

## MEMORANDUM

TO: Town Council  
FROM: Fred Carpenter, Town Manager   
SUBJECT: Budget Update  
DATE: June 9, 2006

At last week's budget meeting, Council requested additional information and/or clarification on some budget issues. Most of that information is attached and/or described below:

- Police Academy will be funded from the general fund. We have shifted bed tax funding to cover PREDC. Also attached is an explanation of the benefits of the local academy versus relying upon outside academies and recruiting.
- Attached is a memo from Glenn Smith regarding the event center deficit issue.
- PREDC has been notified regarding information request on number of jobs brought to Payson in last four years. We expect that report on Tuesday.
- Attached is the Fire District study that Fire Chief Marty deMasi completed earlier this fiscal year.
- There are limits under State law regarding the value of street improvement work Town forces can complete. Attached is a memo from LaRon Garrett providing details.
- Attached is a breakdown of historical funding for local non-profits.
- Glenn Smith will provide an analysis on use of reserves in time for the budget meeting.
- LaRon Garrett has provided the attached memo of justification for the engineering secretarial position. Appropriate adjustments can be made to absorb the \$5,000 cost of the new position.
- Attached is a list of vehicles utilized by all departments.

With regard to County funding issues, staff is preparing facility usage information for Town parks, aquatics and event center

programs and facilities that will compare resident to non-resident participation, which will be available by the meeting.

As concerns the possibility of 7% cuts in all non-salary operating budget items, staff has developed the attached chart. It falls a little short of the goal because some of the major contributors cannot reach it without cutting essentials. It is important to note that some programs would be affected, such as the annual holiday party, public relations and employee training.

Also attached is a list of equipment acquisitions proposed for FY 06/07 along with funding sources.

Finally, we have attached a list of the proposed major street capital improvement projects and airport projects for FY 06/07, along with funding sources. We will present a slide of these for discussion and public information at the meeting.

**Council Request for Information – June 6, 2006**  
**Responses needed for June 15, 2006 Meeting**

- Councilman Fruth – prefer police academy be funded out of general fund instead of bed tax. Economic Development more appropriate for bed tax.
- Councilman Vogel – Breakdown on \$68,000 overage at event center.
- Councilman Vogel – Find out how many jobs PREDC actually brought to Payson in the last 4 years
- Councilman Wilson – wants clerical position to help LaRon (\$5,000)
- Councilman Romance - Get fire district study from Marty
- Councilman Blair – can own workforce do streets. Investigate state statutes.
- Mayor Edwards – wants list of all vehicles (not equipment).
- Councilman Wilson – keep PREDC funding because of new president who has new approach.
- Councilman Vogel – should be getting what Globe is getting. Regarding event center, they should be paying their fair share to use it.
- Councilman Fruth – need stronger lobby in Globe.
- Mayor Edwards – put dollars in. Encourage council to funnel information to Glenn as they go along.
- Mayor Edwards – who and how much to Non-Profits needs to be discussed.
- Mayor Edwards –concern about dipping into reserves



# Memorandum

**To:** Mr. Fred Carpenter, Town Manager  
**CC:** Mayor & Council  
Commander Engler  
Ms. Della Bradley  
Sgt. Rod Mamero, Academy Coordinator  
**From:** Gordon H. Gartner, Chief of Police  
**Date:** 6/8/06  
**Re:** Summary of Information regarding Need for a Police reserve academy

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As you know we have been discussing the issue of a Police reserve academy since April of 2005. We have had four Council Meetings where the Police reserve academy was discussed and on December 8, 2005 the Council authorized the police department to begin the process of instituting a Police reserve academy. In an effort to summarize the need for a Police reserve academy I would offer the following information:

- 12 of our existing 30 police officers have come through the Reserve Academy process; of those 12 they average approximately 14 years of service with the Payson Police Department. The officers that come through the reserve program have a tendency to stay longer and assume leadership roles.
- The cost to hire a full time officer and send them to the full time police academy is approximately \$40,000.00, based on employment costs, overtime for travel back and forth to the academy, as well as overtime while in the academy, and vehicle usage.
- The reserve police officer will attend the academy on their own time and will pay \$500.00 in tuition cost. The estimated annual budget for the police academy is \$145,295.00; this cost is primarily related to the full time academy coordinator at a sergeant's position as well as overtime and other related expenses for police officers to assist in the instruction.
- We currently have 19 applicants for the Reserve Police Academy. It has been our experience that approximately 40% are not successful through the background process, which is currently underway. If past experience holds true we will have approximately 13 cadets to begin the academy. Past experience also indicates that we do lose approximately 10% of the class in this type of an academy setting during the training. This would leave approximately 11 cadets who would acquire full Law Enforcement Certification.

- As noted above the cost of the Reserve Police Academy is approximately \$145,295.00. Therefore, if we successfully certified only 4 individuals who were then hired by the Payson Police Department, the Town of Payson would be saving approximately \$15,000.00 by operating the Reserve Police Academy, as the cost for certifying these same 4 cadets in an out-of-town residential academy would be approximately \$160,000. If the Payson Police Department was eventually successful in certifying and hiring all of the projected graduates from the Reserve Police Academy, the total potential savings to the Town of Payson could be \$294,705.00, as the out-of-town residential academy cost for 11 cadets would be approximately \$440,000.00.
- Approximately 10 officers hired from other agencies during the last five years have worked for varied periods of time and moved on to other agencies or entered private industry. With 40 % of our current force being certified in a Reserve Academy environment it speaks well to the retention capabilities associated with these prospective cadets.
- As of this writing we have 3 openings for police officers within the police department, one opening has been in existence since January of 2005 and has been unable to be filled on a full time basis.
- We have 6 officers eligible to retire right now, with 2 of us scheduled to retire in June of 2007. By 2009 we will have an additional 2 officers eligible to retire.
- Between 2006 and 2008 there is an estimated 1500 officers across the state that is scheduled to retire. Most of the growth areas in the state are actively recruiting for new officers, such as Salt River Indian Police looking for 40 officers, Phoenix P.D. looking for an additional 200, Town of Maricopa is anticipated to have 100 new officers by 2010 and many other communities will see the need for officers as they grow.
- Even though Payson has moderate growth, with growth comes the additional demand for service that will require additional personnel to address those demands.
- The worse case scenario is that by 2008 the Payson Police Department may see as many as 18 new hires due to retirements, routine turnover as well as the need to add new personnel. Best-case scenario, in my opinion is that you will see Payson Police Department have the need to hire between 6 and 10 new officers by 2008 due to the aforementioned reasons.
- The cost of housing in our area is making it very difficult to recruit police officers from outside the area.

I have attached several documents that were a part of the discussion regarding the police reserve academy that will provide the new Council Members with additional background information. If you should have any questions or require additional information please do not hesitate to contact me.

GHG/kb

# ***COUNCIL DECISION REQUEST***

SUBJECT: Police Reserve Academy

MEETING DATE: 12/8/05

CSP ITEM: Yes  No  KRA#

ITEM NO.:

TENTATIVE SCHEDULE:

SUBMITTED BY: Gordon H. Gartner

AMOUNT BUDGETED:

SUBMITTAL TO AGENDA

EXPENDITURE REQUIRED: \$50,500

APPROVED BY TOWN MANAGER

CONT. FUNDING REQUIRED: Maximum of \$25,500

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EXHIBITS (If Applicable, To Be Attached):

1. Memorandum dated 5/9/05 "Budget calculations for a police reserve academy".
2. Memorandum dated 4/11/05 "Issues concerning the ability of the Town of Payson to recruit and retain qualified police officers and the impact of police officer retirements."

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## **RECOMMENDED MOTION**

I move to authorize the police department to begin the process of instituting a police reserve academy, effective February 3, 2006, as directed, and to fund the startup cost for the academy from unexpended funds from the police department's operations and communications budget for fiscal year 2005/2006, with the stipulation that if the police department is unable to finance the academy out of unspent budget funds that the department will be authorized to expend up to \$25,500.00 from the Council Contingency Fund.

## **SUMMARY OF THE BASIS FOR RECOMMENDED MOTION:**

On May 3, 2005 at a special meeting of the Town Council the police department presented a concern to the Council regarding our ability to recruit and retain police officers. The Council was also provided information regarding pending retirements in the police department and its impact on our ability to provide adequate patrol coverage in the future. As we all know, a plan was presented to the Council to fund a police reserve academy with an increase in Bed Taxes. The Bed Tax plan was not approved however, Council directed staff to bring back a proposal to establish a police reserve academy and to find other means of funding the program.

As stated previously, it is my belief that the best method for establishing a police reserve academy is to promote a patrol officer to sergeant, and to take an experienced sergeant and assign him the duties of coordinating a reserve academy. The academy coordinator will have the responsibility to ensure all state standards are met, recruit trainees and coordinate all instructional activities. The academy is expected to begin in July of 2006 with a graduation of June of 2007. As of 11/23/05, we have had 16 citizens come into the police department and provide us with their names, expressing an interest in attending the police reserve academy. I believe that with the proper advertising and promotion that we can double those numbers.

# COUNCIL DECISION REQUEST

Regarding the issue of promoting an officer to sergeant, and then the need to hire a replacement officer for the newly promoted sergeant, and the concern of the department being top-heavy, the police department has one sergeant scheduled to retire in 2008 and another sergeant eligible to retire now with a third sergeant eligible to retire in early 2007. The police department will be able to absorb the academy coordinator sergeant position within its ranks if the reserve academy no longer continues after the first year.

There has been a desire expressed to create a business plan and make the police academy a profitable venture. The issue of a for profit police academy was discussed at a state level several years ago and it is my recollection that that was not well received by our certifying agency. However, it has been our experience that officers that go through a police reserve academy as opposed to a full time paid police academy have stayed with the Payson Police Department for an average of fourteen years. Officers who attend the reserve academy attend on their own time and pay for their own equipment, which will be approximately \$1,200. The cost to send a police officer to the academy, and then complete their field training is about \$40,000.00 per officer. If we are able to hire four officers that have completed the police reserve academy, we will have more than recovered our cost to sponsor the police reserve academy.

The start up cost for the reserve academy is approximately \$50,500. It is possible that the police department will have savings in the following accounts:

General Law Enforcement Operations	\$10,000
Communications	\$ 5,000
Methamphetamine Enforcement	\$10,000
Total	\$25,000

These funds could be used to offset the initial cost of the academy. It does need to be understood that the projected budget savings as outlined may not occur or, there maybe enough savings to fund the entire project without using any contingency funds. We do have a major homicide trial starting in soon, which will have an impact on our overtime budget.

The alternative is to establishing a police reserve academy is to continue with what we are doing, which is to attempt to recruit certified officers, which has had very mixed results, or try to find recruits to attend the police academy in Prescott or Coolidge on a full time basis.

**PROS:** The Town of Payson will be prepared to fill vacancies in the Police Department that we know we will have in the near future with officers that have successfully completed a local reserve academy, and who historically have a tendency to serve as police officers for several years. Further, we expect to save approximately \$40,000 per officer hired that has completed the reserve academy.

**CONS:** There are very few guarantees in this life, we may not be able to attract enough candidates to attend the academy. The preliminary indications are that there are several people interested in participating in the reserve police academy.

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**PUBLIC INPUT (if any):**

**BOARD/COMMITTEE/COMMISSION ACTIONS/RECOMMENDATIONS (if any) (give dates and attach minutes):**

## MEMORANDUM

DATE: April 11, 2005  
TO: Fred Carpenter  
FROM: Chief Gordon Gartner, Payson Police Department   
SUBJECT: Issues concerning the ability of the Town of Payson to recruit and retain  
Qualified police officers and the impact of police officer retirements

The Payson Police Department, like most law enforcement agencies in the state of Arizona, will be facing a hiring crunch during the next five years. As you know, we were unable to attract experienced officers from other agencies during our last recruitment efforts. Even though we received 28 applicants, only three made it to the background process. Two out of those three failed their background investigation and one accepted a position in Utah. We were only able to fill our openings because we had a former officer that wanted to return to Payson from Mesa, we hired an officer from Lake Havasu City who wanted to relocate to Payson to be near his family (who happened to stop by the office when it became apparent that we were not going to meet our hiring needs), and we were able to hire a retired officer (who has not worked patrol since 1983) who was with our reserve program as a full-time officer.

It is estimated that between the years 2006 and 2008 that there will be approximately 1,500 officers throughout the state retire under the Deferred Retirement Officer Program (DROPS). The DROPS program allows an officer to in effect retire from the state system, and the state will then invest the officer's retirement checks, and at the end of five years the state will pay the officer a lump sum amount. The officer is required to retire at the completion of his DROPS period or lose the interest accrued during the 5 year period.

The Payson Police Department has seven officers, including myself, that are eligible to retire either immediately or within the next two years. Between 2007 and 2008 the Payson Police Department will have no less than three officers retire. At any given time, an officer with 20 or more years in the state retirement system may elect to retire. Oftentimes, what we see is that when a critical event occurs or there is a significant change in an officer's personal situation, the officers with more than 20 years in the system elects to take advantage of the retirement option.

The Payson Police Department typically experiences a turnover of one or two police officers per year. Turnovers are related to any number of issues, including recruitment from other law enforcement agencies, change in professional status, or disciplinary actions.

The use of population trends to project workload needs is not necessarily the best method however, it does seem to hold true that with increased population there is increased demand for services. Typically, the police departments around the country, as well as the Payson Police Department, seem to employ approximately one officer per 500 in population. The town of Payson is increasing in population at approximately 500 people per year. According to community development, the town of Payson may have experienced an additional 800+ lots in our community during the last few years if growth had not been constrained by water concerns. If the water issue is resolved, which it appears that it will be in the near future, we can expect that the town may actually encourage growth to offset the cost of bringing in the new water.

If the Payson Police Department experiences our average annual turnover of one or two officers, and if we add personnel to keep up with the growth, and we bring on new officers to replace officers who will be retiring, it is feasible that the Payson Police Department may be hiring 18 new officers during the next three to four years. I believe this will be the typical scenario for most police departments in the state, that their officers will be relocating to higher paying jobs, or jobs with better working conditions, and they, too, will be facing the need to find replacements for retiring staff.

From my perspective, the Payson Police Department has three basic options, which are as follows:

1. That we do nothing. This is to say that we maintain the status quo and try to recruit from around the state as openings occur, or try to recruit for new officers and pay to send them to a police academy. The cost to send one officer to an academy is approximately \$40,000 in various personnel costs.
2. That we recognize the highly competitive environment that we are being forced to operate under, and do all that we can to retain our existing police officers. Doing all that we can to keep our officers would mean that they would receive increases in pay that would bring them beyond the mid-level point for communities of our size. On a side note, DPS has just provided an additional \$7,000 annually in pay to police officers with three years or more experience who transfer to their organization.
3. As crazy as this sounds, the Payson Police Department could create an effective reserve program that should allow us the opportunity to hire and train local people. It has been our experience that reserve police officers who are subsequently hired by the town, have a tendency to be some of our most valued and long-term employees. Some of the individuals who have come through our reserve program are Commander Engler, Sgt. Bramlet, and many others. These dedicated officers who came through our reserve program have, on the average, fourteen years experience with the town of Payson. In order for us to establish a viable reserve program, it is my belief that we would need to have a full time reserve coordinator that would hold the rank of sergeant. Two years ago we partnered with the Gila County Sheriff's Office and the local community college in an effort to establish a reserve program. In the end, we discovered that our greatest stumbling block was the cost to the individual reserve officer, which, at the time, was approximately \$3,400 per cadet. From this recruitment effort, we ended up with two reserves, one who is no longer with us, and another who is attending the academy in Glendale. This individual does live in the Valley, and attending the academy down there is more convenient for him.

It is possible to fund this reserve academy, at least in part, by increasing our bed tax up to 5%, which, according to Glen Smith, should bring in approximately \$90-95,000 per year. I have attached a copy of a chart that outlines our existing retirement concerns as well as our history with reserve officers, and our anticipated new officers and replacements. Maybe, as we meet with the town council in a work-study session on this matter, the council and/or staff may have some ideas that we have not considered.

Thanks for your assistance in this matter.

CC: Cmdr. Don Engler  
Ms. Della Bradley

Attachment  
GG/asg

MORE THAN 16 YEARS IN SYSTEM	YEARS IN SYSTEM	CAME THROUGH RESERVES	PPD YEARS	FORMER OFFICERS THAT CAME THROUGH RESERVE ACADEMY	NEW OFFICERS	REPLACEMENT OFFICERS
GARTNER	31.5	T. BRAMLET	23	D. GAY	05 - 1	05 - 2
T. BRAMLET	23+	ENGLER	21	B. SMITH	06 - 2	06 - 2
ENGLER	21+	KASL	14	C. HUNT	07 - 3	07 - 4
TIEMAN	22+	FAUST	14	B. SMITH	08 - 2	08 - 2
S. JOHNSON	18+	MONTGOMERY	15	D. SPYCHALLA	TOTAL 8	TOTAL 10
MAMERO	18+	GARVIN	15	J. DAVID	<b>18 NEW OFFICERS</b>	
VAUGHN	19+	BARR	12	R. TROUT	18 x \$40,000 = \$720,000 Training Costs	
		BLALOCK	12	S. BUTLER	RESERVE ACADEMY OPTION =	
		HEFLIN	10		COORDINATOR = \$95,000	
		VAN CAMP	10		INSTRUCTORS = \$25,000	
		DADDABBO	9		MISC. COST =	
		TIEMAN	22		(AMMO, BOOKS, PAPER, EQUIPMENT)	
			<b>167 YEARS</b>			
			<b>13.9 AVERAGE YEARS</b>			



# Memorandum

To: Mr. Fred Carpenter, Town Manager  
Mayor Barbara Brewer  
Town Council

CC: Commander Engler  
Della Bradley

From: Gordon H. Gartner, Chief of Police 

Date: 9-28-05

Re: Additional Information Regarding the Proposed Police Reserve Academy

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Yesterday, September 27, 2005, Commander Engler and myself had an opportunity to meet with Sheriff Armer and Undersheriff Adam Shepherd. During our meeting we discussed the issue of recruitment and retention of law enforcement officers as well as our proposed police reserve academy. Sheriff Armer indicated to me that he currently has seven vacancies within the patrol ranks of the Gila County Sheriff's Office. He also stated that he believed that the Globe Police Department may be down as many as seven officers. Some months ago I had opportunities to speak both with Sheriff Armer and Undersheriff Shepherd regarding my thoughts on creating a police reserve academy in Payson. The sheriff is very much in support of a police reserve academy in Payson and indicates that he would be more than willing to support the program. Both the sheriff and myself are of the same opinion that in the near future the issue of being able to recruit qualified candidates for our jobs is only going to get tougher. It is interesting to note that both Undersheriff Shepherd and Commander Engler attended the same reserve police academy sponsored by the Payson Police Department over twenty years ago. Both of these career law enforcement officers have established deep roots and have certainly made a difference in our community.

As far as actual financial support from the Gila County Sheriff's Office, I didn't really address that issue with Sheriff Armer during this meeting; however, he did indicate that they would be willing to support us with certified instructors as needed. Many of these details can be worked out during the planning process that will occur when a sergeant is appointed as an academy coordinator.

With the publicity that we have received during the last few weeks, we have had nine individuals inquire about the pending police reserve academy and have provided us with their contact information. I am convinced that as we promote this program that we will receive significant interest from individuals that may be interested in a law enforcement career. One of the keys to making the reserve academy work is going to be the need to keep the cost for enrollment into the academy at under \$500.00. Considering that each recruit

September 30, 2005

will need to spend approximately \$1200.00 to purchase a firearm, leather gear and police uniforms, the need to keep the initial cost low will be critical.

Our recruitment strategies will be broad base, in that we may see interest in our program from school teachers, health professionals, construction workers, store clerks, sales persons, and maybe even some younger retirees. Unlike the traditional full time police academy which requires that cadets have physical training every day and where every cadet is required to meet a certain minimum standard, our reserve academy can be taken at a different pace, giving the cadets more time to pass the required Peace Officers Physical Aptitude Test.

In the September 2005 Police Chief magazine, in an article entitled 'The Millennial Generation Enters The Work Force' by a James P. Henchey, Captain, Alhambra, California Police Department, the need for law enforcement organizations to plan for managerial and executive succession is identified. In Captain Henchey's article he states, "Locally recruited leadership candidates should be identified early so that they may be afforded the time to be properly prepared for the police leadership positions of the future." He goes on to state that there is a leadership crisis confronting many law enforcement organizations today. Captain Henchey believes that many law enforcement agencies have no strategic plan for succession, which oftentimes leads to weak or inexperienced leaders within the police department.

I believe that the Payson Police Department is in pretty good shape when it comes to leadership opportunities for our supervisors and commander. In fact, many of our line supervisors have specialty responsibilities such as coordinating field training, policy development and in service training. The reserve police academy can only help to develop leadership attributes in our supervisors, as they will, in a large part, be responsible for the training of the recruits.

Regarding the issue of whether the police department can absorb the cost to put on the police reserve academy within our own budget, we typically return between \$60,000.00 and \$80,000.00 in unexpended funds to the budget. These savings primarily come from vacancies that occur within the organization. As of October 1, 2005, when Reserve Officer Fred Wiseman is promoted to the position as a police officer, the Payson Police Department will be fully staffed. Obviously, we would prefer not to have any vacancies and have the personnel in the field to do the needed work. While the funding for the reserve academy may not be popular with the local hotel and motel managers, I still believe that funding the academy through the proposed Bed Tax is the best approach for our town.

I hope that this information helps. Please do not hesitate to contact me if you should have additional questions.

GHG/kb

# Memorandum



To: Mr. Glenn Smith, CFO  
CC: Mr. Fred Carpenter, Town Manager  
Commander Don Engler  
Ms. Della Bradley, Support Services Manager  
From: Gordon H. Gartner, Chief of Police *GHG*  
Date: 5/9/05  
Re: Budget Calculations for Police Reserve Academy

The following information is budget calculations for the anticipated Police Reserve Academy as approved by the Town Council on May 3, 2005.

## January 1, 2006 through June 30, 2006

- Employee-Related Expenses ( <i>as provided by Roz</i> )	\$ 52,897.00
- Office Supplies	\$ 200.00
- Computer	\$ 1,000.00
- Small Tools ( <i>new modular workstation</i> )	\$ 4,000.00
- Overtime	\$ 1,500.00
- Travel	\$ 1,000.00
Total Estimated Budget	\$ 60,597.00

## Estimated Budget July 1, 2006 through June 30, 2007

- Estimated Employee-Related Expenses	\$105,795.00
- Overtime	\$ 25,000.00
- Office Supplies	\$ 1,500.00
- Professional Services	\$ 3,000.00
- ( <i>Medical evaluations, Polygraph exams, Psychological services</i> )	
- Travel	\$ 2,000.00
- Firearms Training	\$ 7,000.00
- Small Tools	\$ 1,000.00
Total Estimated Budget	\$145,295.00

May 9, 2005

In our original estimate presented to the Council, the police department was planning on absorbing some of the cost through our budget process, especially in the area of travel and office supplies. I believe however, that it is the Council's desire to have an accurate estimate and reflection of total cost for the program. The initial startup for the academy, as anticipated in July or August of 2006 and the figures were based on having fifteen reserve cadets participate in the academy. Further, some of the cost for instructional overtime may be handled by having on duty police personnel, such as detectives and supervisory or command staff adjust their hours and teach while on duty time. We may also anticipate having instructors from other organizations such as the Gila County Attorney's Office or the Town Attorney's Office teach specific subject matters, which will also reduce the instructional overtime cost.

If you should have any questions or require additional information please do not hesitate to contact me.

GHG/kb

# Memorandum



To: Mr. Fred Carpenter, Town Manager

Mayor Barbara Brewer

Town Council

CC: Commander Engler

Della Bradley

From: Gordon H. Gartner, Chief of Police 

Date: 9-28-05

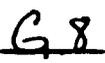
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OCT 13 2005 

September 30, 2005

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I hope that this information helps. Please do not hesitate to contact me if you should have additional questions.

GHG/kb

COMMON COUNCIL OF THE TOWN OF PAYSON  
MINUTES OF THE SPECIAL MEETING  
MAY 3, 2005

- A The duly posted special meeting was called to order in the Council Chambers at approximately 5:06 p.m. by Mayor Barbara G. Brewer, followed by the Pledge of Allegiance. Meeting Time & Place
- B **ROLL CALL:** Council Members Robert Henley, Dick Reese, George Barriger, John Wilson, and Tim Fruth. **ABSENT:** Vice-Mayor Judy Buettner. Roll Call
- C **STAFF PRESENT:** Fred Carpenter, Town Manager; Samuel I. Streichman, Town Attorney; Gordon H. Gartner, Police Chief. Staff Attending
- D **OTHERS PRESENT:** Gaye Stidham, Deputy Town Clerk, Cmdr. Don Engler, Della Bradley, Support Services Manager. Others Attending
- PURPOSE OF MEETING:**
- E Discussion/possible action re: the Town of Payson Police Department recruiting and retaining qualified police officers by crating an effective reserve program. Purpose of Meeting
- F Chief Gartner explained the issues concerning the ability of the Town of Payson to recruit and retain qualified police officers and the impact of police officer retirements. He offered three options to address these issues: continue to try to recruit for new officers and pay to send them to police academy, progressively increase officer pay bringing them beyond the mid-level point for communities our size, or create an effective reserve program to allow us to hire and train local people. Chief Gartner suggested the possibility of funding this reserve academy, at least in part, by increasing our bed tax up to 5%. He asked for input and ideas from the Council. Options to Recruit and Retain Qualified Police Officers
- G Manager Carpenter presented a chart showing bed tax rates in various Arizona municipalities. Bed Tax Rates for Other Arizona Towns
- H After considerable discussion, the Council asked for information concerning the inclusion of NAVIT in the program, the possibility of contractual agreements to repay costs if students do not serve as Payson officers, and whether the reserve academy could charge other entities (counties, other cities) for training. Clmns. Henley and Reese spoke concerning their desire that all costs, both hard and soft, be included in the cost estimate. Council Asked for Further Information
- A Clmn. Fruth moved, seconded by Clmn. Wilson, to bring back to Council a proposal for establishing a police reserve program and to also bring to Council a proposal for funding it with an additional bed tax. Motion To Bring Proposal to

Council

B After discussion, Clmn. Furth moved to amend his motion, with Clmn. Wilson's second, to bring back to Council a proposal for establishing a police reserve program and to also bring to Council a proposal for funding. Motion carried; 6 - 0.

Amended Motion to Bring Proposal to Council

APPROVED; 6 - 0

C **ADJOURNMENT:** The special meeting adjourned at approximately 6:00 p.m. Adjournment

Approved:

\_\_\_\_\_

Barbara G. Brewer, Mayor

ATTEST:

\_\_\_\_\_

Silvia Smith, Town Clerk

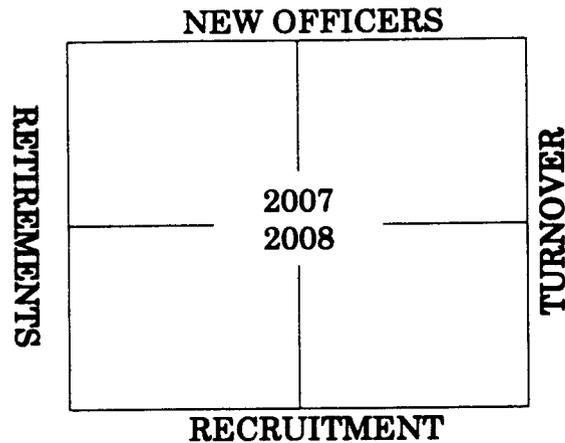
**Certification**

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the special meeting of the Town Council of the Town of Payson held on the 3rd day of May, 2005. I further certify that the meeting was duly called and held and that a quorum was present.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2005

\_\_\_\_\_

# CONVERGENCE OF CIRCUMSTANCES



- © New Growth – Potentially 9 new subdivisions, 288 acres out of exchange.
- © Inability to compete for certified officers.
- © Pending retirements – three known retirements between 2007 and 2008.
- © Turnover of 1 to 2 officers per year.
- © Potentially 18 new hires by 2008.

September 15, 2005

Editorial:

The Town of Payson is about to experience what I have termed as a convergence of circumstances regarding the employment of police officers. This convergence is going to happen, there is no stopping it. Here is how it will happen:

- At least three of us will retire in the next two years. By the middle of 2007 there will be seven senior police department employees eligible to retire. Of course we're not the only police department in the state facing the issue of retirements. The lead story in the Sunday July 31, 2005 Arizona Republic reports an estimated 1400 retirements in our business by the year 2010.
- On the average the Payson Police Department experiences one to two officer turnovers during any given year as a result of Officers who change occupations.
- The Town of Payson grows at the rate of about 500 people per year. The national average for police officers, which is about where Payson is, is approximately 1 officer per every 500 population. I believe the water situation will be improved and that we will see an increase in new developments, increasing the need for additional police officers.
- Last year after a statewide recruitment effort, including advertisement in over 60 newspapers, and radio advertisement, the Payson Police Department discovered that even with our new pay plan which was instituted in 2004, that we were not able to compete with other communities for certified and experienced police applicants.

It is my belief that this convergence, which is the combination of retirements, the need to hire new officers, turnover rates, and our inability to recruit certified officers will begin sometime between 2007 and 2008 and will continue through to at least 2010. Potentially, by 2008 and 2009 the Payson Police Department could face the prospect of having to hire as many as 18 officers to replace existing officers and to add personnel to keep up with growth. Considering that the Payson Police Department has a total authorized strength of 31 certified police officers, the thought of having to find 18 additional qualified men and women to serve our community poses a significant challenge.

In my estimation, we can do any number of things, including choosing to do nothing and hoping that we will be able to still find qualified officers, try to

match dollar for dollar salaries and bonuses being paid by valley law enforcement agencies, or try to go back to our roots and establish a police reserve program with the intent of creating a future hiring pool. The 'do nothing' option is not the responsible thing to do. As our community grows and our economic viability becomes stronger we may be able to someday be more competitive with the valley communities in our search for qualified officers. Of course, due to the demand for people, the cost to hire a new officer increases between 5% and 10%.

During the 1980's the Payson Police Department had an outstanding police reserve program that provided us not only with a hiring pool but also a pool of people who were trained and certified, with a willing desire to serve their community. These reserve officers for the most part were local people with roots that ran deep in our community. Today, 12 of our 31 police officers came through our reserve program. These are Commander Engler, Sgt. Todd Bramlet, Sgt. Kasl, Sgt. Faust, Sgt. Garvin, Sgt. Heflin, Sgt. Tieman, Det. Matt Van Camp, Officer Barr, Officer Montgomery, Officer Blalock and Officer D'Addabbo. These officers average 14 years of police service in our community. I believe there are still people within our Town that are interested in the law enforcement profession and would enjoy the opportunity to be trained locally.

I have proposed to our Town Council that we re-establish a police reserve academy operated under the auspices of the Payson Police Department. We estimate the cost of this academy to be about \$160,000.00. With the average cost to hire, send a cadet to a full time police academy and field training being at \$40,000.00 per officer, if we were to only find 4 individuals that completed our reserve program and were subsequently hired by the Payson Police Department we would break even. The savings to our taxpayers come from the fact that the Reserve Officer attends the academy on their own time. During the last few years several of our officers that we sent to the police academy never made it past their first year. Many of our lateral officers hired by other agencies either moved on to other agencies or left our area.

The reserve academy, I believe, gives us the best option of finding and keeping a core group of officers. I have proposed to the Town Council that we fund this academy by increasing our bed tax. I know that any tax increase is controversial and never welcomed. My thoughts are that this cost could be passed on to out of town visitors and tourists, who do in fact have an impact on our law enforcement services. The quality of life that we enjoy is what attracts visitors to Payson, which is directly tied to the quality and values of our police officers.



# Memorandum

**To:** Mr. Glenn Smith, CFO  
**CC:** Mr. Fred Carpenter, Town Manager  
Commander Don Engler  
Ms. Della Bradley, Support Services Manager  
**From:** Gordon H. Gartner, Chief of Police  
**Date:** 5/9/05  
**Re:** Budget Calculations for Police Reserve Academy

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The following information is budget calculations for the anticipated Police Reserve Academy as approved by the Town Council on May 3, 2005.

**January 1, 2006 through June 30, 2006**

- Employee-Related Expenses ( <i>as provided by Roz</i> )	\$ 52,897.00
- Office Supplies	\$ 200.00
- Computer	\$ 1,000.00
- Small Tools ( <i>new modular workstation</i> )	\$ 4,000.00
- Overtime	\$ 1,500.00
- Travel	\$ 1,000.00
Total Estimated Budget	\$ 60,597.00

**Estimated Budget July 1, 2006 through June 30, 2007**

- Estimated Employee-Related Expenses	\$105,795.00
- Overtime	\$ 25,000.00
- Office Supplies	\$ 1,500.00
- Professional Services	\$ 3,000.00
- ( <i>Medical evaluations, Polygraph exams, Psychological services</i> )	
- Travel	\$ 2,000.00
- Firearms Training	\$ 7,000.00
- Small Tools	\$ 1,000.00
Total Estimated Budget	\$145,295.00

*November 3, 2005*

In our original estimate presented to the Council, the police department was planning on absorbing some of the cost through our budget process, especially in the area of travel and office supplies. I believe however, that it is the Council's desire to have an accurate estimate and reflection of total cost for the program. The initial startup for the academy, as anticipated in July or August of 2006 and the figures were based on having fifteen reserve cadets participate in the academy. Further, some of the cost for instructional overtime may be handled by having on duty police personnel, such as detectives and supervisory or command staff adjust their hours and teach while on duty time. We may also anticipate having instructors from other organizations such as the Gila County Attorney's Office or the Town Attorney's Office teach specific subject matters, which will also reduce the instructional overtime cost.

If you should have any questions or require additional information please do not hesitate to contact me.

GHG/kb



Financial Services

Department

## MEMORANDUM

**To:** Mayor Edwards and Town Council  
**From:** Glenn W. Smith, Chief Fiscal Officer   
**Through:** Fred Carpenter, Town Manager  
**Date:** August 22, 2005  
**Subject:** Event Center Comments – Deficit Funding

Councilman Vogel requested an analysis of why the Event Center needed the \$68,860 for fiscal year 2006/07. Bill Schwind prepared a memo concerning the event programming and revenue related to those events. A copy is attached for your review.

The revenues generated do not cover the costs of operating the facility. The events marked with a “ ” on Bill’s list are the only paying users. The rest of the events use the facility for free.

I have also attached a seven-year historical snapshot of the fund (fy2000.01 – fy2006/07). You will notice that this program just barely stayed out of the “**RED**” except for fiscal year 2001/02 and 2004/05. Fiscal year 2004/05 is the year the facility costs of operation increased due to increased demand without an increase in revenue to support the programming. The General Fund currently supports the use of the Town parks and recreational program (less any recreational programming fees). The Event Center is just one more “park” or recreational program. The \$68,860 is necessary to make up the forecasted \$11,384 deficit for fiscal year 2005/06 and the difference between the paying programs and the non-programs.

I established the Event Center Fund in fiscal year 2000/01 to allow staff and Council to monitor the use of this venue and its impact on the General Fund over time.



PARKS & RECREATION

# Memo

**To:** Fred Carpenter, Town Manager  
**From:** William Schwind, Parks and Recreation Director  
**CC:** Glenn Smith, CFO; Mayor Edwards & Council  
**Date:** 6/9/2006  
**Re:** Event Center Deficit

---

Since the Town relocated the rodeo arena out to the 36-acre site in 1997, we have be struggling with balancing the expenditure / revenue scenario. There are a host of hard costs in managing an equestrian facility that also serves the community by offering a special event venue. The operational budget has always been set based on projected revenue derived from events that may or may not come to fruition.

Additionally, some events such as the two non-profit rodeos, a few Main Street events and youth orientated activities have attained political support, which little or no user fees are collected. This is the thrust of the accumulated financial shortfall we now see when trying to make the Payson Event Center's budget balance.

The following numbers reflect the actual expenditures and revenues related to the Event Center.

	Revenue	Expenditure
2001	\$21,371,00	\$40,349
2002	\$17,958	\$26,970
2003	\$10,668	\$26,966
2004	\$13,940	\$31,371
2005	\$8,022	\$39,039
2006	\$13,000 Projected	

# 2006 PAYSON EVENT CENTER SCHEDULE

**Bold indicates Town of Payson sponsored event for further information call 928-474-5242, ext. 7**

	Date	Event	Contact	Description	Time	Contact #
<b>APRIL</b>						
Monday	3-Apr	4H Horse Club	Belcher	Youth Group	5:30	
Monday	10-Apr	4H Horse Club	Belcher	Youth Group	5:30	
Monday	17-Apr	4H Horse Club	Belcher	Youth Group	5:30	
Saturday	22-Apr	Montonera Gymkhana	Megan Ward	Family Horse Events	9 a.m.	476-2570
Monday	24-Apr	4H Horse Club	Belcher	Youth Group	5:30	
<b>MAY</b>						
Monday	1-May	4H Horse Club	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>3-May</b>	<b>7D Series</b>	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	6-May	Spring Roundup	Penny Conway	Family roping/barrel race	All Day	472-7492
Monday	8-May	4H Horse Club	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>10-May</b>	<b>7D Series</b>	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	13-May	Montonera Gymkhana	Megan Ward	Family Horse Events	9 a.m.	476-2570
Monday	15-May	4H Horse Club	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>17-May</b>	<b>7D Series</b>	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Friday/Saturday	May 19-20	Spring Rodeo	Bill Armstrong	Rodeo	All Day	474-2618
Monday	22-May	4H Horse Club	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>21-May</b>	<b>7D Series</b>	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Sunday/Monday	28-29 May	Mounted Shooters	Thorstenson	Mounted shooting event	All Day	602-319-0079
<b>Wednesday</b>	<b>31-May</b>	<b>7D Series</b>	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
<b>JUNE</b>						
Saturday	3-Jun	Beauty & The Beast ✓	Higher Ground	Bull Riding & Barrel Racing	Evening	978-5360
Sunday	4-Jun	ACMSA ✓	Dragoo	Mounted shooting event	All Day	602-400-3344
Monday	5-Jun	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>7-Jun</b>	<b>7D Series</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday/Sunday	June 10-11	LERA Rodeo ✓	Sepulveda	Law Enforcement Rodeo	All Day	602-942-4505
Monday	12-Jun	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>14-Jun</b>	<b>7D Series</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Friday-Sunday	June 16-18	24 Hour Mountain Bike Race ✓		Two day bike race	All Day	468-6074
Monday	19-Jun	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>21-Jun</b>	<b>7D Series</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Friday	23-Jun	Montonera Gymkhana ✓	Megan Ward	Family Horse Events	4 p.m.	476-2570
Saturday	24-Jun	NBHA BARREL RACE ✓	Barnes	Barrel Race	A.M.	602-790-1530
Monday	26-Jun	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>28-Jun</b>	<b>7D Series</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
<b>JULY</b>						
Sat/Sunday	July 1-2	Mounted Shooters & ✓	Thorstenson	Equestrian	All day	602-319-0079
Friday	23-Jun	Montonera Gymkhana ✓	Megan Ward	Family Horse Events	4 p.m.	476-2570
Monday	3-Jul	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>5-Jul</b>	<b>7D Series</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	8-Jul	ACMSA ✓	Dragoo	Mounted shooting event	All Day	602-400-3344
Sunday	9-Jul	NCBRA Barrel Race ✓	Crystal Logan	Barrel Race	All Day	623-694-7646
Monday	10-Jul	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>12-Jul</b>	<b>7D Series</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	15-Jul	NBHA BARREL RACE ✓	Barnes	Barrel Race	A.M.	602-790-1530
Saturday	15-Jul	Montonera Gymkhana ✓	Megan Ward	Family Horse Events	4 p.m.	476-2570
Monday	17-Jul	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>19-Jul</b>	<b>7D Series</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	22-Jul	Carriage Driving ✓	Young	Horse drawn competition	All Day	
Monday	24-Jul	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>26-Jul</b>	<b>7D Series Finals</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	29-Jul	4H Horse Show ✓	Lani Hall	4H Horse Show	All Day	
Monday	31-Jul	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>AUGUST</b>						
Saturday	5-Aug	NBHA BARREL RACE ✓	Barnes	Barrel Race	All Day	602-790-1530
Monday	7-Aug	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>9-Aug</b>	<b>TURN &amp; BURN</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	12-Aug	Montonera Gymkhana ✓	Megan Ward	Family Horse Events	4 p.m.	476-2570
Monday	14-Aug	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>THURSDAY</b>	<b>17-Aug</b>	<b>TURN &amp; BURN @ RODEO</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Fri/Sat/Sun	Aug 18-20	August Rodeo ✓	Chamber	Rodeo	All Day	474-4515
Monday	21-Aug	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>23-Aug</b>	<b>TURN &amp; BURN</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Sat/Sunday	Aug 26-27	Junior Rodeo ✓	Chamberlain	Youth Rodeo	All Day	480-332-4545
Monday	28-Aug	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>30-Aug</b>	<b>TURN &amp; BURN</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
<b>SEPTEMBER</b>						
Sunday/Monday	3-4 Sept	Mounted Shooters ✓	Thorstenson	Mounted shooting event	All Day	602-319-0079

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<b>SATURDAY</b>	<b>Sept. 9</b>	<b>TURN &amp; BURN AT FAIR</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Wed - Sat	Sep 8-9	<b>Northern Gila County Fair</b> ✓	Fair Board	53rd Annual Fair	All Day	
Sunday	10-Sep	<b>Demolition Derby</b> ✓	Honeycutt	Smash & Crash	1:00	<b>602-571-0584</b>
Monday	11-Sep	4H Horse Club ✓	Belcher	Youth Group	5:30	
<b>Wednesday</b>	<b>13-Sep</b>	<b>TURN &amp; BURN</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday/Sunday	Sept 16-17	High School Rodeo ✓	Stevens	State-wide event	All Day	
Monday	18-Sep	4H Horse Club ✓	Belcher	Youth Group	5:30	
Wednesday	20-Sep	Jordan Circus ✓		Circus	6:30	
<b>Thursday</b>	<b>21-Sep</b>	<b>TURN &amp; BURN</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
Saturday	23-Sep	Montonera Gymkhana ✓	Megan Ward	Family Horse Events	9 a.m.	<b>476-2570</b>
Sunday	24-Sep	ACMSA ✓	Dragoo	Mounted shooting event	All day	<b>602-400-3344</b>
Monday	25-Sep	4H Horse Club ✓	Belcher	Youth Group	5:30	
Wednesday	27-Sep	<b>TURN &amp; BURN</b> ✓	<b>Hunt</b>	<b>Parks &amp; Recreation</b>	<b>6:30</b>	
<b>OCTOBER</b>						
<b>Saturday</b>	<b>Oct. 7</b>	<b>TURN &amp; BURN FINALS</b> ✓	<b>Charlene Hunt</b>	<b>Parks &amp; Recreation</b>	<b>10 a.m.</b>	

**Town of Payson**  
**Event Center #265 Analysis**  
**Fiscal Years 2000/2001 Through 2006/2007**

	FY 2000/01	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/006		FY 2006/07
	Audit	Audit	Audit	Audit	Audit	Budget	Revised	Proposed
<b>SOURCE OF FUNDS:</b>								
Fund Balance Beginning	\$ -	\$ 1,713	\$ (824)	\$ 578	\$ 947	\$ (9,733)	\$ (17,950)	\$ (11,384)
Revenue	21,371	17,958	10,668	13,940	8,022	15,000	13,000	13,000
Transfers In ( Bed Tax Fund)	30,900	25,475	36,700	36,800	31,120	59,036	59,036	68,860
Available Funds	52,271	45,146	46,544	51,318	40,089	64,303	54,086	70,476
<b>USE OF FUNDS:</b>								
Expenditures - Operating	40,349	26,970	26,966	31,371	39,039	45,270	46,470	49,670
Expenditures-Transfers Out	10,209	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Total Use of Funds	50,558	45,970	45,966	50,371	58,039	64,270	65,470	68,670
Fund Balance Ending	\$ 1,713	\$ (824)	\$ 578	\$ 947	\$ (17,950)	\$ 33	\$ (11,384)	\$ 1,806
Operating Revenue	52,271	43,433	47,368	50,740	39,142	74,036	72,036	81,860
Expenditures	(50,558)	(45,970)	(45,966)	(50,371)	(58,039)	(64,270)	(65,470)	(68,670)
Variance (Deficit)	1,713	(2,537)	1,402	369	(18,897)	9,766	6,566	13,190

**Town of Payson  
Event Center #265 Analysis  
Fiscal Years 2002/2003 Through 2009/2010**

	FY 2000/01	FY 2001/02	FY2002/03	FY 2003/04	FY 2004/05	FY 2005/5006		FY 2006/07
	Audit	Audit	Audit	Audit	Audit	Budget	Revised	Proposed
<b>SOURCE OF FUNDS:</b>								
Fund Balance Beginning	\$ -	\$ 1,713	\$ (824)	\$ 578	\$ 947	\$ (9,733)	\$ (17,950)	\$ (11,384)
Revenue	21,371	17,958	10,668	13,940	8,022	15,000	13,000	13,000
Transfers In ( Bed Tax Fund)	30,900	25,475	36,700	36,800	31,120	59,036	59,036	68,860
<b>Available Funds</b>	<b>52,271</b>	<b>45,146</b>	<b>46,544</b>	<b>51,318</b>	<b>40,089</b>	<b>64,303</b>	<b>54,086</b>	<b>70,476</b>
<b>USE OF FUNDS:</b>								
Expenditures - Operating	40,349	26,970	26,966	31,371	39,039	45,270	46,470	49,670
Expenditures-Transfers Out	10,209	19,000	19,000	19,000	19,000	19,000	19,000	19,000
<b>Total Use of Funds</b>	<b>50,558</b>	<b>45,970</b>	<b>45,966</b>	<b>50,371</b>	<b>58,039</b>	<b>64,270</b>	<b>65,470</b>	<b>68,670</b>
<b>Fund Balance Ending</b>	<b>\$ 1,713</b>	<b>\$ (824)</b>	<b>\$ 578</b>	<b>\$ 947</b>	<b>\$ (17,950)</b>	<b>\$ 33</b>	<b>\$ (11,384)</b>	<b>\$ 1,806</b>

Operating Revenue	52,271	43,433	47,368	50,740	39,142	74,036	72,036	81,860
Expenditures	(50,558)	(45,970)	(45,966)	(50,371)	(58,039)	(64,270)	(65,470)	(68,670)
Variance (Deficit)	1,713	(2,537)	1,402	369	(18,897)	9,766	6,566	13,190

**Northern Gila County Fire Department  
Consolidation Feasibility Report**

**Prepared by:  
Martin deMasi, Fire Chief  
Payson Fire Department**

**November 2005**

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## EXECUTIVE SUMMARY

This report submits data and considerations concerning the consolidation of fire services for northern Gila County. While each of the communities involved is unique, they have in common many factors that influence how they provide fire and emergency medical services. There are issues that are confronting all districts and departments, such as recruitment and retention of personnel, training, uniform fire code enforcement and standardization of equipment and procedures. A consolidated regional fire service delivery system may be the answer to address these issues. However, there are impediments to such a system; primarily the increase of property taxes to some jurisdictions and the notion of local autonomy. While the total consolidation of regional fire departments may never come to fruition, it is an important concept of operations to consider and may lead to a more productive and effective fire service in northern Gila County. Ultimately the decision whether to consolidate fire services rests in the hands of the elected officials and their constituents.

## **PURPOSE OF THE REPORT**

This report was prepared to meet the Town of Payson's Corporate Strategic Plan Key Result Area 7 Objective #1-3. It is the intent of this report only to discuss needs, options, and possibilities of the consolidation of northern Gila County fire districts and departments and not to endorse the implementation of any particular plan or idea. The goal is simply to find out, on the basis of the information provided, if there is any feasibility to taking this process to the next step and if the Town of Payson should be involved in such an effort.

The Payson Fire Department has a commitment to constantly evaluate all of the services that it provides and the methods of providing those services so as to consider opportunities for quality and productivity improvements. The Town of Payson also has a commitment to address the costs of providing services so that the Town may continue to effectively use its financial resources and move toward a more stable financial condition. The Town, and surrounding fire districts, has a commitment to look at options that may best address the growing need for public safety services in the community.

This report was generated using a number of different sources of information. The International City/County Management Association, the Arizona Fire Districts' Association, and the Gila County Assessor's Office were consulted. In addition, a survey was sent to northern Gila County fire chiefs and fire board members, and many conversations with area fire chiefs were held. This report contains the best information available at the time of development.

In this report, the terms "fire department" and "fire district" shall be considered synonymous. A fire department is an organization that is part of a municipal government. A fire district is a politically separate, legally recognized sub-entity of the county government. Although there are some differences in the funding mechanism and governance, many of the administrative and operational methodologies are similar.

## **DESCRIPTION OF THE NORTHERN GILA COUNTY FIRE SERVICE**

In Northern Gila County there are currently eleven fire departments and/or districts. Two of these districts, Round Valley/Oxbow and East Verde Park, contract with the Town of Payson for their fire services and do not have their own facilities, personnel and equipment. The organizations vary from fairly sophisticated with primarily career firefighters to very basic volunteer departments. The response areas range from nearly urban/suburban to totally rural areas. Annual call volume ranges from 2,100 in Payson to about 14 in Beaver Valley. Most districts offer their customers consistent (24 hr/7 days a week) paramedic level EMS services with others being able to provide basic level EMS. One district, the Pine-Strawberry Fire District, provides an ambulance transport service with all others utilizing Lifestar Ambulance. Several have adopted fire codes and provide subdivision and construction plan review, inspections and code enforcement services.

These departments/districts are:

- Payson
- Pine-Strawberry
- Houston Mesa
- Diamond Star
- Christopher-Kohls
- Whispering Pines
- Tonto Village
- Gisela Valley
- Beaver Valley
- Round Valley/Oxbow
- East Verde Park

The districts were organized over a long time span with the Payson Fire District (later the Town of Payson) the first to be organized in 1955 and the Beaver Valley Fire District the most recent in 1998. In the early years of Rim country, there were few residents in these areas and little perceived need for comprehensive fire protection. As the populations in these areas grew various fire districts “popped up.” The prevailing pattern was for each community to organize a fire association, obtain some equipment and then later, as more funds were needed, become a legally recognized fire district. In most cases little thought was given to expanding existing districts. This is probably due to the geographical separation of the communities and that each area felt it was best to have their own. In some cases existing districts made a conscious decision not to expand into other areas and have to contend with the issues that effort would entail.

There are also a number of areas that are not covered by any fire services. These are Rye and Deer Creek, Flowing Springs, Verde Glen, Bonita Creek, and Bear Flats. The fire districts in Tonto Basin and Pleasant Valley were not considered in this report due to their distance from the Payson area and their expressed desire to not participate.

## **ISSUES CONFRONTING NORTHERN GILA COUNTY FIRE SERVICE**

During the process of producing this report a survey (Appendix A) was sent to nine fire chiefs and 45 board members of area fire districts. Thirteen surveys were returned which included responses from three fire chiefs and ten board members. The surveys identified the main issues of the area fire services as:

- Response time
- Fire code enforcement
- Provision of EMS (advanced and basic life support)
- Adequate numbers of trained and available personnel
- Response by “back-up” units
- Procurement and maintenance of equipment
- Standardized training and procedures

**Response time:** This is the amount of time it takes fire units to respond to emergencies. Some departments have inordinately long response times due to time it takes volunteers to respond to the station coupled with long travel times to incidents within their jurisdictions. In Payson, average response times to emergency incidents have been kept to less than five minutes. In others, it is not unusual for 10 minutes to pass before a unit will leave the station.

**The provision of fire code enforcement and having a common fire code:** Some districts have not adopted a fire code and operate under whatever code has been adopted by the State of Arizona. These departments basically have no fire code enforcement capability. Other departments have adopted various versions of fire codes that have led to a loss of continuity between jurisdictions and confusion for builders and developers.

**EMS:** More than 75% of all calls for service for fire departments are for emergency medical services. All departments are providing at least a basic life support (BLS) response. Others consistently provide advanced life support (ALS) response. In the outlying regions, the relatively low call volume and the difficulty of obtaining training and low number of ALS qualified personnel hinder the provision of timely ALS response.

**Personnel:** All departments in the area struggle with recruiting and retaining adequate compliments of trained personnel, especially the part-time or volunteer corps. Most departments are combination departments, meaning that they have components of both career and volunteer firefighters. A few are exclusively staffed with volunteers. In either case, the training requirements for firefighters are increasing each year and the task of providing a full range of emergency services gets more complicated all the time. For many departments it can be a struggle to provide basic fire and EMS training. Residents contemplating serving as volunteer firefighters are less likely to do so because of these training requirements and the amount of time it takes to maintain proficiency. Another observation is that many volunteers work far from where they live and are not physically able to respond during working hours. NFPA 1710, a national standard for fire service response, requires a minimum of 15 firefighters on the scene of a structure fire in 10 minutes. Some departments do not even have 15 members on their entire roster.

**Back-up Units:** Most departments are able to provide a "first out" response to incidents on a timely basis. If another call comes in while the primary units are tending to the first call, or units require additional resources, the secondary response is delayed. It is not unusual in Payson, for example, to have two incidents working simultaneously. If a third call is received, or even a fourth, the response time will be longer than usual. The situation is even more dire in some outlying areas.

**Procurement and maintenance:** Funds to purchase and maintain equipment are a critical issue. Some departments are operating fire apparatus that are over 20 years old. Others have purchased used equipment that in some cases has already served its useful life. Others cannot afford to provide adequate personnel protective equipment to their firefighters. In many cases equipment is not maintained properly and according to recognized guidelines. Grants and donations help but are not the answer.

Standardized training: The lack of standardized training and operational procedures are acknowledged as a problem for northern county fire departments. Some progress has been made through the efforts of the regional fire chiefs association but much remains to be done. Wide variations in equipment, apparatus and staffing levels complicate the matter.

## **REASONS TO CONSIDER CONSOLIDATION**

There are a number of reasons why consolidation of regional fire services may be considered. The main goal of any consolidation effort would be to maintain and possibly increase the level of fire and emergency medical services delivered to the residents of and visitors to the northern Gila County. A second goal would be to provide a better use of fiscal resources and possibly eliminate wasteful or unneeded duplication of physical facilities, staffing, apparatus, equipment, and political resources.

Ever increasing demands for resources by schools, counties, the state and local jurisdictions weigh heavily on taxpayers throughout the county. Trying to find funding to meet federal and state requirements, provide police services, maintain streets, parks, libraries, sewers, and a multitude of other necessities have made the task of the governing bodies more difficult. For municipal fire departments, competing with the other departments for limited funding can be problematic. Fire districts also face constant pressure to reduce the tax load on their constituents and still provide acceptable service.

The critical issue for the area's fire service is not so much the funding system, but rather the demand from the ever-expanding need for services. Increasing state and federal mandates, expanding needs for basic services and new demands have challenged fire service administrators to find solutions to these concerns. The problem is exacerbated by the fire service's traditional willingness to assume responsibility for these new demands without consideration to budgetary restraints or long-term consequences. As the population grows in our county, calls for service go up and, simultaneously, this population expects more types of services. In addition, the cost of providing these services increases each year.

These issues are not unique to the northern Gila County region. In most areas of the country the same issues are apparent. California, Washington, Florida and Oregon are states that have had recent experience in fire department consolidations. Arizona has had its share as well. The Central Yavapai Fire District near Prescott is perhaps the oldest example of consolidation in Arizona having been formed in the late 1960s. More recently, the Northwest Fire/Rescue District near Tucson is an example of an area that has undergone consolidation. Northwest has merged several smaller districts in the past ten years.

## TYPES OF CONSOLIDATIONS/MERGERS

A consolidation/merger may involve all of the departments in a geographical area or just a few. Arranged below, from the least impact or change from the current system, to more “radical” measures, are several examples.

**Mutual Aid:** Refers to reciprocal assistance by organizations under a prearranged plan or contract that each will assist the other when needed. Departments give reciprocal assistance for emergency management, fire, rescue, emergency medical, hazardous materials incidents and other disaster response services. This is the model currently in place in northern Gila County.

**Operational Consolidation:** Separate fire departments that have similar staffing levels operate joint operations/training without actual consolidation. This model would involve boundary drop automatic-aid agreements and a common dispatch facility. Such agreements may specify joint response to all alarms in a given geographic area or automatic response by the unit closest to the incident, regardless of jurisdiction. The Diamond Star Fire District and the Payson Fire Department have such an agreement in place.

**Partial Consolidation:** Separate fire departments are retained, and a special agreement is formed to handle specific challenges. An example is shared staffing of a fire station that effectively serves more than one jurisdiction.

**Functional Consolidation:** Leave each department whole, yet allow for use of equipment, facilities, and manpower interchangeably throughout all departments. Resources would remain the property of the parent organization yet are used by the “functionally consolidated” departments as though they were property or functions of a single department. An example in Arizona that comes to mind is the Central Yavapai Fire District and the Prescott Fire Department have consolidated communications, training and mechanic work.

**Complete Consolidation:** A larger department absorbs a small department(s), resulting in a single entity.

## ADVANTAGES AND DISADVANTAGES OF CONSOLIDATION

Regional fire department consolidation provides the potential advantages of:

- Centralizing fire department management and reducing administrative costs;
- Centralizing the dispatching and communication network and other fire department support services such as maintenance and training;
- Improving fire service capabilities because of increased resources and specialized equipment;
- Unifying fire prevention codes and enforcement practices;
- Reducing insurance premiums due to improvements in ISO ratings in some communities;
- Lower apparatus replacement requirements - Larger departments need fewer pieces of reserve apparatus for an equal number of frontline rigs;

- Enhanced career opportunities;
- Joint training facilities;
- Specialization of various functions - smaller departments can't afford full time training and code enforcement officers;
- Cost reductions through volume purchasing;
- Faster response time;
- More efficient personnel allocation;
- Increased levels of service for the same dollars spent;
- Regionalized public information and education programs;
- Elimination of redundancy;
- Improved large-fire operations;
- Elimination of boundary lines;
- Establishment of repair facilities;
- Upgrade recruitment and retention of personnel;
- Promotional selectivity;
- Capital improvements;
- Close examination and analysis of methods and procedures;
- It appeals to those who philosophically believe that less government is better;
- Change can be made in the name of the merge;
- Creates greater political clout;
- Increases the ability to absorb financial crisis;
- Increases the ability to comply with mandates;
- Allows funding for specialty team needs; and
- Improved firefighter safety

The potential disadvantages to consolidation are:

- Loss of local control;
- Higher property tax rates in some areas;
- The available financial resources may not be adequate to support the desired levels of fire protection;
- The talent required for the efficient and effective management and administration of the fire department may not be available locally; and
- Some departments may elect to opt out of the of the consolidation effort and present challenges

## THE DECISION TO CONSOLIDATE

The decision to consolidate the northern Gila County fire departments is not as clear-cut as might appear at first glance. The decision must consider a variety of factors including culture, political influences, employee contracts, and budgetary considerations. Decision-makers, including elected and appointed officials, must consider competing demands and constituent viewpoints in a final determination of consolidation. Moreover, a decision not to fully consolidate any departments in the immediate future would not preclude an intermediate decision to consolidate one or more functions of the departments that the entities feel comfortable with, then move

gradually towards a more formal consolidation as resources and community support allow.

A number of scenarios may develop as organizations look at northern county fire service consolidation. The three basic consolidation options discussed in this report are:

Scenario A: Do nothing; maintain the status quo.

Scenario B: All fire departments consolidate.

Scenario C: All fire districts consolidate excluding the Payson Fire Department.

#### A. Do Nothing:

It is prudent to include the option of essentially maintaining the status quo. This would mean that the fire departments retain their identities and decision-making authorities. The agencies would continue to rely on mutual and automatic aid to meet operational objectives and response capabilities. They could consider the use of Intergovernmental Agreements (IGAs) to improve areas of mutual concern and expand service capabilities in areas where they may have weaknesses. Support services, technical rescue, training, and fleet management are areas conducive to the use of IGAs. They allow each department to maintain autonomy over management and organizational structures including administrative and operational procedures, command elements, and personnel functions.

#### Benefits of doing nothing:

The system is currently in place and operating reasonably well. The community appears, for the most part, to feel suitably protected. No additions or deletions to staff, equipment, or facilities are required other than whatever is currently planned for. Each jurisdiction is free to adjust fire and EMS operations based upon the perceptions and reality of need and the availability of fiscal resources. Incumbent personnel who are comfortable with the current system will not have to adjust to organizational change. No expenditure of political capital is required for what could be an unpopular or controversial decision.

#### Weaknesses of doing nothing:

There would be continued duplication of effort in the relatively small communities with similar demographics. All communities are understaffed, and this option does not alleviate the staffing deficiencies. Economy of scale is lost with smaller organizations. Even small improvements to fire and emergency medical service delivery create significant increases in costs per capita for delivery of those services. Also, interdepartmental conflicts, poor mutual aid procedures, and operating policy differences can create poor working relationships even when formal mutual aid agreements or IGAs are utilized.

## B. All Departments Consolidate:

The second option is the complete consolidation of all of the northern Gila County fire departments. This option has proven to be an attractive solution in many U.S. communities as diminishing resources are compounded by the need for increased levels of services (especially EMS). The complete integration of all departments into a single delivery system will require significant adaptations on the part of each agency and stakeholder. However, regional service delivery spreads the cost of improving efficiency over more participants while reducing overlaps and duplication of effort.

A sample organizational model and budget information for complete consolidation is provided in Appendices B, C and D.

### Benefits of complete consolidation:

Qualitative benefits include increased flexibility from pooling resources and economies of scale. A single fire/rescue agency can view fire protection and emergency medical services from a regional perspective and position resources without regard to town and district boundaries. Economies of scale could be improved in operations, training, prevention, communications, and management spans of control.

The ability to improve on-duty staffing to more appropriate levels that provides for the safety of responding personnel will also be accomplished; for example, a larger complement can be sent to a fire and still have some resources to deal with other incidents that arise simultaneously.

Improvements in incident management and command will also occur as command grade officers become more proficient managing incidents involving multiple companies on a more frequent basis. Personnel safety and incident accountability have been shown to improve dramatically with better command. Any large incident or two simultaneous incidents would have a larger force to draw from.

Complete consolidation may reduce overall fleet size; yet provide enough reserve units to permit the substitution of first-line units as required for preventative maintenance and repairs.

Many specific advantages are feasible in a consolidated fire district. For example, a single full-time training officer would be possible. A stronger public safety education program and fire investigation program would be possible. Potentially, ambulance transport service could be provided to the entire consolidated district. Uniform fire code enforcement and plan review functions could be established and implemented. A regional fire/EMS communications system could be realized reducing the confusion and delays that are sometimes noted in current operations.

Finally, a fully consolidated department reduces the duplication of executive and administrative efforts. Policy development and implementation require significant expenditures of senior personnel time. Managing, directing, budgeting,

labor relations and communications are all elements of an organizational system. Chief executives and their staffs are expensive commodities when one considers their combined salary and benefits packages. Reductions in executive staff could be utilized to partially offset the necessary funding to enhance the delivery system. Also, the implementation of full consolidation, with a single Fire Chief, would permit the new department's administration to view challenges and opportunities from a regional perspective rather than parochially.

An additional benefit to the Town of Payson could be realized by complete consolidation. The funds currently expended for fire services could be used for other needs such as roads, parks, libraries and police services.

Weaknesses of complete consolidation:

Each jurisdiction relinquishes, to some extent, the ability to determine the scope and level of emergency services provided to its own community. The decision to consolidate while maintaining the status quo in service delivery will cause consternation among some stakeholders including departmental personnel, employee labor groups, and the general public. This problem could be alleviated with an aggressive public information campaign.

Improvements in staffing required to bring one participating department to the level of the other could result in initially higher operating costs for each community, and a perception that the costs might not be equitable. Members of each community may perceive they are not receiving a level of service equivalent to the capital outlay they are contributing. Managing the diverse elements of the overall system could pose a daunting challenge. Parochial viewpoints may create political difficulties as each community attempts to influence policy development and operating procedures. However, a consolidated department with one fire chief reporting to a single fire board may overcome some of these external pressures.

#### C. All Departments Consolidate Except for Payson:

A partial consolidation could be achieved by merging all of the current fire districts while maintaining the Payson Fire Department as a separate entity. Informal or formal agreements could permit the departments (northern county fire district and the PFD) to share organizational strengths while receiving assistance in areas where they may be deficient.

Benefits of a partial consolidation:

A partially consolidated northern county fire district could realize many of the benefits that are portrayed in complete consolidation. One benefit not discussed previously is that PFD would have only one district to interact with instead of eight others.

In a partial consolidation scenario, a reduction in fiscal resources in one community would not necessarily have a detrimental impact on the others except in the provision of mutual aid. Each of the two communities can choose its own level of operations.

The property owners in the Town of Payson would not be, or at least have the appearance of, subsidizing the rest of the consolidated district.

#### Weaknesses of partial consolidation:

The new district may not have the financial wherewithal to improve service without including the revenue from the properties in the Town of Payson. This model also diminishes the regional aspect of providing fire services and encourages the “us vs. them” mentality that may currently exist. The differences in fire codes still remain and two separate communications systems services would be required.

The economies of scale are not as strong as compared to the total consolidation model. Some departments may elect to opt out of the consolidation effort and further splintering of the advantages may occur.

As in complete consolidation each jurisdiction relinquishes, to some extent, the ability to determine the scope and level of emergency services provided to its own community. Many of the other weakness of complete consolidation would be apparent as well. This could potentially be alleviated by an aggressive media campaign throughout the community to educate citizens as to the rationale for consolidation and its benefits.

### WHAT A CONSOLIDATED FIRE SERVICE MAY LOOK LIKE

Before any decision can be made whether to proceed any further along this path, at least a basic idea of what a northern Gila County fire district may look like must be obtained. In this section organization and budget information is offered. These are just examples and should not be considered as the final product or even firm recommendations.

#### Organization Chart

A sample consolidated fire department organization chart is offered in Appendix B. The number of firefighters and personnel of all ranks and the values attributed to the budget information for each is an **estimate only**. This information is meant to provide a point to begin discussion and no more weight than that should be attributed to it.

Currently there are approximately 55 career firefighters employed in northern county fire departments. (A note of explanation may be required; the term firefighter is a rank in fire departments as well as a generic term for anyone who fights fires.) There are nine Fire Chiefs, most of which are paid full-time employees; three Battalion Chiefs, 1 Fire Marshal, 15 Captains, 16 Engineers, and 11 Firefighters. The number of paid-on-call or volunteer firefighters of various ranks is unknown.

The proffered example of a regional fire district would employ 1 Fire Chief, 2 Deputy Fire Chiefs, 4 Battalion Chiefs, 16 Captains, 16 Engineers, 18 Firefighters and 45 Paid-On-Call Firefighters.

Rank	Current Number	Proposed Number
Fire Chief	9	1
Deputy Chief	0	2
Battalion Chief	3	4
Captain	15	16
Engineer	16	16
Firefighter	11	18
Paid-on-call FF	40 (estimate)	45
Administrative/Support	5	6
Total	99	108

This organization shows the department operating in three divisions: Operations, Fire Marshal's Office and Administration. The operations division includes thirteen fire stations operating in an East, West and North Battalions. The Fire Marshal's division oversees support services such as training, communications and station and equipment maintenance, as well fire code enforcement functions. The administration division includes human resources, finance and accounting functions.

A combination of five career staffed (3 person engine companies in this example) stations and eight volunteer or part-time staffed stations are envisioned. With increased staffing affordable by consolidation, additional personnel could potentially be assigned to areas that may require it upon further study.

#### Financial Information

While compiling this report I was reminded of the adage, "If two can live more cheaply than one, why aren't my wife and I rich?" A regional fire department would cost more than districts are currently expending. One reason is the increase in the number of line firefighters. It follows that if you want a better fire service you will need humans to deliver that service and humans cost money. While savings in the form of economies of scale and less duplication would result, more firefighters responding to an incident is what improves the bottom line of service delivery.

The chart titled "Fire District Tax Revenue/Budgets" in Appendix D lists the districts, assessed values, current tax rates and tax revenue. Most districts have additional sources of income such as billings for incident cost recovery, service contracts, wildland fire response, plan review fees, prior year rollovers, and in one case, an ambulance service. These additional income sources are not included in this report.

Fire districts are funded mainly by property tax levies. Each district develops a budget and then calculates the tax rate necessary to support the budget. An additional tax levy is the Fire District Assistance Tax (FDAT). This tax rate is set by the county and distributed to each district based on their percentage of the overall assessed value. As a side note, Town of Payson property owners pay the FDAT but the Town does not receive any direct proceeds from this tax. A number of different philosophies may be employed in this process. Depending on the needs, desired service levels and activities of each district, as well as the assessed value for a particular district, tax rates will vary.

Using the organizational model (Appendix B), tax revenue (Appendix C) and expenses (Appendix D) provided, a tax levy of \$2.25 per hundred dollars assessed value would fund 93.5% of the budget. This is compared to 84% average that fire districts currently get from tax revenues. Only three districts, Tonto Village (94%), Houston Mesa (99%) and Gisela Valley (99%) exceed that. The others range from 74% to 55%. The \$2.25 also would be a decrease (22% less from the highest tax rate) in the rate that most districts currently levy.

It would appear that the most financially stable environment would result from total consolidation. Without the Town of Payson's assessed value and resulting revenue, the picture darkens. While it would still be worthwhile for the districts to explore consolidation without Payson's involvement, a higher tax rate would result. Using the information in the example, a tax rate of \$3.00 per hundred would be required to obtain 84% of the revenue required to fund such a scenario.

## SUMMARY

Based on an analysis of the information gathered, it makes sense to further explore the consolidation of northern Gila County fire departments and districts. The benefits are many and the disadvantages are few but powerful. There are considerable challenges to overcome to make consolidation a reality.

The essential questions are:

1. Would it be worth \$200 to \$1,000+ per year to Payson residents to help fund a regional fire district?

Virtually no one wants to pay more taxes. Currently the property owners of Payson do not pay a property tax to fund fire services (except in the case of the FDAT). With a regional district a tax would be incurred. Although it is unlikely that Payson residents would see an immediate and direct improvement in fire service delivery from the new district, they could see other improvements. These improvements would come from the monies that would be normally expended by the Town for fire service. These monies might then be used to improve streets, libraries, parks, police and perhaps a number of other services. While this may be worth it, based on recent experience with bond elections for parks and streets, the answer may be a resounding no.

2. Are Payson residents capable of thinking "regionally" of their fire services rather than Payson only?

The improvements to the fire service would most likely remain transparent to the average citizen. Things like the more efficient use of resources, common fire codes and enforcement, standardized operations, etc. are not readily apparent. Most folks are only concerned about fire services when their houses are on fire or their loved ones need EMS.

It may also appear, and it may be the reality, that Town of Payson property owners would be paying more to subsidize the balance of the fire district. The

fact is that consolidation would have a more immediate, direct, and positive impact on fire service for the areas currently served by fire districts than it would for the residents in the Town of Payson. While these changes may be worth it in the long term, it may be difficult to convince voters of that.

Each of the options for consolidation has various strengths and weaknesses. The reality, however, is that elected officials in each community must be "comfortable" with the decision and be able to justify the rationale to their constituencies. Without a thorough understanding of the consolidation option selected, the future performance of the emergency service delivery system may be compromised as disgruntled internal and external stakeholders attempt to influence administrative and operational policymaking.

## **RECOMMENDATIONS FOR POLICY MAKERS**

It is my hope that this report has shed light on the feasibility of a consolidated regional fire district for northern Gila County. If enough information has been presented to venture forward with a consolidation effort I offer the following recommendations:

- Get commitments from all involved jurisdictions and agencies. Have decision-making authorities approve resources to develop a consolidation plan.
- Form and activate an advisory group - Key chief executives (most likely the chiefs and board chairmen) of each participating jurisdiction should be included. Additional members may include representatives of local media, business community, and general public.
- Identify key needs, issues, requirements, and constraints.
- Develop and analyze alternative programs and approaches- Each alternative should be analyzed according to its projected costs, benefits, political acceptability, legality and other characteristics.
- Formulate an action plan- The plan will outline a strategy for implementing the selected programs and approaches, such as staffing, reorganizations, or the use of facilities and equipment. The plan must include criteria for evaluating the consolidation after it has been implemented.
- Implement the plan- Implement in accordance with the approved procedures, budget, and schedule.
- Monitor implementation - Monitor programs to determine whether and how closely they match intended results. If something needs changing; do it.



Appendix A  
Regional Fire District Survey

Part 1: District Information			
Name of District			
Number of Board Members			
Square Miles in District			
Assessed Valuation			
Tax Rate			
Budget Total			
Personnel			
Dispatch			
Supplies			
Services			
Training			
Insurance			
ISO Rating			
Number of Incidents (2004)			
Type of services provided (place check mark)			
Fire			
Emergency Medical	ALS	BLS	
Rescue			
Patient Transport			
Public Education			
Fire Code Enforcement			
Burn Permit ADEQ			
Other			
Apparatus			
Engine			
Water Tenders			
Brush			
Utility			
Administrative			
Ambulance			
Other			
Number of Stations			
Personnel (Total)			
Firefighters	How many are certified as FF1 & 2		
EMS	How many are EMT IEMT Paramedic		
Administrative			
Code Enforcement/Prevention			
Fire code currently in use			

Please have each of the Fire Board members and the Fire Chief answer the following questions and provide commentary as desired:

1. Do you support the concept of consolidating the fire districts in northern Gila County?

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2. Please explain (briefly) why you support or do not support the concept.

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3. What do you feel are the most important issues concerning delivery of fire and emergency medical services in the northern Gila County area?

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4. Are you satisfied in the service your fire district currently provides?

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5. How could your district improve or increase the level of service provided?

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6. Would you be willing to give up your position if it meant better service as a result of consolidation?

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7. Would you support an increase of the tax rate if it meant improved fire service for your community?

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8. Is fire code enforcement an important issue in your community?

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9. If consolidation of fire districts were achieved, administrative, training, fire prevention functions, and dispatch service could be consolidated as well, most likely operated out of a central facility. What are you thoughts on that aspect of consolidation?

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10. Assuming you support the concept one large fire district for northern Gila County, which of the following is your preferred model of organization?

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- A. All current fire districts dissolve their current organizations in order to consolidate forming one large fire district.
- B. All current fire districts contract with a fire protection authority effectively operating as one district while retaining the option of withdrawing from the agreement.
- C. All current fire districts, with the exception of the Town of Payson, consolidate forming one large fire district.

11. If consolidation were to be approved and acted on, what should happen with the current staff that is currently employed?

- A. All current fire district employees should be retained and reassigned as necessary regardless of their qualifications.
- B. A new fire chief from the outside hired and all new employees hired.
- C. A new fire chief hired and all positions tested for with no guarantee of employment of the current employees.
- D. One of the current fire chiefs in the area hired as the chief and all other positions filled by current staff if they are qualified and the balance of new employees tested and hired.

12. Are there any further comments concerning the concept and implementation of fire district consolidation you would care to make?

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PLEASE PLACE THESE DOCUMENTS IN THE ATTACHED SELF-ADDRESSED, STAMPED ENVELOPE AND PLACE IN THE MAIL.

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY.

## Survey Results

54 surveys sent distributed

13 surveys returned

Question 1. Yes 13 No 0

Question 2. Cost savings, recruitment, decrease duplication of efforts, fire code enforcement, better use of talent

Question 3. Personnel recruitment, standardization, response time improvement, increase funding, increase backup coverage

Question 4. Yes 9 No 4

Question 5. Board member recruitment, increase numbers of firefighters, more training, fire code enforcement

Question 6. Yes 13 No 0

Question 7. Yes 10 No 3

Question 8. Yes 11 No 2

Question 9. Great!, dispatch service improvement, decrease costs

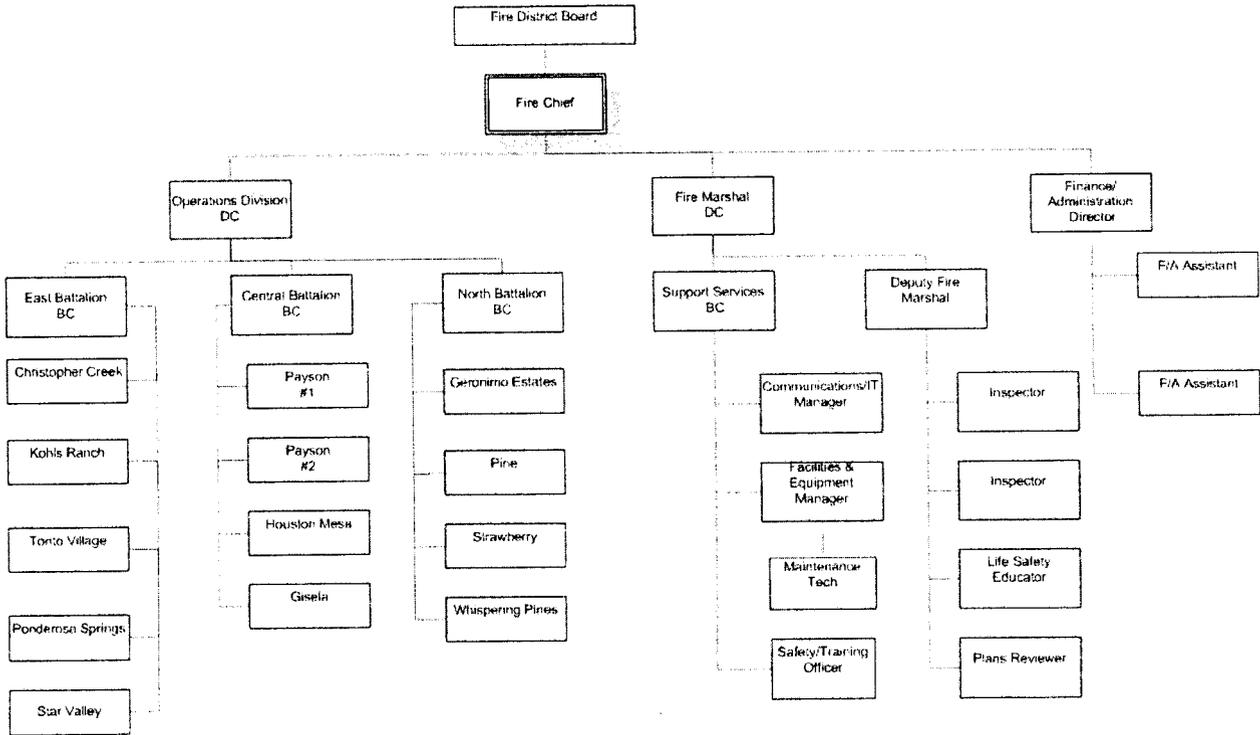
Question 10. A 5 B 2 C 3 D 1

Question 11. A 0 B 0 C 3 D 9

Question 12. TOP would benefit, positives outweigh negatives, decreased administrative costs

# Appendix B Sample Regional Fire District Organizational Chart

## Northern Gila County Fire District



Appendix C  
Sample Regional Fire District Expenses

Item	Number	Per cost	Total
<b>PERSONNEL</b>			
Fire Chief	1	\$110,000	\$110,000
Deputy Chiefs	2	\$100,000	\$200,000
Battalion Chiefs	4	\$90,000	\$360,000
Captains	16	\$80,000	\$1,280,000
Engineers	16	\$65,000	\$1,040,000
Firefighters	18	\$52,000	\$936,000
Paid-On Call FF	45	\$3,500	\$157,500
Administrative	3	\$50,000	\$150,000
Communications/IT	1	\$60,000	\$60,000
Support Services	2	\$50,000	\$100,000
Workmans Comp.		\$50,000	\$50,000
Overtime			\$500,000
<b>Total</b>	<b>108</b>		<b>\$4,943,500</b>
<b>STATION MAINTENANCE</b>			
Electrical	13		\$100,000
LPG	13		\$45,000
Water	13		\$5,000
Sewer	13		\$5,000
Repairs	13		\$25,000
Phone	13		\$80,000
<b>Total Station Maintenance</b>			<b>\$260,000</b>
<b>EQUIPMENT</b>			
PPE			\$30,000
Apparatus Maintenance			\$90,000
Radio Maintenance			\$10,000
Medical Supplies			\$20,000
Fuel			\$30,000
<b>Total Equip. Expenses</b>			<b>\$180,000</b>
<b>MISCELLANEOUS.</b>			
Dispatch services			\$82,500
Legal services			\$20,000
Office supplies			\$15,000
Training			\$100,000
Safety supplies			\$10,000
Computer supplies			\$15,000
Uniforms			\$60,000
Insurance			\$100,000
<b>Total Misc. Expenses</b>			<b>\$402,500</b>
Capital			\$300,000
<b>Total Expense</b>			<b>\$6,928,500</b>

Appendix D  
Assessed Value/Budget Data

Department/District	Assessed Value	Assessed Value/100	Tax Rate	Tax Revenue	FDAT	Total Tax Revenue	Op. Budget	Difference
Payson	\$173,526,259	\$1,735,262.59	N/A	N/A	\$1,980,879.00	N/A	\$2,483,280.00	N/A
Pine-Strawberry	\$52,354,987	\$523,549.87	2.7127	\$1,420,233.73	\$158,457.00	\$1,578,690.73	\$1,980,000.00	79.73%
Diamond Star	\$15,080,167	\$150,801.67	2.7438	\$413,769.62	\$51,516.54	\$465,286.16	\$845,198.00	55.05%
Whispering Pines	\$4,742,558	\$47,425.58	2.5410	\$120,508.40	\$11,000.00	\$131,508.40	\$163,478.00	80.44%
Beaver Valley	\$2,267,039	\$22,670.39	2.2500	\$51,008.38	\$5,700.00	\$56,708.38	\$76,300.00	74.32%
Houston Mesa	\$3,834,048	\$38,340.48	2.5787	\$98,868.60	\$10,875.00	\$109,743.60	\$110,000.00	99.77%
East Verde Park	\$1,778,289	\$17,782.89	2.1121	\$37,559.24	\$4,594.00	\$42,153.24	\$42,153.24	N/A
Round Valley/Oxbow	\$3,481,864	\$34,818.64	2.1715	\$75,608.68	\$8,316.00	\$83,924.68	\$83,924.68	N/A
Christopher-Kohls	\$14,417,384	\$144,173.84	1.9468	\$280,677.63	\$30,102.00	\$310,779.63	\$333,759.00	93.11%
Tonto Village	\$4,797,311	\$47,973.11	2.3691	\$113,653.09	\$12,000.00	\$125,653.09	\$133,500.00	94.12%
Gisela Valley	\$1,463,349	\$14,633.49	1.7845	\$26,113.46	\$3,260.00	\$29,373.46	\$29,420.00	99.84%
<b>Total</b>	<b>\$277,743,255</b>	<b>\$2,777,432.55</b>		<b>\$2,638,000.83</b>	<b>\$2,276,699.54</b>	<b>\$2,638,000.83</b>	<b>\$6,281,012.92</b>	
<b>Example 2 (All Depts.)</b>								
	\$277,743,255	\$2,777,432.55	2.2500	\$6,249,223.24	\$300,000.00	\$6,549,223.24	\$6,928,500.00	-\$379,276.76
<b>Example 3 (All but PFD)</b>								
	\$104,216,996	\$1,042,169.96	3.0000	\$3,126,509.88	\$300,000.00	\$3,426,509.88	\$3,797,732.92	-\$371,223.04

Assessed value and tax rate information from Gila County Assessor's Office 11-05 for FY 05/06

Appendix E  
Example of Tax Rate Information From Gila County Assessor's Office

**Estimated Property Taxes**  
**Residents within Payson School District, Christopher/Kohl Fire District**  
**FY 2004-2005 Compared to FY 2005-2006**  
(Residence Assessed at \$100,000 Full Cash Value)

- Taxes on the average \$100,000 home will increase by **\$51.14** from **\$1,100.86** last year to **\$1,152.00** this year
- The increase in taxes of **\$51.14** results from an increase in the assessed value of a home (**\$45.79**) and an increase in the overall Tax Rate (**\$5.35**)

	Tax Rates FY 04-05	Tax Rates FY 05-06	INCREASE (DECREASE)
Total Primary	\$ 9.3656	\$ 9.6009	\$ 0.2353
Total Secondary	\$ 3.5462	\$ 3.4553	\$ (0.0909)
<b>Total Tax Rate</b>	<b>\$ 12.9118</b>	<b>\$ 13.0562</b>	<b>\$ 0.1444</b>

**Summary of Property Tax Rates:**

Total Primary	\$ 9.3656	\$ 9.6009	\$ 0.2353
Total Secondary	\$ 3.5462	\$ 3.4553	\$ (0.0909)
<b>Total Tax Rate</b>	<b>\$ 12.9118</b>	<b>\$ 13.0562</b>	<b>\$ 0.1444</b>

	Tax Levy FY 04-05	Tax Levy FY 05-06	INCREASE (DECREASE)
Schools/Library	\$ 485.70	\$ 511.30	\$ 25.60
Gila County	\$ 418.60	\$ 436.02	\$ 17.42
Fire District	\$ 186.96	\$ 194.68	\$ 7.72
Special Districts	\$ 9.60	\$ 10.00	\$ 0.40

**Summary of Property Tax Levy:**

Schools/Library	\$ 485.70	\$ 511.30	\$ 25.60
Gila County	\$ 418.60	\$ 436.02	\$ 17.42
Fire District	\$ 186.96	\$ 194.68	\$ 7.72
Special Districts	\$ 9.60	\$ 10.00	\$ 0.40

TOTAL \$ 1,100.86 \$ 1,152.00 \$ 51.14

**Average Residence used in example:**

Full Cash Value (Secondary Taxes)  
 Limited Cash Value (Primary Taxes)

	Assessed Value FY 04-05	Assessed Value FY 05-06
	\$ 96,010	\$ 100,000
	\$ 94,920	\$ 98,868

**NOTE:** Each residence may vary from example used. The example was based on the average increase in Payson from FY 04-05 to FY 05-06 and the average percentage difference between Full and Limited cash value.

**Estimated Property Taxes  
 Residents within Payson School District, Christopher/Kohl Fire District  
 FY 2004-2005 Compared to FY 2005-2006**

(Residence Assessed at \$100,000 Full Cash Value)

	TAX RATE		INCREASE (DECREASE)		TAX LEVY		INCREASE (DECREASE)
					Taxes		
	FY 04-05	FY 05-06	FY 04-05	FY 05-06	FY 05-06	FY 05-06	
School Equalization	P \$ 0.4560	\$ 0.4360	\$ (0.0200)	\$ 43.28	\$ 43.11	\$ (0.17)	
Gila County	P \$ 4.4100	\$ 4.4100	-	\$ 418.60	\$ 436.02	\$ 17.42	
Community College	P 0.6288	\$ 0.6288	-	\$ 59.69	\$ 62.17	\$ 2.48	
Library District	S 0.2000	\$ 0.2000	-	\$ 19.20	\$ 20.00	\$ 0.80	
Fire District Assistance	S \$ 0.1000	\$ 0.1000	-	\$ 9.60	\$ 10.00	\$ 0.40	
Fire District	S \$ 1.9473	\$ 1.9468	(0.0005)	\$ 186.96	\$ 194.68	\$ 7.72	
NAVIT Joint Tech. Inst.	S \$ 0.0500	\$ 0.0500	-	\$ 4.80	\$ 5.00	\$ 0.20	
Payson School District	P \$ 3.8708	\$ 4.1261	0.2553	\$ 238.82	\$ 265.17	\$ 26.35	
Payson School District	S \$ 1.2489	\$ 1.1585	(0.0904)	\$ 119.91	\$ 115.85	\$ (4.06)	
Total Tax Rate	\$ 12.9118	\$ 13.0562	0.1444	\$ 1,100.86	\$ 1,152.00	\$ 51.14	

CHANGE IN TAX LEVY DUE TO:	TOTAL CHANGE IN TAX LEVY
ASSESSED VALUE	
TAX RATE	



## Smith, Glenn

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**From:** Garrett, LaRon  
**Sent:** Friday, June 09, 2006 1:59 PM  
**To:** Carpenter, Fred; Smith, Glenn  
**Subject:** Budget issues

A couple of issues need to be explained that were discussed at the last Budget Meeting:

First, the Achin-Gardner law. This law prohibits a municipality from doing projects in-house that exceed a certain dollar amount. This dollar amount is adjusted up each year and the current amount just over \$180,000 per project. This is for the complete project cost including labor, materials and equipment. Any project with a cost higher than this amount is required to be bid to a private contractor.

Second, a Secretary for the Streets and Engineering Departments. This new position has been requested for the past 7 years. The Street Department and Engineering Department are both in need of secretarial help. This year, due to a retirement and restructuring of the Street Department, funds are available to create this position with only minimal additional cost to the Town. The Finance Department estimated the additional cost for a full time secretary split between these two departments to be less than \$2,500 annually. Each of these departments has sufficient work to keep a secretary busy at least 50% of the time. The Town's efficiency would be increased by allowing the Town Engineer and Street Operations Manager to spend more time on major field projects and have a lower paid employee to do the typing, filing, scanning, etc.

Let me know if you need anything else regarding these issues.

LaRon

**TOP**  
**Vehicle Inventory**  
**June 2006**

**Department Name:** General Government Administration/Building & Plant

Year	Make	Body Style	Current Milage	MPG -if known	Use
2000	Ford	Winstar 3.1L	61,487.60		Administrative Pool Van for staff and Town Council for in town and out of town/state official Town business.
2000	Ford	Winstar 3.1L	45,625.80	19.6 mpg	Administrative Pool Van for staff and Town Council for in town and out of town/state official Town business.

**Payson Police Department  
Current Vehicle List**

UNIT #	LICENSE NUMBER	VIN OR SERIAL NUMBER	YEAR	MAKE/BODY STYLE	TIRE SIZE	MILEAGE	DRIVER
104	G308BG	2CGCGG31J5G4113569	1986	CHEVY VAN	LT245 75R16	52,313	HOSTAGE
107	PS935D	1GCDC14H7JE200795	1988	CHEVY PICKUP	P235/75R15	108,503	FLEET
112	LG883H	CCW33AV125120	1980	CHEVY PICKUP	7.50R16LT	43,882	RANGE TRUCK
115	LG21K8	KE1402169266	1970	CHEVY PICKUP 4X4		73,567	FLEET
120	G607AT	1GNEV18K8MF14084	1991	CHEVY BLAZER	31-10.5/R15LT	89,000	RESERVE
126	G703AK	1FMEU15H6NLA96457	1992	FORD BRONCO	31-10.5/R15LT	116,451	MOSS
128	G702AK	2FACP72W2NX211962	1992	FORD CROWN VIC	P225/70R15	86,760	VOL#1
130	G631AL	1FMEU15H8PLB01564	1993	FORD BRONCO	31-10.5/R15LT	79,800	VOL#3
132	LG41KO	2FALP71W3RX148829	1994	FORD CROWN VIC	25/70R15	99,556	RESERVE
133	LG40K9	2FALP71W1RX148828	1994	FORD CROWN VIC		114,238	TRAVEL
134	G622AT	1G1BL52P5SR148059	1995	CHEVY CAPRICE	P235/75R15	106,232	WATSON
135	G623AT	1G1BL52P8SR148329	1995	CHEVY CAPRICE	P235/75-15	91,100	HAROLD
136	G632AT	2FACP71W3PX171041	1993	FORD CROWN VIC	P225/70R15	142,507	DYER/TEO
138	G631AT	1FMDU34X5RUC29208	1993	FORD EXPLORER	LT235/75R15	87,468	VOL#2
139	151BYF	1FMEU15N6SLB20337	1995	FORD BRONCO	31-10.5/R15LT	70,481	JOHNSON
141(*3)	G650AT	2FALP71W8SX125164	1995	FORD CROWN VIC	P225/R15	112,000, 12-03 New Ford Engine	LAMANNA
142	G648AT	2FALP71W2SX125144**** new trans. 6/03***	1995	FORD CROWN VIC	P225/701215	122,423	HUSS
143**	G158BJ	2FALP71W1SX125216	1995	FORD CROWN VIC	P225/70R15	80,113	
147**	G105BW	2FALP71W8VX122494	1997	FORD CROWN VIC	P225/70RX15	95,200	MONTGOMERY
148(*2)	G106BW	2FALP71W5VX122338	1997	FORD CROWN VIC	P225/70R15	78,500	

**Payson Police Department  
Current Vehicle List**

UNIT #	LICENSE NUMBER	VIN OR SERIAL NUMBER	YEAR	MAKE/BODY STYLE	TIRE SIZE	MILEAGE	DRIVER
149**	G107BW	2FALP71W2VX122510	1997	FORD CROWN VIC	P225/70R15	76,200	TIEMAN
150	G109BW	1FBJS31C7THA73792	1996	FORD VAN (15)	LT245/75R16	35,357	TRAVEL/FLEET
151*1	G110BW	1FMEE11H1THA73736	1996	FORD VAN (9)	LT235/75R15	72,637	STEEL
153**	G133BW	2FAFP71W2WX139094	1998	FORD CROWN VIC	P225/60R16	51,489	M. VARGA
154**	G003CK	2FAFP71W7WX136532	1998	FORD CROWN VIC	P225/60R16	53,000	GARTNER
155	G002CK	2FAFP71W5WX136531	1998	FORD CROWN VIC	P225/60R16	90,300	M. VANCAMP
157	G005CK	2FAFP71WXWX140395	1998	FORD CROWN VIC	P225/60R16	128,600	D'ADDABBO
159**	G022CK	2G1WF55K2Y9277145	2000	CHEVY IMPALA	P225/60R16	54,500	HOFFMAN
160**4	G021CK	2G1WF55K9Y9274324	2000	CHEVY IMPALA	P225/60R16	72,300	KASL
163**5	GO35CK	2G1WF55KXY9374979	2000	CHEVY IMPALA	P225/60R16	54,000	J. VARGA
164**	GO36CK	2G1WF55K3Y9376041	2000	CHEVY IMPALA	P225/60R16	51,000	VAUGHN
165**	G611CT	1GNEK13T11R211448	2001	CHEVY TAHOE	245 x 16	58,100	BARR K-9
171	G186AW	1GNGC26N7SJ302961	1995	CHEVY SUBURBAN	245 X 16	102,000	MAMERO
173**	G646CT	2G1WF55K029323420	2002	CHEVY IMPALA	P225/60R16	49,500	THOMASON
174**	G648CT	1GNEC13Z12J275510	2002	CHEVY TAHOE	245 x 16	30,000	FAUST
175**	G647CT	1GNEC13Z62J275745	2002	CHEVY TAHOE	245 x 16	21,300	GARVIN
176**	G101DB	1GCFG25M921230386	2002	CHEVY VAN	LT225/75R16	33,200	TANNER/ACO
177**		1P91217181G301391	2002	SMC 1000 HE		PSC SOLAR SIGN	FLEET
178**	G131DB	1G1ND52JX3M693016	2003	CHEVY MALIBU		22,300	ENGLER
179**	G135DB	1GNEC13V93R300850	2003	CHEVY TAHOE	245 x 16	20,500	HEFLIN
180**	G136DB	1GNEC13V13R300910	2003	CHEVY TAHOE	245 x 16	26,000	BLALOCK

**Payson Police Department  
Current Vehicle List**

UNIT #	LICENSE NUMBER	VIN OR SERIAL NUMBER	YEAR	MAKE/BODY STYLE	TIRE SIZE	MILEAGE	DRIVER
181**	G149DB	1GNEK13ZX3R298418	2003	CHEVY TAHOE 4X4	245 x 16	21,500	DESCHAAF
184	G-738DY	1FMPU16L33LC52088	2003	FORD EXPEDITION	265 /70 x 17	37,800	BRAMLET
<b>**Vehicles with warranty; Updated 10-05 RDS; *1 TRANSMISSION Warranty-Ford; *2 Trans 1 Yr. w/TC to 10-23-04; *3-Engine 12-03; **4 - #160 - New TRANSMISSION 57794/2-9-05; **5 - #163 - New TRANSMISSION 51909/7-14-05 (BOTH 3 YRS/50,000 MILES)</b>							

**TOP**  
**Vehicle Inventory**  
**June 2006**

**Department Name:** Streets (Highway Users Revenue Fund)

Page 1 of 2

Indetifier	Year	Make	Body Style	Current Mileage	MPG -if known	Use
SD - 1	1998	Ford	Explorer 4WD	52,777		Asst. Public Works Engineer uses for field inspections, handling citizen complaints in the field, out of town travel, etc.
SD - 5	1998	Chevrolet	Extended Cab 4X4 Pickup	105,525	10-12	Street Operations Manager / Crew Leader. Used for working in the field and out of town travel.
SD - 6	1998	Chevrolet	Extended Cab 4X4 Pickup	58,286	10-12	Being converted into sign maintenance truck with compartments for signage materials and the air compressor and is also a Snow Plow
SD - 9	1999	Ford	Explorer 4WD	55,992		Engineering Tecnicial uses for field inspections, handling citizen complaints in the field, out of town travel, etc.
SD - 12	1990	Chevrolet	1/2 Ton Short Bed pickup - 2WD	78,068		Used for as a Street Department Pool Vehicle for Street Maintenance
SD - 23	1985	Chevrolet	1 Ton Flat Bed Truck	173,830		Used for crack seal operations, pot hole patching general street maintenance and a Snow Plow. Recently paid \$6,000 for repirs to this vehicle
SD - 38	1991	Chevrolet	Extended Cab 4X4 Pickup	125,378	10-12	Currently out of service. Needs major repair work (\$3000 to \$4000)

**TOP  
Vehicle Inventory  
June 2006**

**Department Name:** Streets (Highway Users Revenue Fund)

**Page 2 of 2**

Indetifier	Year	Make	Body Style	Current Mileage	MPG -if known	Use
SD - 45	2005	Chevrolet	1 Ton Flat Bed Truck - 4X4	9,800		Haul large parts and repair items from Phoenix, General Street Maintenance and Snow Plow
SD - 46	2005	Chevrolet	3/4 Ton Pickup 4X4	19,028		General Utility Truck for hauling tools and materials to job site for general street maintenance and snow plow.
SD - 47	2005	Chevrolet	3/4 Ton Pickup 4X4 - Fuel	14,866		Senior Mechanic vehicle used for mobile repair of town equipment and refueling at job sites
SD - 65	1994	Ford	3/4 Ton Pickup 4X4	108,755		General Street Maintenance, towing trailers and equipment and snow plow. Currently needs \$2000 - \$3000 in repairs
SD - 66	1994	Ford	3/4 Ton Pickup 4X4	109,539		General Street Maintenance, towing trailers and equipment and snow plow. Currently needs \$2000 - \$3000 in repairs

**TOP  
Vehicle Inventory  
June 2006**

Water Department

Department Name:

*Page 1 of 2*

Year	Make	Body Style	Current Mileage	MPG -if known	Use
1996	Ford	clubwagon van	54247	15	water conservation & backflow prevention, light tool & material loads, public information
1995	Ford	1/2T PU 4X4	71716	14	water samples, pulling light trailers, light to moderate material loads, off-road access
2003	Dodge	3/4T PU 4X4	23243	10.4	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2005	Chevrolet	3/4T PU	11468	11.3	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2005	Chevrolet	3/4T PU	12700	10.5	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
1996	Chevrolet	S10 PU	80558	18	water sampling, pulling light trailers, light to moderate material loads, off road access.
2001	Dodge	3/4 PU 4X4	85122	9.2	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2001	Dodge	3/4 PU 4X4	52006	10.2	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2004	Chevrolet	3/4T PU	13565	10.5	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access

**TOP  
Vehicle Inventory  
June 2006**

Department Name: Water Department

Page 2 of 2

Year	Make	Body Style	Current Mileage	MPG -if known	Use
1986	Chevrolet	Box Van	186666	8.5	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2006	Chevrolet	3/4T PU	586	6.3	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2002	Dodge	3/4T PU	36360	9	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2004	Chevrolet	3/4T PU	17606	10.4	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
1994	Ford	3/4T PU 4X4	99759	6.3	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
1997	Ford	3/4T PU 4X4	88116	6.3	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
1997	Chevrolet	3/4T PU 4X4	100969	15	water system heavy maintenance, pulling equipment/trailer, hauling heavy tool/material loads, off-road access
2003	Chevrolet	Tahoe 4X4	16441	14	water system light maintenance, light to moderate loads, light to moderate trailers, out of town travel, off road access
2006	Chevrolet	Tahoe 4X4	3724	12.8	geology sampling, light to moderate loads, light to medium trailers, out of town travel, water sampling, off road access
1990	Chevrolet	Blazer 1/2T 4X4	69273	12	Surplus

TOP  
 Vehicle Inventory  
 June 2006

Department Name: Engineering

Year	Make	Body Style	Current Mileage	MPG - if known	Use
1993	Chevrolet E-40	Blazer - 4WD	85,115	10-Town, 20 - Hwy	Public Works Engineer uses for field inspections, handling citizen complaints in the field, out of town travel, etc.

**TOP**  
**Vehicle Inventory**  
**June 2006**

Department Name: Fire Department

Year	Make	Body Style	Current Mileage	MPG	Use
1977	Chevrolet	Bus	97,034	8	Rehab 111, incident response, support/rehab vehicle
1982	Chevrolet	Utility Body	22,842	8	Utility 121, incident response, support/equipment vehicle
1989	Pierce	Fire Engine	107,056	3	Engine 112, incident response, reserve engine
1990	Grumman	Ladder Truck	71,328	3	Ladder 111, incident response
1991	Dodge	1 ton Flat bed	54,288	16	Car 114, utility vehicle, this used to be Brush 121
1995	E-One	Fire Engine	105,396	5	Engine 111, incident response
1996	Ford	Explorer 4WD	99,595	16	Car 115, general conveyance, this vehicle will be surplus soon
1996	Ford	Ambulance	91,104	12	Rescue 111, incident response, medical transport, special events
1997	Chevrolet	3500, supercab 4WD	99,743	20	Car 113, general conveyance, multiple use vehicle
1998	Semo	Water Tender	11,852	3	Water Tender 111, incident response, 3100 gallon water truck
2001	Chevrolet	Silverado1500 4WD	47,220	18	Battalion1, incident response, Battalion Chief's vehicle
2003	Sutphen	Fire Engine	18,347	6	Engine 121, incident response
2003	Ford	F-450, 4WD	7,917	14	Brush 121, incident response, brush fire vehicle
2004	Ford	F-150 extra-cab 4WD	14,730	18	Car 112, incident response, Fire Marshal's vehicle
2005	Ford	F-150 supercab 4WD	5,497	18	Car 111, incident response, Fire Chief's vehicle
2006	Ford	F-450, extra cab 4WD	1,299	14	Brush 111, incident response, brush fire vehicle

**TOP  
Vehicle Inventory  
June 2006**

**Department Name:** Community Development Department

Year	Make	Body Style	Current Mileage	MPG -if known	Use
2005	Dodge 4WD	Durango V8	8500	15 MPG	Building Official/Staff Travel /Exp. Replacement 2017
2002	Ford 4WD	Explorer V6	32,515	15 MPG	Zoning Administrator/ Expected Replacement 2015
1999	Ford 4WD	Ranger P/U V6	21,597	15 MPG	Code Enforcement Officer/ Replacement 2014
1999	Ford 4WD	Explorer V6	33,597	15 MPG	Housing Coordinator/ Replacement 2012
1997	Ford 4WD	Ranger P/U V6	62553	15 MPG	Building Inspector/ Exp. Replacement 2010
1997	Ford 4WD	Ranger P/U V6	74,397	15 MPG	Building Inspector /Exp. Replacement 2009
1993	Ford	Crown Vic. V8	95,841	15 MPG	Building Plans Examiner /Rep. W/other existing vehicle 2009

**TOP**  
**Vehicle Inventory**  
**June 2006**

**Department Name:** Information Services

<b>Year</b>	<b>Make</b>	<b>Body Style</b>	<b>Current Mileage</b>	<b>MPG -if known</b>	<b>Use</b>
1997	Dodge	Caravan SE	55,199	NA	Remote site visits

**TOP**  
**Vehicle Inventory**  
**June 2006**

Department Name: Airport

Year	Make	Body Style	Current Mileage	MPG -if known	Use
1998	GMC	2500 4x4	78,085.00	22-Hwy	Used for frequent Airfield, Operations, Security, Wildlife, Maintenance, and Fence line checks and work. Used to respond to emergencies during all weather conditions. Used for single person tours. Plans are to equip vehicle with a snow plow. Will be handed down to airport maintenance person if/when newer is acquired to replace the aging maintenance worker vehicle. Manager's take home vehicle used for after hour call outs.
1992	Ford	F 250 4x4	128,523.00	11-Airport	Used mostly on weekends for frequent Airfield, Operations, Security, Wildlife, Maintenance, and Fence line checks and work. Used to respond to emergencies during all weather conditions. Plans are to replace this vehicle. New vehicle will be assigned to the Manager.
1980	Chevrolet	Scottsdale 10	216,340.00	Unknown	Equipped with a 50+ gallon diesel fuel storage tank. Used to refuel emergency generator and mover. Plans are to remount fuel storage tank to a newer Streets Department joint-use vehicle. Truck will then be turned-in for auction.

**TOP**  
**Vehicle Inventory**  
**June 2006**

**Department Name:** Parks and Recreation

<b>Year</b>	<b>Make</b>	<b>Body Style</b>	<b>Current Mileage</b>	<b>MPG -if known</b>	<b>Use</b>
1992	Ford	1/2 Ton Pick Up	101,935	16	General Parks Maintenance (Part-Time - Seasonal)
1994	Ford	3/4 Ton Pick-Up			General Parks Maintenance (Vacant)
1997	Ford	Ranger	39,618	22	Recreation & Event Center (Rec. Coord.)
1999	Ford	Explorer	48,769	18	Recreation & Event Center (Charlene)
2001	Dodge	3/4 Ton Pick-Up	27,057	10	General Parks Maintenance (Nelson)
2001	Dodge	1 Ton Flat Bed	22,728	12	General Parks Maintenance (Ed)
2003	Chevy	3/4 Ton Pick-Up	11,130	13	General Parks Maintenance (Denny)
2003	Chevy	3/4 Ton Pick-Up	17,829	13	General Parks Maintenance (Dacey)

TOP  
 Recap of Major CIP Projects  
 Fiscal Years 2005/06 and 2006/07

Fund/Project Name	Budget Costs		Funding
	FY 2005/06	FY 2006/07	
<b>Street Projects</b>			
Airport Road (Falcon Crest to Vista Road)	\$ 1,800,000	\$ -	FAA 95%; ADOT 2.5%; Town 2.5%
Local Street Projects	450,000	902,587	Town
Airport Road & SH87 - Traffic Signal		205,000	Town Match - ADOT Project
McLane Road - Forest Dr. to Airport Rd	160,000	1,000,000	ADOT \$500,000, Town \$660,000
St. Philips Street Widening Project	-	625,000	HURF Exchange Funds - \$400,000; Town - \$225,000
Green Valley Parkway Extension	-	40,000	Town
<b>Totals</b>	<b>\$ 2,410,000</b>	<b>\$ 2,772,587</b>	
<b>Airport Projects: (All grant matches - General Fund)</b>			
Echo Ramp Expansion & Taxiway Connector (AIP #3-04-0027-13)	\$ -	\$ 290,000	FAA 95%; ADOT 2.5%; Town 2.5%
Airport Master Plan Update		160,000	ADOT 90%, Town 10%
Relocate Bravo Taxiway Gate & Fence	-	590,000	FAA 95%; ADOT 2.5%; Town 2.5%
Airport Service Road (Construction FY2009/1C)	-	15,270	FAA 95%; ADOT 2.5%; Town 2.5%
Environmental Study Grant	-	450,000	FAA 95%; ADOT 2.5%; Town 2.5%
Box Hangar Project		650,000	ADOT Loan @5.25% est, 15 years
Office Trailer	-	40,000	Town - General Fund
	\$ -	\$ 2,195,270	

7% without PS  
6/12/2006 - 9:20 AM

	<b>Proposed Budget</b>	<b>Non P/S Expense</b>	<b>7% of Non P/S</b>	<b>Department</b>
Gen Gov & Admin/B&G	864,470	660,230	46,216	17,810
Clerk	371,220	58,450	4,092	4,090
Manager	200,150	6,350	445	450
HR	272,690	61,610	4,313	4,310
Financial Services	466,090	57,080	3,996	4,000
IS	274,710	61,200	4,284	4,800
Council	180,650	105,000	7,350	20,000
Courts	81,570	81,570	5,710	870
Attorney	513,640	96,790	6,775	6,780
Police-Communication	573,720	25,940	1,816	1,800
Police-General Operations	3,537,280	460,240	32,217	32,220
Police -Methamphetamine	61,820	29,000	2,030	2,030
Police-SRO	183,710	3,500	245	250
Police-DARE	17,450	4,000	280	280
Police-Animal Control	130,820	78,300	5,481	5,480
Police-Reserve Academy	147,420	12,500	875	880
Fire	2,629,870	391,300	27,391	27,390
CD-P&Z	445,460	51,000	3,570	3,570
CD-Building Inspection	477,740	93,830	6,568	6,570
GV o/m [w/o capital]	148,390	34,600	2,422	2,430
Engineer	151,340	24,000	1,680	1,680
Parks	684,680	265,050	18,554	19,000
Recreation	392,330	128,640	9,005	10,000
Aquatics	133,230	77,300	5,411	5,500
Event Center	47170	37,400	2,618	5,000
Library	477,870	114,350	8,005	8,010
Airport [w/o capital]	183,490	76,130	5,329	5,330
General Fund Impact			<b>\$ 216,675</b>	<b>\$ 200,530</b>
Streets (HURF) [w/o capital]	1,764,720	757,300	53,011	
Water [w/o CAP/DS/Depr]	2,905,800	1,554,330	108,803	
		<b>Total</b>	<b>\$ 378,489</b>	

TOP  
 Recap of New Equipment  
 Proposed for Fiscal Year 2006/07

Fund / Department	Cost	Funding Source
<b>HURF - Streets</b>		
Replace 2-existing Pickups	\$ 50,000	Operating revenues
Replace 3/4T - 4WD Pickup (old truck has 107,000 + miles)	30,000	Operating revenues
Total	<u>\$ 80,000</u>	
<b>Capital Projects Fund</b>		
Police - 3 replacement patrol cars	\$ 100,000	Lease Purchase 3-years
Fire - 1 new fire truck	450,000	Lease Purchase 5-years
Total	<u>\$ 550,000</u>	
<b>Water Fund</b>		
Replace Service Trucks	\$ 60,000	Operating revenues
	<u>\$ 60,000</u>	

**Not-For-Profit Funding History**  
**FY 2001/2002 Through FY 2005/2006**

Agency	FY 2001/02	FY2002/03	FY2003/04	FY2004/05	FY2005/06
	Actual	Actual	Actual	Actual	Budget
Gila County Community Action Program (CAP)	12,000	12,000	12,000	11,000	-
Payson Multi-purpose Senior Center Development Association, Inc.	6,700	7,900	30,000	42,660	39,000
Northern Gila County Historical Society, Inc.	-	-	10,000	10,000	8,000
St. Vincent DePaul, Inc.- Rim Country Food Bank	-	-	-	-	5,000
Time Out, Inc.	10,000	10,000	10,000	9,000	7,000
Rim Country Literacy Program	1,000	1,000	7,500	7,000	7,000
Payson Helping Payson	-	-	-	4,000	5,000
Habitat for Humanity - Development Impact Fee (Town only)	5,032	10,064	5,032	5,032	5,040
Big Brothers Big Sisters of Gila County	-	-	-	-	4,000
	<b>\$ 34,732</b>	<b>\$ 40,964</b>	<b>\$ 74,532</b>	<b>\$ 88,692</b>	<b>\$ 80,040</b>

*Note: Data excludes payments to PREDC and Humane Society.*