizona Wildland Response Team (CAWRT) Training.
- Maintain all Wildland apparatus supplies, equipment and personnel in a ready state for immediate deployment at any time day or night.
- Provide all District members with annual urban interface and wildland fire training.
- Extend CAWRT Duty Officer responsibilities to qualified members of the team.
- Improve communication and navigation capabilities of apparatus and crews.
- Renew biannually (2014, 2016, 2018), at a minimum, Arizona State Forester's Cooperative Fire Rate Agreement with the Arizona Department of Revenue.

Wildland Deployment Program Expenditures

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

Wildland Program Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5720 · Wildland Equipment	\$ 2,201	\$ 4,914	\$ 4,900	\$ 4,314	\$ (600)	-12.2%
6235 · Wildland Training Expenditures	\$ 2,077	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Total Wildland Program:	\$ 4,278	\$ 7,914	\$ 7,900	\$ 7,314	\$ (600)	-7.6%

- **5720 Wildland Equipment:** This budgetary account provides funding for replacement of all Wildland equipment such as personal protective equipment, small tools, and hoses. Also included is a handheld Global Positioning Satellite (GPS) navigation device, and the addition of one Bendex King portable digital radio. Additional deployment costs such as travel to and from deployments, which are generally reimbursed, are included in this account. All costs in this expenditure area are generally offset by the revenues this program produces. The decrease in this category is attributed to reduction in the retail price of the portable radio equipment.



- **6235 Wildland Training Expenditures:** This account provides funding for all Wildland training. Associated expenditures include annual “Red Card” Training necessary to maintain Wildland certifications and attendance to the annual state sponsored Wildland Academy. These costs are generally offset by the revenues this program produces.

Self-Contained Breathing Apparatus (SCBA) Overview

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

Self-Contained Breathing Apparatus Section Personnel Summary

Position	2011/2012	2012/2013	2013/2014
	Actual	Actual	Proposed
Battalion Chief	1.0	1.0	1.0
SCBA Technicians	3.0	3.0	3.0
Program Coordinator	1.0	1.0	1.0
Total Assigned Personnel	5.0	5.0	5.0

Self-Contained Breathing Apparatus Performance Measures

Description	2011/2012	2012/2013	2013/2014
	Estimated	Projected	Projected
SCBA Units	41	41	41
Annual Fit Tests Performed	130	130	130
Front Line SCBA Units Maintained	31	31	31
Training SCBA Units Maintained	10	10	10
Clear Command Systems Maintained	24	24	24
SCBA Air Compressors Maintained	1	1	1
SCBA Training Sessions Conducted	2	2	2
RIC SCBA Unit Maintained	1	1	1

Status of FY 2012/2013 Performance Goals and Objectives

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

- Maintain accurate and comprehensive records including SCBA training, maintenance, equipment allocations, etc. - **Goal Accomplished / Ongoing**
- Maintain the electronic emergency scene SCBA accountability system - **Goal Accomplished / Ongoing**

FY 2013/2014 Performance Goals and Objectives

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

Self-Contained Breathing Apparatus (SCBA) Expenditures

SCBA Equipment Program Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5435 · SCBA Equipment R/M	\$ 2,541	\$ 6,541	\$ 5,900	\$ 5,890	\$ (651)	-10.0%
5740 · SCBA Equipment	\$ 11,287	\$ 11,610	\$ 9,100	\$ 10,995	\$ (615)	-5.3%
Total SCBA Equipment Program:	\$ 13,827	\$ 18,151	\$ 15,000	\$ 16,885	\$ (1,266)	-7.0%

- **5435 SCBA Equipment Repairs / Maintenance (R/M):** Mandatory testing of current SCBA equipment requires annual air compressor testing and preventative maintenance, quarterly air quality testing of the cascade system used to refill SCBA air cylinders expended during training or an incident, and Posi-Check III maintenance and calibration. OSHA requires Hydrostatic testing of SCBA Cylinders every three years and DOT Cascade Storage Cylinders every five years. This testing was last performed on the SCBA Cylinders in September of 2009. The Cascade Cylinders were also tested in 2009. However, they are not scheduled for retesting again until 2014.
- **5740 SCBA Equipment:** Maintenance of the District’s Self Contained Breathing Apparatus (SCBA) equipment is vital for District personnel’s safety on an emergency scene. These funds cover maintaining and repairing SCBA units, and the periodic hydrostatic testing mandated for all SCBA cylinders including the four (4) DOT storage cylinders that are part of the cascade system. The District has also implemented a program requiring that all mask face pieces are serviced and rebuilt on an annual basis to assure proper safety performance.



Health and Safety Overview



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

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

Strategic Priority #4: Personnel Development

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

Health & Safety Section Personnel Summary

Position	2011/2012	2012/2013	2013/2014
	Actual	Authorized	Proposed
Battalion Chief	1.0	1.0	1.0
Battalion Safety Officers	3.0	3.0	3.0
Program Manager	1.0	1.0	1.0
Fire Captain / Peer Fitness Instructors	3.0	3.0	5.0
Total Assigned Personnel	8.0	8.0	10.0

Health and Safety Section Performance Measures

Description	2011/2012	2012/2013	2013/2014
	Actual	Estimated	Projected
Wellness Program Participation by Employees (%)	75%	100%	100%
Annual Fit-For-Duty Physicals for Shift Personnel (#)	73	72	72
Exercise Participation by Shift Personnel (%)	100%	100%	100%
Yearly Fitness Assessments for Shift Personnel (%)	100%	100%	100%

Status of FY 2012/2013 Performance Goals and Objectives

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

- inoculation programs for feasibility - **Goal Accomplished**
- Work with Administrative Services Division to continue to evaluate current Critical Incident Stress Debriefing needs. Explore options and develop a plan to deal with current as well as future needs including utilizing CISD teams from neighboring jurisdictions - **Goal Accomplished / Ongoing**
- Review and revise Infection Control Plan as necessary - **Goal Accomplished / Ongoing**
- Develop and initiate a District wide Fitness Program based on the results of the annual Fit-For-Duty Physical tiered assessment of physical ability and establish fitness improvement goals for each employee - **Ongoing**
- Continue to review all District DriveCam activation incidents and provide individual counseling and discipline on an as needed basis – **Goal Accomplished / Ongoing**
- Evaluate Peer Fitness Program for enhancement if necessary - **Goal Accomplished / Ongoing**
- Research possible improvements to District facilities that promote health & safety - **Goal Accomplished / Ongoing**

FY 2013/2014 Performance Goals and Objectives

- Continue to facilitate and provide yearly physicals for required District personnel.
- Continue to facilitate and provide annual drivers' training and driver's license checks for District personnel. Provide initial drivers' training programs for new employees and volunteers.
- Continue to audit District facilities and equipment for regulatory agency compliance and safety.
- Continue to use captured information pertaining to the nature and number of on-the-job injuries sustained by personnel for the purpose of developing and implementing focused prevention initiatives.
- Continue to monitor personnel who repeatedly emerge in Workers' Compensation claims.
- Continue to develop and implement programs designed to reduce the incidence of on-the-job injuries (e.g., flyers/brochures, incentives, awareness campaigns, training).
- Continue to maintain peer fitness program – complete fitness assessments for shift personnel.
- Implement fitness program for Administrative staff.
- Continue to maintain guidelines for exercise and nutrition for shift personnel.
- Continue annual fitness reviews for all shift personnel with a peer fitness trainer.
- Evaluate and possibly implement a Fitness Award Program.
- 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.
- Coordinate with Human Resources on the following:
 - Providing pre-hire physicals for new Emergency Services Division personnel.
 - Facilitating return to work and fit for duty issues for District personnel.
 - Investigating all employee injuries and accidents.

- Evaluating Workers Compensation claims for common injuries. Determine effective ways to reduce these types of injuries with preventative education programs.
- Evaluating and maintaining quality pre- and post-exposure services.
- Evaluating and revising District safety policies and procedures where needed.
- Evaluating and possibly implementing Employee Safety Handbook.
- Continuing to administer required annual employee inoculation program.
- Continuing to evaluate current Critical Incident Stress Management needs.
- Explore options and develop a plan to deal with current as well as future needs including utilizing CISM teams from neighboring jurisdictions.
- Review and revise Infection Control Plan as necessary.
- Develop and initiate a District wide Fitness Program based on the results of the annual Fit-For-Duty Physical tiered assessment of physical ability and establish fitness improvement goals for each employee.
- Continue to review all District DriveCam activation incidents and provide individual counseling on an as needed basis.
- Continue implementation of Fitness Award Program.
- Evaluate Peer Fitness Program for enhancement if necessary.
- Implement District Safety Manual.
- Research possible improvements to District facilities that promote health & safety.

Health and Safety Expenditures

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

Health & Safety Program Expenditure Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	FY 2012/2013 ADOPTED	<i>FY 2012/2013 ESTIMATED</i>	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5340 · Physicals/Vaccinations/Testing	\$ 49,893	\$ 56,992	\$ 50,000	\$ 56,796	\$ (196)	-0.3%
5470 · Fitness Equipment R/M	\$ 389	\$ 1,650	\$ 800	\$ 1,650	\$ -	0.0%
5650 · Safety Materials & Supplies	\$ -	\$ 500	\$ 25	\$ 150	\$ (350)	-70.0%
5750 · Health & Safety Equipment	\$ 272	\$ 750	\$ 600	\$ 750	\$ -	0.0%
6220 · Fitness & Safety Training	\$ 597	\$ 1,100	\$ 1,100	\$ 4,500	\$ 3,400	309.1%
5070 · Program Manager Compensation	\$ 650	\$ 1,300	\$ -	\$ 1,300	\$ 0	0.0%
Total Health & Safety Program:	\$ 51,801	\$ 62,292	\$ 52,525	\$ 65,146	\$ 2,854	4.6%

- **5340 Physicals/Vaccinations/Testing:** In order to ensure compliance with National Fire Protection Association (NFPA) Standards, the District began a mandatory physical examination program in 1994 and has been committed to maintaining a high level of employee preventative health analysis since that time. This program has proven to be effective with the early detection of many employee health conditions that required either medication or alternative treatment procedures. The goal of this program is to keep District employees' health and fitness levels above average. By monitoring employee health the

District is, in essence, saving money due to a reduction in Worker's Compensation claims and sick time usage as well as avoiding very costly medical retirements. The District is experiencing the manifestation of this reduction in the significantly decreased Experience Modification (E-Mod) Rating for our Worker's Compensation Insurance which translates to lower premiums. Expenditures in this area commonly include physicals and lab fees, an annual infection control program, and annual inoculations, testing, and titers.

- **5470 Fitness Equipment Repair / Maintenance (R/M):** With regular use of current physical fitness equipment; maintenance and repairs are to be expected. These funds will assist in maintaining the equipment in good working condition for ongoing use.
- **5650 Safety Materials & Supplies:** This account funds the Occupational Safety and Health Act (OSHA) required health and safety signs and materials that are posted at each of the District stations, affixed to apparatus, and dispersed to personnel throughout the fiscal year.
- **5750 Health & Safety Equipment:** By providing fitness equipment, the District both supports and promotes the maintenance of employee health through daily muscle conditioning and stress relief programs. Peer fitness instructors train the District's employees in effective and safe fitness routines. Proposed funding will allow the replacement of training equipment, if necessary, due to normal wear and tear or should an item become damaged beyond repair.
- **6220 Fitness & Safety Training:** Training of District Safety personnel is primarily accomplished through the Fire Department Safety Officers Association which focuses on training mandated for personnel to maintain their certification and skill level. Critical Incident Stress Management (CISM) and Occupational Safety and Health Act (OSHA) training are also budgeted in this area. Continuing education for Peer Fitness Trainers (PFT) has resulted in a substantial increase in this account. The increase will be used to provide advanced continuing education for the Peer Fitness Trainers through a nationally certified program. Each PFT is required to attend two units of continuing education per year.
- **5070 Program Manager Compensation:** This funding compensates the program manager for added responsibilities in maintaining the requirements of the health and safety program.

Mission Readiness: Training & Development Program Overview

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

document). Continuing Education is required by local, state, and federal regulations and standards (including NFPA Standards Volume 10, OSHA Regulations 29 CFR 1910, the Arizona State Fire Marshal's Office, and the Valley Automatic-Aid Consortium). This section also coordinates instruction on any new organizational procedures and guidelines.

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



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

Strategic Priority #4: Personnel Development

- Strategic Component – Knowledge & Skills
 - Action Item 4.1 – Personnel Training

Mission Readiness: Training & Development Program Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Assistant Chief	1.0	1.0	1.0
Battalion Chief	1.0	1.0	1.0
Fire Captain/Program Coordinator	0.0	0.0	1.0
Total Assigned Personnel	2.0	2.0	3.0

Mission Readiness: Training & Development Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Training and Development			
Company Training Hours	24,211	18,000	20,000
Officer/Professional Development Training Hours	14,090	9,000	11,000
Driver/Operator Training Hours	2,3786	3,000	3,000
Special Operations Training Hours	2,308	2,000	2,000
EMS Training Hours	5,760	5,000	6,000
Pre-Fire Planning Inspections Hours	242	150	250
Entry Level Recruit Academy Personnel	0	0	0
Disaster Preparedness			
Disaster Preparedness Presentations Provided	19	16	20
Participants	321	357	400

Status of FY 2012/2013 Performance Goals and Objectives

- Provide and document the necessary mandated and compliance training for all District personnel (10 hours minimum per month) including Wildland, PPE and SCBA training requirements - **Goal Accomplished**
- Continue to facilitate and provide continuing education training to all positions to ensure high levels of competency, efficiency, and safety in the areas of incident management, strategy and tactics, and the mitigation of all types of incidents - **Goal Accomplished / Ongoing**
- Continue fostering career-long learning among employees by offering professional development consultations, independent study courses, and community college tuition reimbursement, as well as conference and outside seminar opportunities - **Goal Accomplished / Ongoing**
- Continue use of the training module within the FireHouse and/or Target Solutions software systems to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking - **Goal Accomplished / Ongoing**
- Continue to provide monthly reports detailing employee training type and hours - **Goal Accomplished / Ongoing**
- Continue to research and build partnerships with public agencies to promote joint coordination of training props, academies, facilities, and instructors - **Goal Accomplished / 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 / Ongoing**
- Develop and monitor a measurable set of standards to evaluate the productivity and performance of the District's training programs - **Goal Accomplished / Ongoing**
- Continue to work with the various regulatory agencies and other associations to stay abreast of changing standards, and to assist in the development of future training policies and standards - **Goal Accomplished / Ongoing**
- Continue to work with the Regional Operations Consistency Committee (ROCC) to maintain regional consistency and coordination - **Goal Accomplished / Ongoing**
- Maintain an adequate incident critique program - **Goal Accomplished / Ongoing**
- Create plan to possibly implement a Fire District Reserve / Cadet / Mentorship Program - **Not Accomplished**
- Continue to utilize the Target Safety Training Program to its full potential - **Goal Accomplished / Ongoing**
- Maintain affiliation with other agencies for Candidate Physical Ability Test (CPAT) testing - **Goal Accomplished / Ongoing**
- Maintain a more aggressive, energetic, and targeted racial/ethnic and gender minority recruitment programs designed to attract greater quantities of quality applicants for sworn positions - **Goal Accomplished / Ongoing**
- Develop and implement written guidelines for new employee recruitment and selection activities - **Not Accomplished**
- Work with other local Westside agencies regarding Westside training facilities - **Goal Accomplished / Ongoing**
- Maintain continued membership in pertinent industry related agencies - **Ongoing**
- Analyze necessity for recruitment process based on staffing/response changes - **Ongoing**
- Complete outline of structure of the District's Professional Leadership Program including items such as mentorship literature, "move-up" task books, etc. - **Goal Accomplished**
- Institute formalized "move-up" Captains/Battalion Chiefs/Incident Safety Officer (ISO) academies, training - **Not Accomplished**
- Train/coordinate/prepare with neighboring Special Operations Teams - **Ongoing**
- Continue to update/revise District Disaster Preparedness Plan as necessary. The final plan should integrate with Maricopa County Disaster Plan and, upon adoption, should be distributed to affected agencies (i.e. Maricopa County, Maricopa County Sheriff, etc.) - **In Development / Ongoing**
- Identify additional target hazards on an "as necessary" basis & input into Computer Aided Dispatch (CAD) database - **Goal Accomplished / Ongoing**
- Continue to maintain a training and exercise plan to evaluate and improve the major emergency response plan of the District - **Ongoing**

FY 2013/2014 Performance Goals and Objectives

- Provide and document the necessary mandated and compliance training for all District personnel (10 hours minimum per month) including Wildland, PPE and

SCBA training requirements.

- Continue to facilitate and provide continuing education training to all positions to ensure high levels of competency, efficiency, and safety in the areas of incident management, strategy and tactics, and the mitigation of all types of incidents.
- Continue fostering career-long learning among employees by offering professional development consultations, independent study courses, and community college tuition reimbursement, as well as conference and outside seminar opportunities.
- Continue use of the training module within the FireHouse and/or Target Solutions software systems to develop custom reports automating the training records such as compliance training reporting, individual training records, and credentials tracking.
- Continue to provide monthly reports detailing employee training type and hours.
- Continue to research and build partnerships with public and private agencies to promote joint coordination of training, education and facilities.
- Continue to work closely with Human Resources 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 agencies 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.
- Create plan to possibly implement a Fire District Reserve / Cadet / Mentorship Program.
- Integration of Firehouse Training Record and Target Solutions Program to have one source for recording training and obtaining reports.
- Maintain a more aggressive, energetic, and targeted racial/ethnic and gender minority recruitment programs designed to attract greater quantities of quality applicants for sworn positions.
- Coordinate with Human Resources to develop and implement written guidelines for new employee recruitment and selection activities.
- Maintain continued membership in pertinent industry related agencies.
- Analyze necessity for recruitment process based on staffing/response changes.
- Institute formalized Officer Development training including move-up academies and mentoring programs
- Continue to update/revise District Emergency Management Plan and finalize the plan for the Fire District "District Operations Center" including an exercise to test communication systems.
- Identify additional target hazards on an "as necessary" basis & input into Computer Aided Dispatch (CAD) database.

Mission Readiness: Training & Development Program Expenditures

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

Mission Readiness Program Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5655 · Emergency Management Supplies	\$ -	\$ 1,500	\$ 1,000	\$ 1,500	\$ -	0.0%
6230 · Educational Expenditures	\$ 23,674	\$ 36,538	\$ 23,000	\$ 35,691	\$ (847)	-2.3%
6240 · Training Materials	\$ 2,573	\$ 6,130	\$ 3,000	\$ 5,580	\$ (550)	-9.0%
6250 · Travel Expenditures	\$ 3,340	\$ 5,464	\$ 5,000	\$ 5,560	\$ 96	1.8%
Total Mission Readiness Program:	\$ 29,587	\$ 49,632	\$ 32,000	\$ 48,331	\$ (1,301)	-2.6%

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5655 Emergency Management Supplies: Expenditures from this category provide for supplies necessary to maintain emergency management requirements. The goal is to ensure the preparedness to properly perform the tasks which would be assigned in the event of a disaster, as well as ensuring the preparedness of our residents for catastrophic events. In addition, funds are used to operate the District's Operations Center (DOC) and interact with the County's Emergency Operations Center (EOC).
- 6230 Educational Expenditures:** Funding in this account provides for all suppression training mandated by multiple local, state and federal agencies and includes: Westside Training Consortium sponsored training, District multi-company drills, engine and ladder company evolutions, station and night drills, officer development, Arizona State Fire Marshal Training, seminars, tuition reimbursement, degree enhancement programs, driver's training, hazardous materials training, and recruit training.
- 6240 Training Materials:** The funding in this category is used for District training and a proportionate share of the costs of building props and acquiring rentals (i.e., dumpsters), etc., is used to support the Westside Training Consortium. Expenditures also include funds to maintain facility resource libraries including required training manuals and videos, and additional training items such as salvaged vehicles and props for fire training.
- 6250 Travel Expenditures:** Expenses associated with per diem, lodgings and travel expenditures for attending educational opportunities throughout the fiscal year are provided for within this account. Escalations in this account reflect increased travel costs associated with travel and conference requirements.

Emergency Medical Services Program Overview

The Emergency Medical Services (EMS) Program is responsible for ensuring that the highest quality of medical care and transportation is delivered to patients on emergency scenes and also for ensuring that District personnel uphold strict training standards. The EMS Program also provides community Chest Compression Only (CCO), Cardio Pulmonary Resuscitation (CPR), Automated External Defibrillation (AED) and First-Aid training assistance.



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

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

Strategic Priority #3: Resource Development & Deployment

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

Strategic Priority #5: Infrastructure

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

Emergency Medical Services Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
EMS Coordinator	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0
Total Assigned Personnel	2.0	2.0	2.0

Emergency Medical Services Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Paramedic Refresher Training Course Participants	0	20	21
Employee CPR Training Participants	43	29	43
Documentation Quality Assessment (%)	100%	100%	100%

Status of FY 2012/2013 Performance Goals and Objectives

- Continue to facilitate and provide continuing education training to all positions to ensure extremely high levels of competency, efficiency, and safety in the area of EMS - **Goal Accomplished / On Going**
- Continue to provide annual performance reports to all District paramedics - **Goal Accomplished / On Going**
- Continue to maintain accurate database on all employee certification types and expiration dates - **Goal Accomplished / On Going**
- Continue to maintain paperless reporting/documentation system - **Goal Accomplished / On Going**
- Continue to maintain training programs on usage of the paperless system for all District employees - **Goal Accomplished / On Going**
- Continue EMS Policy revisions where necessary - **On going**
- Complete certification renewal process for District ambulances - **Accomplished**
- Continue to explore the EMS Accreditation Process - **Modified / Ongoing**
- Continue to maintain EMS supply inventory program and monitor cost effectiveness - **Goal Accomplished / On Going**
- Continue to monitor the established measurable set of standards to evaluate the productivity and performance of the District's EMS programs - **Goal Accomplished / On Going**
- Continue to work with Del Webb Hospital to provide a seamless and efficient patient transfer process - **Ongoing**
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future EMS policies and standards - **Goal Accomplished / On Going**
- Continue to maintain the database created to track all CCO/CPR/AED and First-Aid courses given by the District and their attendees - **Ongoing**
- Continue to update District intranet with Continuing Medical Education (CME) and training opportunities (dates/descriptions) - **Ongoing**
- Continue to review and, if necessary, revise criteria for Quality Assurance of EMS Charts - **Goal Accomplished / On Going**
- Continue to coordinate EMS data storage and retrieval - **Ongoing**
- Assist with ensuring that all pertinent EMS equipment is included on the District capital equipment replacement schedule - **Goal Accomplished / On Going**
- Maintain preventative maintenance schedule on all EMS equipment - **Accomplished**
- Adapt additional continuing education programs and develop Target Solutions and other electronic EMS related training - **Ongoing**
- Prepare testing process to evaluate employee knowledge of EMS related topics - **Modified**
- Continue to produce computerized reports for medical incidents utilizing ESO Software - **Goal Accomplished**
- Continue partnership with Banner Del E. Webb Hospital & Surprise Fire Department to provide monthly education topics for paramedics - **Modified / Ongoing**
- Continue to seek Regional Faculty status with American Heart Association -

Modified / Accomplished

- Continue working with Arizona Department of Health Services Epidemiology Section to enhance fall injury documentation and data - **Accomplished**
- Familiarize the District with the Commission on Accreditation of Ambulance Services (CAAS) standards for the Accreditation of Ambulance Services - **Ongoing**
- Enhance virtual recreation of incidents or events in multiple locations utilizing District's multi-media education capability thus reducing number of times personnel would need to leave first-due areas - **Modified / Ongoing**
- Expand "key efficiency" measures as necessary - **Ongoing**
- Evaluate compliance with Arizona Department of Health Services and base station protocols and rules; make any required changes - **Goal Accomplished / On Going**
- Maintain pertinent memberships in EMS related agencies - **Goal Accomplished / On Going**
- Continue to develop and coordinate computer/video based training program to reduce classroom hours - **Goal Accomplished / On Going**
- Select personnel for upgrade to ALS status - **Accomplished**
- Research & evaluate District medical equipment needs based on future technology and industry standards - **Goal Accomplished / On Going**
- Organize and coordinate the District's Inter-Facility Transport Program - **Accomplished**

FY 2012/2013 Performance Goals and Objectives

- Continue to facilitate and provide continuing education training to all positions to ensure extremely high levels of competency, efficiency, and safety in the area of EMS.
- Continue to provide annual performance reports to all District paramedics.
- Continue to maintain accurate database on all employee certification types and expiration dates.
- Continue to maintain paperless reporting/documentation system.
- Revise training programs on usage of the paperless system for all District employees to meet current system requirements.
- Continue EMS Policy revisions where necessary.
- Complete certification renewal process for District ambulances.
- Continue to explore the EMS Accreditation Process.
- Continue to maintain EMS supply inventory program and monitor cost effectiveness.
- Continue to monitor the established measurable set of standards to evaluate the productivity and performance of the District's EMS programs.
- Continue to work with Del Webb Hospital to provide a seamless and efficient patient transfer process.
- Continue to work with the various regulatory and other associations to stay abreast of changing standards and to assist in the development of future EMS policies and standards.
- Continue to maintain the database created to track all CCO/CPR/AED and First-

- Aid courses given by the District and their attendees.
- Continue to update District intranet with Continuing Medical Education (CME) and training opportunities (dates/descriptions).
 - Continue to review and, if necessary, revise criteria for Quality Assurance of EMS Charts.
 - Continue to coordinate EMS data storage and retrieval.
 - Assist with ensuring that all pertinent EMS equipment is included on the District capital equipment replacement schedule.
 - Maintain preventative maintenance schedule on all EMS equipment.
 - Adapt additional continuing education programs and develop Target Solutions and other electronic EMS related training.
 - Produce computerized reports for medical incidents utilizing ImageTrend Software.
 - Continue partnership with Banner Del E. Webb Hospital & Sun City Fire District to provide monthly education topics and real time scenarios for paramedics.
 - Meet criteria to maintain Training Site status with American Heart Association.
 - Continue working with Arizona Department of Health Services Epidemiology Section to enhance fall injury documentation and data.
 - Familiarize the District with the Commission on Accreditation of Ambulance Services (CAAS) standards for the Accreditation of Ambulance Services.
 - Develop program to deliver in house training session to EMS personnel via the District's multi-media system.
 - Expand "key efficiency" measures as necessary.
 - Evaluate compliance with Arizona Department of Health Services and base station protocols and rules; make any required changes.
 - Maintain pertinent memberships in EMS related agencies.
 - Research & evaluate District medical equipment needs based on future technology and industry standards.
 - Coordinate the District's Inter-Facility Transport Program and develop performance measures to evaluate impact of program on the District's EMS program.



Emergency Medical Services Program Expenditures

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

EMS Operations Expenditure Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	FY 2012/2013 ADOPTED	<i>FY 2012/2013 ESTIMATED</i>	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5440 · EMS Equipment R/M	\$ 3,642	\$ 6,235	\$ 6,200	\$ 6,370	\$ 135	2.2%
5810 · EMS Ambulance Registrations	\$ 1,650	\$ 1,675	\$ 2,207	\$ 1,825	\$ 150	9.0%
5820 · EMS Equipment	\$ 3,108	\$ 4,700	\$ 4,700	\$ 3,600	\$ (1,100)	-23.4%
5830 · EMS Supplies	\$ 65,097	\$ 86,995	\$ 86,995	\$ 94,700	\$ 7,705	8.9%
5840 · EMS Pharmaceutical Supplies	\$ 7,965	\$ 9,600	\$ 10,340	\$ 10,500	\$ 900	9.4%
5070 · Program Manager Compensation	\$ 650	\$ 1,300	\$ 1,300	\$ 1,300	\$ 0	0.0%
Total EMS Operations:	\$ 82,112	\$ 110,505	\$ 111,742	\$ 118,295	\$ 7,790	7.0%

- **5440 EMS Equipment Repair / Maintenance:** EMS equipment requires verification of proper operability; sometimes on a daily basis. There are various necessary requirements to inspect, calibrate, and perform preventative maintenance on items such as heart monitors, pneumatic gurneys, suction units, and glucose monitors, etc. This account increased due to the addition of the annual preventative maintenance for the District's Continuous Positive Airway Pressure (C-PAP) devices.
- **5810 EMS Ambulance Registrations:** This account funds the annual Arizona Department of Health Services inspection and registration of the District's six (6) operating ambulances. This account also funds the biennial re-certifications associated with providing ambulance services under the District's Certificate of Necessity (CON), which is not required again until FY 2014/2015.



- **5820 EMS Equipment:** To provide superior quality pre-hospital emergency care to District patients, it is necessary to provide quality equipment to the EMS emergency personnel. This account replaces items with a limited service life as well as the normal “wear and tear” items such as oxygen regulators and cylinders, heart monitor batteries and cables, backboards, and gurney mattresses, etc.
- **5830 EMS Supplies:** This budget category provides for the emergency medical disposable or consumable supplies used by the District throughout the fiscal year. These include, but are not limited to, medical oxygen, intravenous catheters, tubing and fluids, bandaging materials, sterile gloves, immobilization gear, intubation and airway tools, etc. The District utilizes a “Bin” system for disposable supplies that has been very successful. This line item also includes renewal fees for the Electronic Patient Care Reports (ePCR) paperless documentation system. The increase in this account is attributed to increases in medical supply costs and the transition to the Image Trend ePCR system.
- **5840 EMS Pharmaceutical Supplies:** This budgetary account was implemented in FY 2009/2010. Federal Medicare changes prevent a receiving medical facility from billing for any medications not directly administered by that entity. As a result, the District must purchase any replacement pharmaceuticals utilized during the course of providing emergency patient care.
- **5070 Program Manager Compensation:** This funding compensates the EMS Program Manager for the added responsibilities of maintaining the consumable inventory requirements of the EMS Program.



Emergency Medical Services Training Expenditures

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

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

EMS Training Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
6510 · Educational Expenditures	\$ 2,923	\$ 11,685	\$ 3,500	\$ 11,760	\$ 75	0.6%
6520 · Training Materials	\$ 6,768	\$ 6,150	\$ 6,150	\$ 8,220	\$ 2,070	33.7%
6530 · Travel Expenditures	\$ 1,532	\$ 1,980	\$ 1,600	\$ 1,940	\$ (40)	-2.0%
Total EMS Training:	\$ 11,223	\$ 19,815	\$ 11,250	\$ 21,920	\$ 2,105	10.6%

- 6510 Educational Expenditures:** This account provides tuition costs for Paramedic and Emergency Medical Technician certification / re-certification. Funding for the annual paramedic refresher education includes any certification fees, such as for International Trauma Life Support (ITLS), and PEPP (pediatric emergencies) courses, as well as fees paid to guest instructors. This funding also provides ongoing training for EMS instructors and CPR trainers to ensure that they are knowledgeable in current standards of care. Training includes attendance at symposiums and conferences held statewide.
- 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. Since the District is now an American Heart Association Accredited Training Site managing the training of three other public safety entities, we must provide those agencies with course completion cards causing this account to be increased. However, these costs are reimbursed to the District and the off-setting revenues can be found in the Prevention Service/Fee Revenues account.
- 6530 Travel Expenditures:** This account allows for the per diem, lodgings and travel expenditures associated with attending educational classes throughout the fiscal year. Travel costs for attendance of the Arizona Fire District Association and the Arizona Ambulance Association conferences are contained within this account for the EMS Coordinator.



Support Services Division

The Support Services Division is overseen by the Emergency/Support Services Assistant Chief and is managed by a Support Services Coordinator with the assistance of a Facilities Management Program Manager position. The Division maintains all vehicles and facilities, including assisting in the design and construction of new and/or the renovation of existing facilities. The Division maintains five (5) permanent structures totaling more than 51,000 square feet and one (1) temporary structure totaling roughly 1,440 square feet. All six (6) of the District's structures are located on five (5) different property sites. This Division also performs and supervises minor remodeling work and is responsible for facility inventory. Facility supplies are also requisitioned and tracked by the Support Services Division.



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

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

Strategic Priority #3: Resource Development & Deployment

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

Strategic Priority #5: Infrastructure

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

Support Services Division Personnel Summary

Position	2011/2012 Actual	2012/2013 Authorized	2013/2014 Proposed
Full-Time Personnel			
Support Services Coordinator	1.0	1.0	1.0
Support Services Technician	1.0	0.0	0.0
Total Assigned Personnel	2.0	1.0	1.0

Support Services Division Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Facilities Maintained			
Square Footage Maintained for 5 permanent Facilities & 1 temporary structure (approx)	52,440	52,440	52,440
Apparatus Maintained			
Emergency Response Vehicles	19	18	18
Non-Emergency Response Vehicles	9	12	11
Vehicles Maintained	28	30	29
Estimated Response Apparatus Miles Per Year	100,639	80,400	80,000

Status of FY 2012/2013 Performance Goals and Objectives: Facilities

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

FY 2013/2014 Performance Goals and Objectives: Facilities

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

- Continue to manage the District's Surplus Property Program.
- Enhance computerized Facilities Preventative Maintenance Program.
- Evaluate Facilities Preventative Maintenance equipment needs.
- Assist in planning/programming for future Fire District facility needs.

Status of FY 2012/2013 Performance Goals and Objectives: Fleet

- Continue to maintain non-capital fleet maintenance costs under set costs per mile of operation, as detailed below:

- Pumpers \$1.75/mile
- Ladder \$2.00/mile
- Ambulance \$1.00/mile
- Ladder Tender \$1.35/mile
- Misc. Response \$1.00/mile
- Autos \$0.45/mile

Goal Accomplished / Ongoing

- Continue to maintain preventative maintenance schedules for all apparatus as follows:

- Pumpers 4 months/4,000 miles
- 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

Goal Accomplished / Ongoing and Modified

- Explore the implementation of Amsoil Lubricant Program - **Goal Accomplished / Implementation initiated**
- Complete all preventative maintenance services within a 20-day variance of scheduled date - **Goal Accomplished**
- Respond to all corrective maintenance requests within one (1) business day - **Goal Accomplished**
- Maintain fleet availability above 95% - **Not Accomplished**
- Maintain average turnaround times for scheduled services of:
 - Response Apparatus 48 Hours - **Goal Accomplished**
 - Staff Vehicles 8 Hours - **Goal Accomplished**
- Equip and place two Assistant Chief Vehicles into service upon receipt - **Goal Accomplished**
- Enhance computerized Apparatus Preventative Maintenance Plan - **Ongoing**
- Evaluate Apparatus Preventative Maintenance equipment needs - **Goal Accomplished / Ongoing**
- Research and add appropriate Preventative Maintenance equipment to Capital Replacement Schedule - **Goal Accomplished / Ongoing**
- Maintain Monthly Tire Depth Analysis Reporting used to program the replacement of tires for District vehicles - **Goal Accomplished / Ongoing**
- Continue Apparatus Technician training and certification process as outlined -

Goal Accomplished / Ongoing

- Assist in generating specifications and contract requirements for a Pumper - **Ongoing and Modified**

FY 2013/2014 Performance Goals and Objectives: Fleet

- Continue to maintain non-capital fleet maintenance costs under set costs per mile of operation, as detailed below:
 - Pumpers \$1.75/mile
 - Ladder \$2.00/mile
 - Ambulance \$1.00/mile
 - Ladder Tender \$1.35/mile
 - Misc. Response \$1.00/mile
 - Autos \$0.45/mile
- Continue implementation of new preventative maintenance schedule for all apparatus due to Amsoil Lubricant Program recommendations.
- Coordinate annual Ladder Inspections and Pump Tests.
- Complete all preventative maintenance services within a 20-day variance of scheduled date.
- Respond to all corrective maintenance requests within one (1) business day.
- Maintain fleet availability at 95% annually.
- Maintain average turnaround times for in-house scheduled services of:
 - Response Apparatus 48 Hours
 - Staff Vehicles 8 Hours
- Enhance computerized Apparatus Preventative Maintenance Plan.
- Evaluate Apparatus Preventative Maintenance equipment needs.
- Research and add appropriate Preventative Maintenance equipment to Capital Replacement Schedule.
- Maintain Monthly Tire Depth Analysis Reporting used to program the replacement of tires for District vehicles.
- Continue Apparatus Technician training and certification process as outlined.
- Assist with new apparatus needs assessment for Station 104.



Facilities Management Expenditures

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

Facilities Maintenance Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5391 · Electricity	\$ 77,394	\$ 79,788	\$ 76,000	\$ 72,820	\$ (6,968)	-8.73%
5392 · Natural Gas	\$ 3,612	\$ 4,100	\$ 3,900	\$ 4,100	\$ -	0.0%
5393 · Water & Sewer	\$ 21,339	\$ 23,887	\$ 22,000	\$ 23,887	\$ -	0.0%
5394 · Telephone	\$ 13,920	\$ 14,352	\$ 15,850	\$ 9,420	\$ (4,932)	-34.4%
5395 · Refuse Services	\$ 2,455	\$ 3,108	\$ 2,600	\$ 3,108	\$ -	0.0%
5411 · Internal Facility R/M	\$ 6,722	\$ 6,400	\$ 6,400	\$ 6,400	\$ -	0.0%
5412 · Outsourced Facilities Maintenance	\$ 12,186	\$ 9,500	\$ 11,000	\$ 12,500	\$ 3,000	31.6%
5413 · Custodial Services	\$ 3,834	\$ 3,900	\$ 3,900	\$ 4,200	\$ 300	7.7%
5414 · Landscaping Services	\$ 3,579	\$ 4,650	\$ 4,500	\$ 4,650	\$ -	0.0%
5415 · Pest Control	\$ 3,252	\$ 4,800	\$ 4,000	\$ 4,800	\$ -	0.0%
5416 · Fire & Security Alarm Systems	\$ 8,663	\$ 8,480	\$ 8,000	\$ 8,560	\$ 80	0.9%
5620 · Janitorial Supplies	\$ 6,058	\$ 8,000	\$ 6,000	\$ 7,000	\$ (1,000)	-12.5%
5630 · Facilities Supplies	\$ 3,328	\$ 4,000	\$ 4,000	\$ 5,000	\$ 1,000	25.0%
5070 · Program Manager Compensation	\$ -	\$ 1,300	\$ -	\$ 1,300	\$ 0	0.0%
Total Facilities Maintenance:	\$ 166,342	\$ 176,265	\$ 168,150	\$ 167,745	\$ (8,520)	-4.8%

- 5391 Electricity:** This account provides funding for all District facilities. Budgeted funding for this account has been decreased due to the yearly analysis of actual costs combined with the transition to the use of solar power for all of the District facilities.



(Administration Facilities)



(Station 101)



(Station 102)



(Station 103)

- **5392 Natural Gas:** This account funds all natural gas expenditure requirements for all District facilities. This funding is based on actual costs for natural gas consumption by all facilities.
- **5393 Water & Sewer:** This account manages water and sewer services provided to all District facilities and is budgeted based on actual consumption costs experienced for all facilities.
- **5394 Telephone:** This funding allows for continued telephone service at all District facilities and has been adjusted to reflect the change from the previous analog system to the new Voice-Over Internet Protocol (VoIP) system installed during the recent Information Technology system upgrade.
- **5395 Refuse Services:** This item funds the collection and removal of refuse at District facilities and is based on a fee agreement negotiated in 2007. This agreement requires a 10% increase of monthly collection fees each fiscal year until the District reaches the monthly collection fee of \$61.00 during FY 2013/2014.
- **5411 Internal Facility Repair / Maintenance (R/M):** This line item covers minor repairs or maintenance that may affect any of the District's facilities. It also allocates individual station supply monies for minor emergency repairs that can be accomplished by station personnel during hours that the Support Services Division personnel would generally be unavailable. This allows repairs to be completed in a timely manner and avoids requesting the services of off-duty Support Services personnel or not making the repair until maintenance personnel are available.
- **5412 Outsourced Facilities Maintenance:** The Support Services staff is able to accomplish much of the general maintenance requirements for each of the District's facilities. However, major maintenance issues that arise may be beyond the expertise of District staff. This budget account provides funding for those situations. Increases in this account are due to a reduction in full-time Support Services personnel and the increased cost to outsource major repairs.
- **5413 Custodial Services:** This budget area provides for one weekly custodial service at the Administration building and is based on a recently re-negotiated fee structure. Scheduled annual carpet cleaning at each facility is also expended from this account. This account has been adjusted to reflect a slight increase in the cost of these services.
- **5414 Landscaping Services:** This account supports semi-annual weed control for all facilities and for any monthly landscape maintenance for the Administrative/Maintenance building not provided by District personnel.

- **5415 Pest Control:** Funding in this section ensures that all facilities receive pest control services monthly and is based on acquired quotes for services. Annual termite treatments for Station 103 are also included in this account.
- **5416 Fire & Security Systems:** This funding covers the code related monitoring of the fire sprinkler and burglar alarm systems at all District facilities. An additional expenditure from this account is the required annual inspections of the fire extinguishing hood systems in the kitchens at Fire Stations 101 & 102. The District must allocate funding for annual inspections of the alarm systems and back flow testing for all facilities. Bids were solicited and this account has been adjusted to reflect an increase in the cost of these services.
- **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, creamer, napkins, and other related items.
- **5070 Program Manager Compensation:** This funding compensates the program manager for added responsibilities in maintaining the requirements of the Station Supplies/Facilities Maintenance Program.

Fleet Management Expenditures

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

Fleet Maintenance Expenditure Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	<i>FY 2012/2013 ADOPTED</i>	<i>FY 2012/2013 ESTIMATED</i>	<i>FY 2013/2014 ADOPTED</i>	Budget Variance	% of Change
5420 · Internal Apparatus R/M	\$ 32,726	\$ 57,800	\$ 34,000	\$ 43,800	\$ (14,000)	-24.2%
5425 · Outsourced Apparatus Maint	\$ 21,018	\$ 25,000	\$ 22,500	\$ 25,000	\$ -	0.0%
5460 · Support Svc Equip R/M	\$ -	\$ 500	\$ 400	\$ 500	\$ -	0.0%
5640 · Support Svc/Shop Supplies	\$ 5,909	\$ 6,000	\$ 5,000	\$ 6,000	\$ -	0.0%
5680 · Fuel (Gasoline/Diesel)	\$ 70,896	\$ 95,000	\$ 80,000	\$ 95,000	\$ -	0.0%
Total Fleet Maintenance:	\$ 130,549	\$ 184,300	\$ 141,900	\$ 170,300	\$ (14,000)	-7.6%

- **5420 Internal Apparatus Repairs and Maintenance (R/M):** This funding is available for use by the Support Services Division to purchase materials necessary to accomplish all in-house apparatus preventative maintenance and

minor repairs. Items purchased under this account include, but are not limited to, replacement lighting, alternators, water pumps, filters, brakes, tires and apparatus batteries. This budget allows for the timely replacement of tires for all front line apparatus when necessitated. The Support Services Coordinator has instituted a Monthly Tire Tread Depth Analysis Program to better project and plan tire replacements. The decrease in this account is due to changes in vendors supplying tire service to the District. Due to the high price of replacement tires for District apparatus, the Support Services Coordinator researched alternatives to reduce tire replacement costs.



- **5425 Outsourced Apparatus Maintenance:** This account funds apparatus maintenance and repairs when it is necessary to outsource to other repair facilities.
- **5460 Support Services Equipment Repair and Maintenance (R/M):** Support Services personnel utilize specialized equipment. This funding allows for the maintenance or repair of essential equipment (air compressor, drill press, engine hoist, etc.).
- **5640 Support Services/Shop Supplies:** This budget account provides for the purchase of minor parts and supplies utilized by the Support Services Division. These include, but are not limited to, batteries, shop tools, towels, paint, penetrating oils, etc.
- **5680 Fuel (Gasoline/Diesel):** Fuel is one the District's single largest consumables and the cost is dictated primarily by existing fuel prices. Fire apparatus have a low mile-per-gallon fuel consumption yet must respond to an increasing call volume. Fuel conservation is a responsibility of the District. Various fuel conservation techniques implemented by the District will continue to be utilized. These efforts include, but are not limited to, shopping fuel prices from various vendors and distributors, operating fuel efficient non-emergency vehicles (i.e. Ford Escapes, etc.) for out-of-service functions (i.e. annual physicals, vehicle repair shuttle, training, etc.) and other District business; limiting non-emergency travel to first due areas; Support Services personnel utilizing the Support Services Maintenance Vehicle to perform minor vehicle repairs at individual stations rather than driving larger apparatus to the maintenance facility; and maintaining fueling facilities at Station 101 and 103 to limit traveling for fuel. The Fire Board's approval of an intergovernmental agreement with Maricopa County has provided the District with an opportunity to utilize the county's fueling stations and reduced the fuel cost for administrative and support vehicles. Based on expenditures during FY 2012/2013, and projected fuel prices increasing in FY 2013/2014, this account has been maintained.

Emergency Communications Overview

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

Emergency Communications Performance Measures

Description	2011/2012 Actual	2012/2013 Estimated	2013/2014 Projected
Radio's Maintained			
Portable Radios	91	76	76
Mobile Radios	44	46	46
Total Radio's Maintained	135	122	122
MCT/AVL Systems			
MCT's Maintained	16	16	16
AVL's Maintained	16	16	16
Pre-Emption Systems			
Intersections	15	18	19
Apparatus	23	23	23
Paging Service			
Pagers Maintained	15	9	5

Status of FY 2012/2013 Performance Goals and Objectives

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

FY 2013/2014 Performance Goals and Objectives

- Continue to ensure response to all corrective communications maintenance

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

Emergency Communications Expenditures

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

Emergency Communications Expenditure Projections						
Description	<i>FY 2011/2012 ACTUALS</i>	FY 2012/2013 ADOPTED	<i>FY 2012/2013 ESTIMATED</i>	FY 2013/2014 ADOPTED	Budget Variance	% of Change
5910 · Dispatching Services	\$ 343,037	\$ 362,913	\$ 362,913	\$ 391,897	\$ 28,984	8.0%
5920 · Communications Connections	\$ 21,952	\$ 26,562	\$ 25,299	\$ 27,874	\$ 1,312	4.9%
5930 · Pagers	\$ 908	\$ 960	\$ 850	\$ 320	\$ (640)	-66.7%
5940 · Radio Repair	\$ 268	\$ 2,000	\$ 2,269	\$ 2,000	\$ -	0.0%
5950 · Communications Parts/Equipment	\$ 11,550	\$ 4,000	\$ 3,500	\$ 4,000	\$ -	0.0%
5960 · Network Systems	\$ 780	\$ 858	\$ 2,226	\$ 3,711	\$ 2,853	332.5%
Total Emergency Communications:	\$ 378,496	\$ 397,293	\$ 397,057	\$ 429,802	\$ 32,509	8.2%

- **5910 Dispatching Services:** Funding provides for 24-hour dispatching and technical services through the City of Phoenix. It also covers the costs associated with maintenance of the station dispatch packages, Mobile Communications Terminals (MCTs), Automatic Vehicle Locators (AVLs), and printer systems. The cost per dispatch as determined by Phoenix Fire Regional Dispatch Center is budgeted based on a dispatch service fee of \$23.86 per call. This account also funds the expenditures associated with participation in the Regional Wireless Cooperative (RWC). The District pays annual fees for each of the 39 radios it currently operates on the RWC system.

- **5920 Communications Connections:** Emergency medical responders must communicate preliminary medical assessments to physicians at receiving medical facilities, who then advise and prescribe pre-hospital care treatments that must be completed en-route by District personnel. Therefore, cellular communication with base hospitals is essential to providing a quality standard of care. This communications capability also ensures on-scene coordination of all emergency situations with the Communications Center and other personnel that may need immediate appraisals and updates of incident situations. The ePCR (paperless EMS Patient Care Reporting) system also requires monthly fees associated with the cellular connections required by the system hardware. The annual subscription fees associated with the DriveCam systems are included in this budgetary account. The increased data connections required for the coming fiscal year generated the largest portion of the increases reflected in this account.
- **5930 Pagers:** This budgetary account ensures that responding personnel have more than one communications dispatching data resource. Decreases in this account are attributed to the reduction in the number of personnel with assigned pagers.
- **5940 Radio Repair:** This funding ensures continued operation of all small communications equipment as well as the maintenance of telephone systems and traffic pre-emption equipment.
- **5950 Communications Parts/Equipment:** This line item allows for the purchase of radio batteries, radio replacements and/or parts for radio equipment and other emergency communications equipment.
- **5960 Network Systems:** This funding account is required to support internet access and the District's inter-operability between computer systems and facilities. The increase in this account is reflective of the ability to separate the District's Data fees from the phone system as a result of Information Technology upgrades such as the microwave system and computer server changes.

Support Services Training Expenditures

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

Support Services Division Training Expenditure Projections						
Description	FY 2011/2012 ACTUALS	FY 2012/2013 ADOPTED	FY 2012/2013 ESTIMATED	FY 2013/2014 ADOPTED	Budget Variance	% of Change
6410 · Educational Expenditures	\$ 50	\$ 950	\$ 100	\$ 950	\$ -	0.0%
6430 · Travel Expenditures	\$ 540	\$ 500	\$ -	\$ 900	\$ 400	80.0%
Total Support Services Training:	\$ 590	\$ 1,450	\$ 100	\$ 1,850	\$ 400	27.6%

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



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



Conclusion

The Fire District Board of Directors and personnel are proud to present this in-depth budgetary document to Fire District property owners for review and comment. The Sun City West Fire District is a unique entity which has a history of using an innovative approach to delivering excellent quality and highly efficient services to its residents. The District believes the FY 2013/2014 budget fully supports that innovative spirit.

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

District personnel are tasked with ensuring that the expenditures they make and the actions they take are always in the best interest of the District and the residents and compliment the exemplary service standards established over the years. The FY 2013/2014 Budget presented in this document outlines in detail the minimum financial requirements to maintain the professional services District residents expect.

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

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

The following pages provide an index and combine the projected revenues and operating expenses within the adopted Fiscal Year 2013/2014 Budget. This format allows for a complete overview of the entire budget by account number and also allows for comparison with the FY 2012/2013 adopted budget totals.



(Fire District Administrative/Maintenance Building)

Revenue & Expenditure Directory

Fiscal Year 2013/2014 Adopted Annual Budget & Operational Plan Summary

Page #	Description	FY 2012/2013 ADOPTED	FY 2013/2014 ADOPTED	Variance	% of Change
Revenues					
4100 Tax Revenues					
49	4110 · Property Taxes	\$ 9,672,809	\$ 9,898,879	\$ 226,070	2.3%
51	4120 · Fire District Assistance Tax (FDAT)	\$ 400,000	\$ 400,000	\$ -	0.0%
Total 4100 Tax Revenues:		\$ 10,072,809	\$ 10,298,879	\$ 226,070	2.2%
4200 Ambulance Revenues					
51	4200 · Ambulance Revenues	\$ 1,543,900	\$ 1,683,847	\$ 139,947	9.1%
Total 4200 Ambulance Revenues:		\$ 1,543,900	\$ 1,683,847	\$ 139,947	9.1%
4300 Program Revenues					
52	4310 · Construction Fee Revenues	\$ 30,400	\$ 28,400	\$ (2,000)	-6.6%
52	4320 · Operational Fee Revenues	\$ 22,800	\$ 28,765	\$ 5,965	26.2%
52	4350 · Prevention Service/Fee Revenues	\$ 2,100	\$ 5,800	\$ 3,700	100.0%
53	4360 · State Land/Wildland Revenues	\$ 7,914	\$ 7,314	\$ (600)	-7.6%
55	4390 · Special Program Revenues	\$ 54,910	\$ 66,466	\$ 11,556	21.0%
Total 4300 Program Revenues:		\$ 118,124	\$ 136,745	\$ 18,621	15.8%
4400 Miscellaneous Revenues					
55	4430 · Contractual & Misc Revenue	\$ 185,671	\$ 194,576	\$ 8,905	4.8%
56	4435 · Fire Ins Premium Rev (PSPRS)	\$ 95,836	\$ 95,836	\$ -	0.0%
56	4440 · Interest - General Fund	\$ 4,000	\$ 4,000	\$ -	0.0%
56	4450 · Sale of Surplus Equip & Assets	\$ -	\$ -	\$ -	0.0%
56	4490 · Transfer In - Emp Benefit Acct	\$ -	\$ 88,732	\$ 88,732	0.0%
Total 4400 Miscellaneous Revenues:		\$ 285,507	\$ 383,144	\$ 97,637	34.2%
Total Combined Revenues:		\$ 12,020,340	\$ 12,502,615	\$ 482,275	4.0%



Revenue & Expenditure Directory, Continued

FY 2013/2014 Adopted Annual Budget & Operational Plan Summary Continued

Page #	Description	FY 2012/2013 ADOPTED	FY 2013/2014 ADOPTED	Variance	% of Change
Wage & Benefit Expenditures					
5000 Wage Expenditures					
70	5005 · Administrative	\$ 447,197	\$ 462,019	\$ 14,822	3.3%
70	5010 · EMS	\$ 910,932	\$ 949,675	\$ 38,743	4.3%
70	5015 · Emergency Services	\$ 3,926,879	\$ 4,061,268	\$ 134,389	3.4%
70	5020 · Community Risk Management	\$ 272,754	\$ 278,104	\$ 5,350	2.0%
70	5025 · Support Services	\$ 57,276	\$ 60,131	\$ 2,855	5.0%
71	5030 · Miscellaneous Compensation	\$ 23,200	\$ 34,529	\$ 11,329	48.8%
71	5035 · Longevity Compensation	\$ 108,798	\$ 123,405	\$ 14,607	13.4%
72	5050 · Holiday On-Call Compensation	\$ 227,755	\$ 236,047	\$ 8,292	3.6%
72	5070 · Program Manager Compensation	\$ 3,900	\$ 3,900	\$ -	0.0%
72	5085 · Coverage Compensation	\$ 319,461	\$ 330,836	\$ 11,375	3.6%
Total 5100 Wages:		\$ 6,298,152	\$ 6,539,914	\$ 241,762	3.8%
5100 Employer Taxes & Benefits Expenditures					
5110 Employer Taxes					
72	5111 · Social Security Tax - Employer	\$ 103,222	\$ 107,891	\$ 4,669	4.5%
73	5112 · Medicare Tax - Employer	\$ 93,156	\$ 97,096	\$ 3,940	4.2%
73	5113 · AZ U/I & Job Training Tax	\$ 7,261	\$ 7,116	\$ (145)	-2.0%
73	5114 · Workers Compensation Insurance	\$ 155,060	\$ 153,211	\$ (1,849)	-1.2%
Total 5110 Employer Taxes:		\$ 358,699	\$ 365,314	\$ 6,615	1.8%
5120 Retirements					
74	5121 · PSPRS Retirement Contributions	\$ 904,887	\$ 987,296	\$ 82,409	9.1%
75	5122 · ASRS Retirement Contributions	\$ 184,831	\$ 200,917	\$ 16,086	8.7%
75	5123 · 401(a) Retirement Contributions	\$ 195,524	\$ 198,712	\$ 3,188	1.6%
Total 5120 Retirements:		\$ 1,285,242	\$ 1,386,925	\$ 101,683	7.9%
5130 Benefit Insurance					
75	5131 · Health Insurance	\$ 1,128,677	\$ 1,156,890	\$ 28,213	2.5%
77	5132 · Dental Insurance	\$ 91,723	\$ 91,723	\$ -	0.0%
78	5133 · Life/AD&D Insurance	\$ 13,580	\$ 13,797	\$ 217	1.6%
78	5134 · PSPRS Cancer Insurance	\$ 3,900	\$ 2,600	\$ (1,300)	-33.3%
78	5135 · Post Employment Health Plan	\$ 63,272	\$ 65,915	\$ 2,643	4.2%
79	5136 · MERP Retiree Med Reimb	\$ 4,200	\$ 4,200	\$ -	0.0%
79	5137 · Long Term Disability	\$ 18,015	\$ 18,686	\$ 671	3.7%
79	5138 · Flexible Spending Account	\$ 695	\$ -	\$ (695)	0.0%
79	5139 · Vision Insurance	\$ 5,107	\$ 5,107	\$ -	0.0%
Total 5130 Benefit Insurance:		\$ 1,329,169	\$ 1,358,918	\$ 29,749	2.2%
5140 Operational Allowances					
79	5141 · Sick Leave Buy Back	\$ 45,760	\$ 76,123	\$ 30,363	66.4%
80	5142 · Uniform Allowance	\$ 65,950	\$ 65,167	\$ (783)	-1.2%
80	5143 · Cell Phone Allowance	\$ 11,596	\$ 12,168	\$ 572	4.9%
Total 5140 Operational Allowances:		\$ 123,306	\$ 153,458	\$ 30,152	24.5%
Total Employer Taxes & Benefits:		\$ 3,096,416	\$ 3,264,615	\$ 168,199	5.4%
Total Wages & Benefit Expenditures:		\$ 9,394,568	\$ 9,804,529	\$ 409,961	4.4%

Revenue & Expenditure Directory, Continued

FY 2013/2014 Adopted Annual Budget & Operational Plan Summary Continued

Page #	Description	FY 2012/2013 ADOPTED	FY 2013/2014 ADOPTED	Variance	% of Change
Operating Expenditures					
5200 Insurance					
93	5210 · Facilities/Equipment Insurance	\$ 27,763	\$ 26,613	\$ (1,150)	-4.1%
94	5220 · Motor Vehicle Insurance	\$ 18,655	\$ 21,363	\$ 2,708	14.5%
94	5230 · Umbrella, Errors & Omissions	\$ 7,904	\$ 7,970	\$ 66	0.8%
Total 5200 Insurance:		\$ 54,322	\$ 55,946	\$ 1,624	3.0%
5300 Professional Services					
81	5305 · Accounting	\$ 16,850	\$ 18,850	\$ 2,000	11.9%
82	5310 · Bank Service Charges	\$ 15,000	\$ 16,400	\$ 1,400	9.3%
82	5315 · Payroll Processing	\$ 1,200	\$ 1,200	\$ -	0.0%
82	5320 · Ambulance Billing	\$ 142,811	\$ 155,756	\$ 12,945	9.1%
94	5325 · Consulting Expenditures	\$ 16,450	\$ 16,450	\$ -	0.0%
89	5330 · Election Expenditures	\$ 13,000	\$ -	\$ (13,000)	100.0%
94	5335 · Legal Expenditures	\$ 25,000	\$ 25,000	\$ -	0.0%
127	5340 · Physicals/Vaccinations/Testing	\$ 56,992	\$ 56,796	\$ (196)	-0.3%
145	5391 · Electricity	\$ 79,788	\$ 72,820	\$ (6,968)	-8.7%
146	5392 · Natural Gas	\$ 4,100	\$ 4,100	\$ -	0.0%
146	5393 · Water & Sewer	\$ 23,887	\$ 23,887	\$ -	0.0%
146	5394 · Telephone	\$ 14,352	\$ 9,420	\$ (4,932)	-34.4%
146	5395 · Refuse Services	\$ 3,108	\$ 3,108	\$ -	0.0%
Total 5300 Professional Services:		\$ 412,538	\$ 403,787	\$ (8,751)	-2.1%
5400 District Repairs & Maintenance					
146	5411 · Internal Facility R/M	\$ 6,400	\$ 6,400	\$ -	0.0%
146	5412 · Outsourced Facilities Maintenance	\$ 9,500	\$ 12,500	\$ 3,000	31.6%
146	5413 · Custodial Services	\$ 3,900	\$ 4,200	\$ 300	7.7%
146	5414 · Landscaping Services	\$ 4,650	\$ 4,650	\$ -	0.0%
147	5415 · Pest Control	\$ 4,800	\$ 4,800	\$ -	0.0%
147	5416 · Fire & Security Alarm Systems	\$ 8,480	\$ 8,560	\$ 80	0.9%
147	5420 · Internal Apparatus R/M	\$ 57,800	\$ 43,800	\$ (14,000)	-24.2%
147	5425 · Outsourced Apparatus Maint	\$ 25,000	\$ 25,000	\$ -	0.0%
119	5430 · Firefighting Equipment R/M	\$ 5,800	\$ 3,000	\$ (2,800)	-48.3%
123	5435 · SCBA Equipment R/M	\$ 6,541	\$ 5,890	\$ (651)	-10.0%
138	5440 · EMS Equipment R/M	\$ 6,235	\$ 6,370	\$ 135	2.2%
107	5450 · Computer/Systems/Equip R/M	\$ 33,000	\$ 28,850	\$ (4,150)	-12.6%
107	5455 · Computer Software Licensing	\$ 20,265	\$ 21,971	\$ 1,706	8.4%
147	5460 · Support Svc Equip R/M	\$ 500	\$ 500	\$ -	0.0%
128	5470 · Fitness Equipment R/M	\$ 1,650	\$ 1,650	\$ -	0.0%
Total 5400 District Repairs & Maint:		\$ 194,521	\$ 178,141	\$ (16,380)	-8.4%

Revenue & Expenditure Directory, Continued

FY 2013/2014 Adopted Annual Budget & Operational Plan Summary Continued

Page #	Description	FY 2012/2013 ADOPTED	FY 2013/2014 ADOPTED	Variance	% of Change
5500 District Administration					
82	5505 · Memberships & Dues	\$ 8,345	\$ 9,048	\$ 703	8.4%
83	5510 · Professional Subscriptions	\$ 3,096	\$ 2,781	\$ (315)	-10.2%
89/94	5515 · District Outreach	\$ 9,885	\$ 9,885	\$ -	0.0%
95	5520 · Office Supplies	\$ 12,000	\$ 11,000	\$ (1,000)	-8.3%
95	5525 · Office Equipment	\$ 7,000	\$ 6,000	\$ (1,000)	-14.3%
95	5530 · Postage & Delivery	\$ 3,100	\$ 2,929	\$ (171)	-5.5%
95	5535 · Publishing & Printing	\$ 4,850	\$ 5,340	\$ 490	10.1%
95	5540 · Copier Expenditures	\$ 2,572	\$ 2,789	\$ 217	8.4%
107	5545 · Computer Hardware	\$ 10,000	\$ 10,000	\$ -	0.0%
107	5550 · Computer Software	\$ 5,000	\$ 6,080	\$ 1,080	21.6%
95	5555 · Hiring, Testing & Recruitment	\$ 9,755	\$ 9,755	\$ -	0.0%
96	5590 · Accreditation	\$ 2,500	\$ 16,100	\$ 13,600	544.0%
83	5595 · Contingency	\$ 350,000	\$ 350,000	\$ -	0.0%
Total 5500 District Administration:		\$ 428,103	\$ 441,707	\$ 13,604	3.2%
5600 District Operational Supplies					
96	5610 · Duty Uniforms	\$ 6,050	\$ 6,050	\$ -	0.0%
147	5620 · Janitorial Supplies	\$ 8,000	\$ 7,000	\$ (1,000)	-12.5%
147	5630 · Facilities Supplies	\$ 4,000	\$ 5,000	\$ 1,000	25.0%
139	5640 · Support Svc/Shop Supplies	\$ 6,000	\$ 6,000	\$ -	0.0%
128	5650 · Safety Materials & Supplies	\$ 500	\$ 150	\$ (350)	-70.0%
133	5655 · Emergency Management Supplies	\$ 1,500	\$ 1,500	\$ -	0.0%
107	5660 · Fire Corps Materials & Supplies	\$ 2,650	\$ 3,000	\$ 350	13.2%
107	5665 · Risk Management Materials	\$ 11,500	\$ 12,500	\$ 1,000	8.7%
139	5680 · Fuel (Gasoline/Diesel)	\$ 95,000	\$ 95,000	\$ -	0.0%
108	5691 · Lock Box Materials	\$ 23,200	\$ 23,200	\$ -	0.0%
109	5692 · T-Shirt Materials	\$ 900	\$ 900	\$ -	0.0%
109	5693 · Smoke Alarm Materials	\$ 20,950	\$ 30,250	\$ 9,300	100.0%
Total 5600 Dist Operational Supplies:		\$ 180,250	\$ 190,550	\$ 10,300	5.7%
5700 Emergency Service Operations					
119	5710 · Firefighting Equipment	\$ 7,500	\$ 7,500	\$ -	0.0%
121	5720 · Wildland Equipment	\$ 4,914	\$ 4,314	\$ (600)	-12.2%
119	5730 · Protective Equipment	\$ 33,005	\$ 31,745	\$ (1,260)	-3.8%
123	5740 · SCBA Equipment	\$ 11,610	\$ 10,995	\$ (615)	-5.3%
128	5750 · Health & Safety Equipment	\$ 750	\$ 750	\$ -	0.0%
Total 5700 Emergency Svc Ops:		\$ 57,779	\$ 55,304	\$ (2,475)	-4.3%
5800 EMS Operations					
138	5810 · EMS Ambulance Registrations	\$ 1,675	\$ 1,825	\$ 150	9.0%
139	5820 · EMS Equipment	\$ 4,700	\$ 3,600	\$ (1,100)	-23.4%
139	5830 · EMS Supplies	\$ 86,995	\$ 94,700	\$ 7,705	8.9%
139	5840 · EMS Pharmaceutical Supplies	\$ 9,600	\$ 10,500	\$ 900	9.4%
Total 5800 EMS Operations:		\$ 102,970	\$ 110,625	\$ 7,655	7.4%

Revenue & Expenditure Directory, Continued

FY 2013/2014 Adopted Annual Budget & Operational Plan Summary Continued

Page #	Description	FY 2012/2013 ADOPTED	FY 2013/2014 ADOPTED	Variance	% of Change
5900 Communications					
150	5910 · Dispatching Services	\$ 362,913	\$ 391,897	\$ 28,984	8.0%
151	5920 · Communications Connections	\$ 26,562	\$ 27,874	\$ 1,312	4.9%
151	5930 · Pagers	\$ 960	\$ 320	\$ (640)	-66.7%
151	5940 · Radio Repair	\$ 2,000	\$ 2,000	\$ -	0.0%
151	5950 · Communications Parts/Equipment	\$ 4,000	\$ 4,000	\$ -	0.0%
151	5960 · Network Systems	\$ 858	\$ 3,711	\$ 2,853	100.0%
Total 5900 Communications:		\$ 397,293	\$ 429,802	\$ 32,509	8.2%
Total Operating Expenditures:		\$ 1,827,776	\$ 1,865,862	\$ 38,086	2.1%
District Training & Development Expenditures					
6100 Fire Board Training					
89	6110 · Educational Expenditures	\$ 1,330	\$ 1,450	\$ 120	9.0%
89	6130 · Travel Expenditures	\$ 5,485	\$ 5,120	\$ (365)	-6.7%
Total 6100 Fire Board Training:		\$ 6,815	\$ 6,570	\$ (245)	-3.6%
6200 Emergency Services Training					
128	6220 · Fitness & Safety Training	\$ 1,100	\$ 4,500	\$ 3,400	309.1%
133	6230 · Educational Expenditures	\$ 36,538	\$ 35,691	\$ (847)	-2.3%
122	6235 · Wildland Training Expenditures	\$ 3,000	\$ 3,000	\$ -	0.0%
133	6240 · Training Materials	\$ 6,130	\$ 5,580	\$ (550)	-9.0%
133	6250 · Travel Expenditures	\$ 5,464	\$ 5,560	\$ 96	1.8%
Total 6200 Emergency Svcs Tng:		\$ 52,232	\$ 54,331	\$ 2,099	4.0%
6300 Community Risk Reduction Training					
109	6320 · Educational Expenditures	\$ 6,264	\$ 7,054	\$ 790	12.6%
110	6340 · Travel Expenditures	\$ 8,055	\$ 7,860	\$ (195)	-2.4%
110	6350 · Fire Corps Training	\$ 4,250	\$ 750	\$ (3,500)	-82.4%
Total 6300 Community Risk Reduction Training:		\$ 18,569	\$ 15,664	\$ (2,905)	-15.6%
6400 Support Services Training					
152	6410 · Educational Expenditures	\$ 950	\$ 950	\$ -	0.0%
152	6430 · Travel Expenditures	\$ 500	\$ 900	\$ 400	80.0%
Total 6400 Support Services Tng:		\$ 1,450	\$ 1,850	\$ 400	27.6%
6500 EMS Training					
140	6510 · Educational Expenditures	\$ 11,685	\$ 11,760	\$ 75	0.6%
140	6520 · Training Materials	\$ 6,150	\$ 8,220	\$ 2,070	33.7%
140	6530 · Travel Expenditures	\$ 1,980	\$ 1,940	\$ (40)	-2.0%
Total 6500 EMS Training:		\$ 19,815	\$ 21,920	\$ 2,105	10.6%
6600 Administrative Training					
97	6610 · Educational Expenditures	\$ 8,360	\$ 9,335	\$ 975	11.7%
97	6630 · Travel Expenditures	\$ 8,229	\$ 9,932	\$ 1,703	20.7%
Total 6600 Administrative Training:		\$ 16,589	\$ 19,267	\$ 2,678	16.1%
Total District Training & Development:		\$ 115,470	\$ 119,602	\$ 4,132	3.6%
Debt Service Expenditures					
85	7250 · DeLage Landon Principal	\$ 348,088	\$ 407,282	\$ 59,194	17.0%
85	7255 · DeLage Landon Interest Expend	\$ 224,938	\$ 209,340	\$ (15,598)	-6.9%
85	7290 · Capital Projects Funding (Deprc)	\$ 109,500	\$ 96,000	\$ (13,500)	-12.3%
Total Debt Service:		\$ 682,526	\$ 712,622	\$ 30,096	4.4%
Total Combined Expenditures:		\$ 12,020,340	\$ 12,502,615	\$ 482,275	4.0%

Statistical Section

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

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

Source: Maricopa County

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

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

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

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

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

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

Tax Payer	2012 Tax Year			2002 Tax Year		
	Net Assessed Valuation	Rank	Percent of SNAV*	Net Assessed Valuation	Rank	Percent of SNAV*
Sun Health Properties Inc.	\$ 7,902,005	1	2.03 %	\$ 1,878,938	4	0.81 %
Arizona Public Service Co.	7,581,067	2	1.95 %	-	-	- %
Roskamp/Sun Health Residential	6,773,530	3	1.74 %	4,486,332	1	1.93 %
WSL Heritage Investors V, LLC	4,222,899	4	1.09 %	-	-	- %
BNSF Railroad Company	2,275,862	5	0.59 %	-	-	- %
Patterson Farms, Inc.	1,936,495	6	0.50 %	1,916,910	3	0.83 %
AAWC: Sun City West Water Div.	1,778,221	7	0.46 %	-	-	- %
Citation Madison House	1,368,619	8	0.35 %	1,189,102	6	0.51 %
Abart Properties	1,287,521	9	0.33 %	-	-	- %
Rancho Cabrillo Development, LLC	1,238,124	10	0.32 %	-	-	- %
Traditions Senior Housing, LLC	-	-	- %	2,683,057	2	1.15 %
Sun Health Properties	-	-	- %	1,391,028	5	0.60 %
Recreation Centers of Sun City West, Inc.	-	-	- %	804,622	7	0.35 %
B. Ball / M. Ball / Etal	-	-	- %	646,294	8	0.28 %
Del Webb Home Construction Inc.	-	-	- %	612,415	9	0.26 %
BMO Global Capital Solutions Inc.	-	-	- %	537,233	10	0.23 %

Source: Maricopa County

Notes: *Secondary Net Assessed Valuation (SNAV)

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

Fiscal Year Ended June 30,	Tax Levied	Amount Collected in Fiscal Year		Collected In Subsequent Years	Collected in Total	
		Amount	Percent		Amount	Percent
2012	\$ 9,443,497	\$ 9,311,628	98.60%	\$ 38,915 ¹	\$ 9,350,543	99.02%
2011	9,820,062	9,652,841	98.30%	155,060	9,807,901	99.88%
2010	8,964,790	8,766,705	97.79%	197,070	8,963,775	99.99%
2009	8,878,789	8,772,149	98.80%	106,630	8,878,779	100.00%
2008	7,646,158	7,562,203	98.90%	83,950	7,646,153	100.00%
2007	7,067,781	6,997,009	99.00%	70,775	7,067,784	100.00%
2006	6,543,502	6,490,470	99.19%	53,009	6,543,479	100.00%
2005	6,111,180	6,072,662	99.37%	38,518	6,111,180	100.00%
2004	5,693,294	5,649,339	99.23%	43,955	5,693,294	100.00%
2003	5,040,823	5,014,091	99.47%	26,732	5,040,823	100.00%

Source: Maricopa County Treasurer's Office

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

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

Calendar Year Ended December 31,	Population	Personal Income	Per Capita Income	Unemployment Rate	Estimated District Population
2011	3,843,370	\$ N/A	\$ N/A	8.40%	45,000
2010	3,817,117	N/A	N/A	9.60%	45,000
2009	4,023,132	142,091,618,000	35,319	9.10%	45,000
2008	4,115,811	146,898,132,000	37,112	5.20%	42,500
2007	3,987,942	145,880,680,000	37,666	3.10%	40,000
2006	3,907,492	139,069,591,000	34,551	3.50%	40,000
2005	3,792,675	126,010,741,000	34,551	4.00%	40,000
2004	3,648,545	114,049,001,000	32,561	4.40%	39,000
2003	3,752,460	104,665,923,000	30,862	5.20%	39,000
2002	3,396,875	99,836,197,000	30,261	5.60%	38,500

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

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



Wage Scale

(Includes **0.0%** Cost of Living Adjustment)

<u>Salaried (Exempt) Classes</u>	<u>Salary Range</u>	
Fire Chief	\$ 106,139	\$ 149,349
Assistant Chief	\$ 93,351	\$ 131,354
Battalion Chief	\$ 89,528	\$ 114,264
Fire Marshal	\$ 92,434	\$ 123,870
Accounting Supervisor	\$ 60,602	\$ 81,213
EMS Coordinator	\$ 58,697	\$ 78,660
Administrative Coordinator	\$ 57,716	\$ 77,345
Human Resource Generalist	\$ 52,774	\$ 74,258
Support Services Coordinator	\$ 52,009	\$ 73,182
Information Technology Specialist	\$ 47,250	\$ 66,486

<u>Administrative Classes</u>	<u>Hourly Range</u>	
Fire Inspector	\$ 20.06	\$ 28.22
Community Outreach Specialist	\$ 21.06	\$ 29.63
Account Clerk	\$ 17.98	\$ 25.29
Support Services Technician	\$ 17.24	\$ 24.27
Administrative Assistant	\$ 15.25	\$ 21.45

<u>Suppression Classes</u>	<u>Hourly Range</u>	
Captain - EMT	\$ 24.14	\$ 27.95
Engineer - EMT	\$ 20.83	\$ 24.11
Firefighter - EMT	\$ 15.10	\$ 21.59
Firefighter - Recruit (40 Hour/Week Position)	\$ 20.68	\$ 20.68

<u>EMT Classes</u>	<u>Hourly Range</u>	
EMS Certified Emergency Paramedic	\$ 12.93	\$ 18.50
EMS Emergency Medical Technician	\$ 10.44	\$ 13.99

Current Specialty Pays:

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

Budget Posting Summary

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

The following condensed version of the Fire District Fiscal Year 2013/2014 Proposed Annual Budget & Operational Plan was published in the Daily News Sun newspaper on Saturday, May 25, 2013, posted in the District's five public posting places, posted on the District's website, www.scwfire.org, available at the District's Administrative Offices, and placed in the local library for public inspection and comment. The specifics of the proposed budget were reviewed again, in detail at the normally scheduled Fire Board Meetings on Tuesday, June 18, 2013 and during the Public Hearing and Special Board Meeting held on Thursday, June 20, 2013 prior to the adoption of the final budget. Upon final adoption of the Fiscal Year 2013/2014 Budget & Operational Plan, the following condensed budget summary and an Affidavit of Publishing were submitted to the Maricopa County Board of Supervisor's Office by the Fire Board as required under Statute.

Fire District of Sun City West	
Fiscal Year 2013/2014 PROPOSED Annual Budget & Operational Plan	
July 1, 2013 Through June 30, 2014	
General Fund Revenues:	
Tax Revenue	\$ 9,898,879
Fire District Assistance Tax	\$ 400,000
Ambulance Insurance Billing Revenue	\$ 1,683,847
Program Revenues	\$ 136,745
Miscellaneous Revenues	\$ 383,144
Total General Fund Revenues:	\$ 12,502,615
General Operations Expenditures:	
Wages & Benefits	\$ 9,804,529
Operations	\$ 1,515,862
Training & Development	\$ 119,602
Contingencies	\$ 350,000
Total General Operations Expenditures:	\$ 11,789,993
Debt Service Expenditures:	
Debt Services Expenditures	\$ 712,622
Total Combined General Ops, Debt Service Expenditures:	\$ 12,502,615
Public Budget Hearing:	
Copies of the proposed budget are available upon request through the Fire District of Sun City West Administrative Offices by calling the phone number listed below or by visiting the District Website at www.scwfire.org . The Proposed Tentative Budget was approved on Thursday, May 16, 2013 during the Regular Board Meeting. In accordance with the A.R.S. § 48-805(A)2 the 20 day posting began on Saturday, May 25 and ended on Thursday, June 13, 2013. The Public Budget Hearing and final adoption will be held on Thursday, June 20, 2013 at 9:00 a.m. at the District's Administrative Offices located at:	
Fire District of Sun City West, Administrative Office 18818 North Spanish Garden Drive Sun City West, Arizona 85375 Phone Number: 623-584-3500	
Published: Daily News-Sun, May 25, 2013/ 17004134	

Budget Posting Summary, Continued

**Fire District of Sun City West
Fiscal Year 2013/2014 ADOPTED Annual Budget & Operational Plan
July 1, 2013 Through June 30, 2014**

General Fund Revenues:

Tax Revenue		\$ 9,898,879
Fire District Assistance Tax		\$ 400,000
Ambulance Insurance Billing Revenue		\$ 1,683,847
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Fire District of Sun City West, Administrative Office
18818 North Spanish Garden Drive
Sun City West, Arizona 85375
Phone Number: 623-584-3500

(Original Signatures on File)

David Wilson, Board Chairman

Dusty Rhodes, Board Clerk

Adoption Resolution



...Caring People Providing Quality Service

SUN CITY WEST FIRE DISTRICT



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

Business: (623) 584-3500 – Fax: (623) 546-8613 – www.scwfire.org

FIRE DISTRICT OF SUN CITY WEST BOARD OF DIRECTORS RESOLUTION #13-0620-1

A RESOLUTION OF THE ELECTED OFFICIALS OF THE FIRE DISTRICT OF SUN CITY WEST ADOPTING AN OPERATING BUDGET FOR FISCAL YEAR 2013/2014 IN THE AMOUNT OF \$12,502,615; TO ENCUMBER SUFFICIENT FUNDS TO COVER OUTSTANDING ITEMS (LIABILITIES, PURCHASE ORDERS, INVOICES, ETC.) FROM THE PREVIOUS FISCAL YEAR; AND TO COMMIT ANY REMAINING REVENUES OVER EXPENDITURES TO BE TRANSFERRED TO THE DISTRICT'S CAPITAL RESERVE FUND IN SUPPORT OF THE DISTRICT'S CAPITAL IMPROVEMENT PLAN (CIP).

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

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

WHEREAS: a Public Hearing was held in compliance with State Law on the Proposed Fiscal Year 2013/2014 Operating Budget containing funding for continued emergency fire and ambulance services, salaries, wages and benefits for District employees, general operating expenditures, continued training expenditures, and debt service;

RESOLVED AND ADOPTED at a duly noticed public meeting of the Fire Board of the Fire District of Sun City West adopts the Fiscal Year 2013/2014 Annual Operating Budget in the amount of \$12,502,615 (attached); to encumber sufficient funds to cover outstanding items (liabilities, purchase orders, invoices, etc.) from the previous fiscal year; and to commit any remaining revenues over expenditures to be transferred to the District's Capital Reserve Fund in support of the District's Capital Improvement Plan (CIP); on Thursday, June 20, 2013, by a majority of the Fire Board Members.

APPROVED:

ATTEST:

(Original Signatures on File)

David Wilson, Board Chairman

Dusty Rhodes, Board Clerk

Glossary of Terms

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accrual Basis of Accounting	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
Accreditation (CFAI)	A comprehensive system of fire and emergency service evaluation conducted by unbiased outside expert evaluators which assists fire departments and districts in achieving organizational and professional excellence.
Alarm	A call received by the Dispatch Center which is then relayed to the appropriate fire station for emergency response.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including: IV therapy, administration of anti-arrhythmic and other specified medications and solutions. Highest level of pre-hospital care.
Appurtenances	A term for what belongs to and goes with something else, with the appurtenance being less significant than what it belongs to. An example of an appurtenance pertaining to all facilities such as the telephone systems, carpets and flooring, facility painting or fitness equipment that belongs to each fire station. The replacement costs of these items may be significant; therefore they are planned for replacement in the CIP and not the annual budget. However, they are not depreciable by themselves and would not increase the value of the facility asset when replaced.
ASRS	Arizona State Retirement System (Non-sworn employee pension plan).
Assessed Valuation	The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets	Property that is owned by the District which has monetary value.
BC	Battalion Chief
Battalion Chief	An operations manager with rank above Captain. Directly responsible for the supervision of and daily operational readiness of their assigned shift. Responds to and takes command of emergencies. Also, directly supervises a number of assigned stations.
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.

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

EBLA	The Employee Benefit Liability Account (EBLA) is a designated account that is classified as Committed Funds within the General Fund Balance. This account was created to support the annual Employee Benefit Liability associated with compensated absences, including accrued Sick / Vacation leave, Paid Time Off (PTO), and Sick Leave Buy-Back Programs.
EMS	Emergency Medical Services.
EMT	Emergency Medical Technician.
Engine	A piece of apparatus which carries water, pumps water, and carries ladders, hose and medical supplies. All District engines also provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a firefighter, an Engineer maintains and drives the equipment and apparatus.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (i.e. flood, windstorm).
FEMA	Federal Emergency Management Agency.
Firefighter	Performs firefighting and rescue operations for combating, extinguishing and prevention of fires as well as for saving life and property. All District firefighters are also EMT-Basic or paramedics.
Fiscal Year	A twelve month period of time to which the annual budget applies. The Fire District Fiscal Year runs from July 1 st through June 30 th .
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
Fractile	A value which divides a set of data into equal proportions.
GAAFR	Governmental Accounting, Auditing, and Financial Reporting Manual, Using the GASB 34 Model, produced by the Government Finance Officers Association.
GAAP	Generally Accepted Accounting Principles. A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.
GASB	Government Accounting Standards Board. A major organization to develop generally accepted accounting principles (GAAP) for use by governmental entities in reporting financial information.
GASB 34	A statement issued by GASB and titled "Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments". This statement changes the governmental financial reporting model, requiring accrual accounting for all activities to include recording and depreciating all capital assets.
GFOA	Government Finance Officers Association
Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.

HRIS	Human Resource Information System.
IAFC	International Association of Fire Chiefs.
IAFF	International Association of Firefighters.
Incident	An event involving a fire, medical emergency, hazardous material spill or release/potential release of a hazardous material.
Interface	The area where native vegetation and manmade structures meet.
Internet	An electronic communications network that connects computer networks and organizational computer facilities around the world.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
Ladder	A piece of apparatus that carries a full complement of ground ladders in addition to an aerial ladder.
LT	Ladder Tender.
MCSO	Maricopa County Sheriff's Office.
MSDS	Material Safety Data Sheet.
Modified Accrual Basis of Accounting	The basis of accounting under which expenditures are recorded when goods or services are actually received, rather than when the invoices are paid. The exception on this general rule is interest on general long-term debt, which is recognized when due. Revenues are recorded in the accounting period in which they become measurable and available.
NFPA	National Fire Protection Association.
NIOSH	National Institute of Safety and Health.
OSHA	Occupational Safety and Health Administration.
Paramedic	The highest level of training an EMT can reach in the State of Arizona.
PORA	Property Owners and Residents Association.
PSPRS	Public Safety Personnel Retirement System (sworn employee pension plan).
Response	Actions taken by the Fire District in response to a citizen's request for services.
RMS	Records Management System.
Rescue	Any kind of incident that requires specialized training or equipment that is utilized to provide assistance to a victim(s), i.e. trench collapse, water-related accidents, hazardous materials spills.
SCBA	Self-Contained Breathing Apparatus.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.

- TRT** Technical Rescue Team.
- Wildland Area** An area in which development is essentially non-existent except for roads, railroads, power lines and similar transportation facilities.
- WMD** Weapons of Mass Destruction.

