



## BUDGET WORKSHOP MINUTES

Wednesday, March 05, 2025

Station 32, 8905 Koch Field Road, Flagstaff AZ

1. **CALL TO ORDER**

Chair Timney called the Budget Workshop to order at 2:15 pm.

2. **ROLL CALL OF BOARD MEMBERS / AFFIRMATION OF QUORUM**

Members Present: Board members J. Timney, R. Faus, M. DiVittorio, and R. Parker.

Members Absent: Scott Walton

Administration: FC Gaillard, DC Wilson, DC Fennell, BC Zambeck, Labor rep C. Robinson, A. Kester, V. Fennema

3. **Pledge of Allegiance**

4. DC Wilson asked if the Board had any changes they wanted to make to the **Fire Board Handbook**. They were good with NO CHANGES.

5. Board review of policies that come directly from the Board itself. The following policies were reviewed for necessary changes:

- a. Policy #501: Policy/**Budget Stabilization**/ Budget stabilization to be funded at a minimum \$1.7 million at the beginning of the Fiscal Year. **Emergency Reserve**/We will allocate a minimum of \$125k per year to go into the Emergency Reserve Fund, with a target goal of 15% of the operating budget. **Capital Fund**/annual allocation of \$125 to \$150k.
- b. Policy #502: Layout/clarification on "Call to Public and Public Comment"
- c. Policy #503: (clean up font size only)
- d. Policy #504: No changes
- e. Policy #505: No changes

6. **DC Mark Wilson** reviewed the upcoming budget process timeline, last year's accomplishments for the department, Labor goals for this next year, and budgetary realities and expectations for the upcoming budget year. Board goals were reviewed.

- Board confirmed goals for FY25/26 with no changes. 1) Diversity and Improve Revenue Streams, 2) Create efficiencies that improve and sustain the capabilities of the district, 3) Improve the resources of the district, both human and capital.

7. Labor Rep C. Robinson reported that Labor's top priorities this upcoming year are:

- Maintain funding for current pay plan and benefit packages
- Continue to support 3 person / ALS units
- Looking at how the JPA impacts SFMD/Need to look for a new Chief
- Market adjustments in FY25/26 (base and CEP)
- Work to identify state and county funding support options

8. DC Wilson reviewed the 2025-26 Strategic Plan, emphasizing the JPA process has limited our ability to alter specific goals.
9. DC Wilson covered all of our district achievements for the past FY. (See Powerpoint)
10. The next budget workshop is scheduled for **April 10<sup>th</sup>** where Chief Wilson will review 5-year projections, pay and benefits. (Robb cannot make this workshop) The board will have the opportunity to review and possibly approve the Fire Chiefs Budget for 20-day posting at the May 21<sup>st</sup> board meeting. Final approval will be at the June 18<sup>th</sup> board meeting.
11. We looked at the current budget health, budgetary realities and expectations, upcoming Capital needs and future large capital needs, JPA impacts, and an overview of budget at current mil rate of 3.50%

**Board Priorities:**

1. Board Chair Timney would like to look at increasing the MIL rate to 3.60 in order to address wages/retention. This would increase our revenue by 178,000 for the upcoming year. DC Wilson asked clarifying questions: What is the goal for the increase? Capital needs specifically?
2. Board Member Parker would like to look into finding additional funding from the County or Government (think 310). Chief Gaillard responded that there is no set plan in place as to how to get that done right now. There are a lot of people trying to figure that one out.

**ADJOURNMENT**

Motion to adjourn by Board Member Parker, seconded by Board MemFaus.

**Vote Conducted. MOTION PAST ALL IN FAVOR**

AYES: Timney, Faus, Parker, Divittorio

Budget Workshop Adjourned at 4:45 pm

Respectfully submitted by:

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Robb Faus, Board Clerk

# SUMMIT FIRE AND MEDICAL DISTRICT

*MARCH 05, 2025 WORKSHOP*



# REVIEW OF BOARD HANDBOOK FY25/26

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## *BOARD ROLES AND PROCESS*

- PURPOSE OF THE HANDBOOK AND PROCESS TO CHANGE POLICIES
- FINANCIAL DIRECTION VS. OPERATIONAL ENGAGEMENT
- TIME OF MEETINGS (6PM)
- ANY OTHER QUESTIONS OR CONCERNS SINCE THE LAST BOARD MEETING ADDRESSING "NO CHANGES REQUESTED BY THE BOARD"?

# POLICY REVIEW

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1. REVIEW AND DISCUSS BOARD POLICY 502 PUBLIC PARTICIPATION
2. REVIEW AND DISCUSS BOARD POLICY 503 COMPENSATION
3. REVIEW AND DISCUSS BOARD POLICY 504 CAPITAL PLANNING AND BUDGETING
4. REVIEW AND DISCUSS BOARD POLICY 505 PSPRS PENSION FUNDING POLICY

# BOARD GOALS FY25/26

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1. DIVERSIFY AND IMPROVE REVENUE STREAMS.
2. CREATE EFFICIENCIES THAT IMPROVE AND SUSTAIN THE CAPABILITIES OF THE DISTRICT
3. IMPROVE THE RESOURCES OF THE DISTRICT BOTH HUMAN AND CAPITAL.
4. ***ANYTHING MISSING WE NEED TO ADD?***

# LABORS TOP PRIORITIES FOR FY25/26

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*MOVING IN THE RIGHT DIRECTION AND TEAM IS IN A GOOD SPOT*

- MAINTAIN FUNDING FOR CURRENT PAY PLAN AND BENEFIT PACKAGES
- CONTINUE SUPPORT OF 3 PERSON/ALS UNITS
- JPA IMPACTS – THIS IS THE YEAR; WE SHOULD PLAN FOR A NEW CHIEF AND ASSOCIATED COSTS TO BE FISCALLY STRATEGIC
- LOOK AT CAPACITY FOR MARKET ADJUSTMENTS FOR ALL RANKS AND CEP'S- FY25/26 (MOU YEAR)
- WORK TO IDENTIFY STATE, COUNTY FUNDING SUPPORT OPTIONS



# 2025-26 STRATEGIC PLAN



## MISSION

We provide exceptional customer service to the community, visitors and surrounding region.

## VISION

Dedicated to life safety and fire protection services

### Standardization and Improved Partnership Goals:

- Work to continuously improve joint communication
- Improve health & wellness of employees
- Build program management expectations and support
- Move joint policies to Lexipol with Board Adoption (2024-26)
- Align Career Development
- Continue to build the OCP process and link to program management
- Advance CRR measures

### Sustainability and Funding Goals:

- Seek Capital Planning Funding
- Compensation and Benefits-work towards consistent and competitive pay structures
- Work to develop adequate contingency funding (SFMD)
- Work to eliminate the 1x structural deficit (FFD)
- Fire Authority Feasibility Study (2024-25)
- Command staff/management succession planning (2025-29)
- Align service levels with available funding

### Service Level Goals:

- Staffing to meet demand for all service levels
- Increase support staff positions (FFD)
- Increase Paramedic Staffing
- Add a 24/7 Truck company for increased risks (FFD)
- Increase task book capacity
- Enhance WT delivery (SFMD)
- Increase community outreach
- Reduce risks through prevention and WFM efforts



# FY 2024/2025 ACHIEVEMENTS

## *DIVERSIFY AND IMPROVE REVENUE STREAMS*

- WORKED TOWARDS INCREASED CONTRACTS FOR FLEET SERVICES
- CELL TOWER CONTRACT UPGRADE/EXTENSIONS (#32 & #33)
- PROP 207 FUNDING TO CAPITAL ACCOUNT (AVG \$80K PER YEAR)
- PURCHASED A FLEET TRUCK FOR MOBILE REPAIR
- PURCHASED A TYPE III ENGINE FOR CALLOUT OPPORTUNITIES
- ENHANCED OUR CONTRACT SERVICES SOFTWARE AND BILLING PROCESS

# FY 2024/2025 ACHIEVEMENTS

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*CREATE EFFICIENCIES THAT IMPROVE AND SUSTAIN THE CAPABILITIES OF THE DISTRICT*

- JOINT PROMOTIONAL TESTING & STRATEGIC PLANNING REVIEW
- CONTINUED MIGRATION TO A NEW SINGLE POINT SOFTWARE PROGRAM (ESO)
- ADDED PERFORMANCE EVALUATIONS THROUGH A JOINT PLATFORM
- ADDED A NEW INTERNAL AUDIT OF FINANCES BY AN OUTSIDE CONTRACTOR
- SUPPORTED GFR ACADEMY TRAINING CADRE – WITH 1 SFMD CAPTAIN
- ENGINEER ACADEMY COMPLETED
- ADDED STATION LAPTOPS FOR REPORT WRITING EFFICIENCIES
- MOVED ST #37 TO STAR-LINK FOR INTERNET
- MOVED PROGRAM WORK BACK TO INDIVIDUAL DEPARTMENTS

# FY 2024/2025 ACHIEVEMENTS

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## *IMPROVE THE RESOURCES OF THE DISTRICT BOTH HUMAN AND CAPITAL*

- PUT 3 NEW FIREFIGHTERS THROUGH THE 2024 GFR ACADEMY
- PARAMEDIC COURSE FOR 3 MEMBERS (OT FOR TIME AT CLASS & CLINICALS)
- PURCHASED NEW TYPE III ENGINE
- PURCHASED NEW CRADLEPOINTS FOR UNITS
- PURCHASED 5 NEW BK RADIOS FOR WILDFIRE RESPONSE (YEAR 1 OF 3)
- PROGRAM FUNDED FOR TIER 1 & 2 REQUESTS
- TUITION REIMBURSEMENT/PROFESSIONAL DEVELOPMENT (\$10K)
- YEAR TWO OF 2ND SET OF TURNOUTS FOR CANCER INITIATIVE (8 SETS PER YEAR)
- COMPLETED DRIVEWAY AT #37
- NEW PPE EXTRACTORS AND DRYERS FOR STATIONS 37 & 31

# SUMMIT FIRE AND MEDICAL DISTRICT BUDGET PROCESS



# SUMMIT FIRE AND MEDICAL DISTRICT BUDGET PROCESS

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1. LOOK AT GENERAL BUDGET HEALTH (PAST/CURRENT/FUTURE)
2. IDENTIFY CURRENT OR FUTURE GAPS BASED ON PROJECTIONS/ESCALATORS
3. IDENTIFY BOARD PRIORITIES: I.E. - COMPENSATION, BENEFITS, RETENTION, CAPITAL PROJECTS, STAFFING, CEP'S, STATION LOCATIONS, ETC.
4. WORK WITH AN ANNUAL BUDGET PERSPECTIVE – THIS IS THE TIME TO MAKE CHANGES OR ADJUST GOALS TO DRIVE FISCAL REALITIES IN THE COMING YEAR. JPA IMPACTS (+-)
5. IDENTIFY LABOR'S FOCUS – MOU SHOULD DRIVE FUTURE COMPENSATION (MAY 25)
6. DETERMINE IF OUR CURRENT FUNDING IS ADEQUATELY MEETING OUR NEEDS – MIL RATE OPTIONS BASED ON GAPS OR PRIORITIES

# BUDGETARY REALITIES AND EXPECTATIONS

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# CURRENT BUDGET HEALTH-ACCOUNTS

## OPERATING FUNDS

- EXPENSES FY24/25 (\$8,157,807)
- REVENUE DIFFERENCE = +\$410K
- EXPENSES FY25/26 (\$8,204,877)
- REVENUE DIFFERENCE = -\$308K  
(CURRENT BUDGET SENDS \$125K TO CAPITAL AND \$100K EMERGENCY FUNDS IN FY25/26)
- PROJECTED BUDGET STABILIZATION = \$2.9M

## RESTRICTED FUND BALANCES

- EMERGENCY FUNDS - \$380K AT END OF 24/25
- CAPITAL FUNDS – EST. \$710K (INCLUDES DEL TAXES AND WEST SIDE CAPITAL MOVED) AT END OF 24/25

# **BUDGETARY REALITIES AND EXPECTATIONS @ A 5% CAP & \$3.5 MIL RATE**

## **KNOWN INCREASES = \$160K**

- INCREASED BENEFITS COSTS - \$40K
- 3% INFLATIONARY COST INCREASE
- BEHAVIORAL HEALTH INCREASES -\$15K
- INCREASED BUT BALANCED PSPRS DEBT
- ATTRITION IMPACTS (SLAYTON, JAMISON, VAUGHN, XX? )

## **KNOWN & POSSIBLE SUPPORT**

- CALLOUT FUNDING - AVG \$50K YR
- 5% ANNUAL TAX GROWTH STABLE
- MIL RATE CAPACITY (.25 REMAINING = \$435K)
- FLEET CONTRACTS - \$50K PER YEAR
- GRANT FUNDING (I.E. - SCBA PACKS)



# UPCOMING FY25/26 CAPITAL NEEDS

## EQUIPMENT

- 2ND SET OF TURNOUTS (FY25 \$55K)
- YEAR 2 OF THREE BK RADIOS (\$20K)

TOTAL - \$75K

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## FLEET/FACILITIES

- STATION 32 OFFICE & BC BAY REMODEL (\$275K)
- CHIEF VEHICLE
- ADMIN VEHICLE

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# FUTURE LARGE CAPITAL NEEDS 3-YEAR LOOK

## EQUIPMENT

- 2ND SET OF TURNOUTS  
(ONGOING \$55K)
- BK RADIOS X15 (FY26/27 - \$15K)
- ZOLL MONITORS X5 (FY27/28 - \$200K)
- SCBA PACK REPLACEMENT 28/29 - \$365K

TOTAL COST IN FY25/26/27 = \$270K

## FLEET/FACILITIES

- BC QUARTERS – ST #32 (\$275K)
- TYPE 1 ENGINE (\$1.2M)
- CHIEF/ADMIN VEHICLES (\$125K)
- PAINT X 2 STATIONS (\$125K)

TOTAL COST = \$1.725M

# JPA FEASIBILITY OUTLOOKS/ IMPACTS

## **FUNDED**

- CURRENT IGA COSTS (\$145K)

## **UNFUNDED**

- NEW SUMMIT FIRE CHIEF PROCESS
- CHIEF SALARY/BENEFITS COSTS (EST - \$235K)
- OFFICE SPACE
- VEHICLE

# GENERAL OVERVIEW OF FY25/26 BUDGET @ CURRENT MIL RATE OF 3.5

## FUNDED

- CURRENT PAY PLAN AND BENEFITS
- 3% MARKET + \$500 CEP PAY X16
- PROJECTED ESCALATORS
- PROGRAM BUDGET REQUESTS
- CEP CLASS X2
- FY25/26 CAPITAL NEEDS

## UNFUNDED

- INCREASED MARKET/CEP ADJUSTMENTS
- MOU REQUESTS
- ADDITIONAL CEP CLASS SLOT
- LARGE CAPITAL NEEDS IN COMING YEARS  
(BC QTRS, CHIEF VEHICLE)
- ***OTHER BOARD PRIORITIES?***



**WE ARE IN A CLIMB WHERE  
PREPARATION, STRATEGY AND  
REALISTIC EXPECTATIONS WILL  
BE KEY FOR A SUCCESSFUL  
OUTCOME**

- QUESTIONS
- COMMENTS
- DIRECTION