



**NOTICE OF PUBLIC MEETING OF THE CENTRAL ARIZONA FIRE AND MEDICAL
AUTHORITY FOR THE PURPOSE OF RATIFYING PAST ACTION TAKEN
IN VIOLATION OF OPEN MEETING LAW**

Pursuant to A.R.S. § 38-431.05, notice is hereby given to the members of the Central Arizona Fire and Medical Authority Board of Directors and to the general public that the Central Arizona Fire and Medical Authority will hold its regularly-scheduled monthly meeting open to the public on November 25, 2019 at 5:00 p.m. The meeting will be held at Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge Drive, Prescott Valley, Arizona.

At the regularly-scheduled open meeting, an item of New Business will be to ratify an action or actions of the Central Arizona Fire and Medical Authority that may have been taken in violation of the Open Meeting Law. This action involved:

Approval of Resolution 2019-02 - Purchase of Real Estate located at 7555 E. Addis Avenue, and Parcel # 103-35-755F; and

Approval of Resolution 2019-03 – Purchase of Real Estate located at 7547 E. Addis Avenue and 7549 E. Addis Avenue

The public may obtain a detailed written description of the action to be ratified, and all deliberations, consultations, and decisions by members of the public body that preceded and relate to this action to be ratified at Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge Drive, Prescott Valley, Arizona, Monday – Thursday, 7:00 p.m. to 5:00 p.m., at least 72 hours in advance of the meeting.

Dated this 20th day of November, 2019.

Central Arizona Fire and Medical Authority

By: 
Darlene Packard, Board Clerk

Persons with a disability may request a reasonable accommodation by contacting the Administration office at 928-772-7711. Requests should be made as early as possible to arrange the accommodation.

AGENDA

**Central Arizona Fire and Medical Authority
Central Arizona Fire and Medical Authority Board of Directors
CA Regular Meeting
Monday, November 25, 2019, 5:00 pm - 6:00 pm
Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge Drive,
Prescott Valley, Arizona**

NOTICE OF MEETING

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Central Arizona Fire and Medical Authority Board of Directors and the general public that the **Central Arizona Fire and Medical Authority** will hold a meeting open to the public on **Monday, November 25, 2019 at 5:00 p.m.** The meeting will be held at **Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge Drive, Prescott Valley, Arizona.** The Board may vote to go into Executive Session on any agenda item, pursuant to A.R.S. §38-431.03(A)(3) for discussion and consultation for legal advice with Authority's Attorney on matters as set forth in the agenda item. The following topics and any variables thereto, will be subject to Board consideration, discussion, approval, or other action. All items are set for possible action.

1. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS
2. PLEDGE OF ALLEGIANCE
3. PRESENTATIONS
 - A. Prescott Valley Town Council Report
 - B. Board Members' Reports
 - i. Prescott Regional Communications (PRCC)
 - ii. Public Records Requests
 - iii. Legal Fees
 - iv. Labor/Management
 - C. Letters from the Public
 - D. Monthly Division Reports from the Fire Chief and staff in regard to current activities of the Fire Authority and the status and progress relating thereto. Any item discussed in the Division Reports is subject to discussion and direction by the Board; no action will be taken.

4. CALL TO THE PUBLIC

In accordance with A.R.S. §38-431.01(H) and as a matter of policy, the Central Arizona Fire and Medical Authority Board has decided to allow public comments as time permits. Therefore, those wishing to address the Board regarding an issue within the jurisdiction of this public body may do so in an orderly manner that includes completing a Call to the Public Form and submitting it to staff for the record. If a written statement is being read, please provide a copy to ensure it is entered into the record accurately. Individuals will be limited to speak for three (3) minutes and Call to the Public shall not exceed 30 minutes per meeting.

5. CONSENT AGENDA

All matters listed under consent agenda are considered to be routine by the Central Arizona Fire and Medical Authority Board and will be enacted by one motion. There will be no separate discussion on these items. Any item may be removed by a Board member and will be considered separately for motion, discussion and action.

- A. Approve Regular Session Minutes - October 28, 2019
- B. Approve General Fund Financial Statements
- C. Approve Fire Protection Agreements: McCarty, Wulf (Two Properties)

6. VOTE TO GO INTO EXECUTIVE SESSION

- A. Legal Advice Pursuant to A.R.S. §38-431.03(A)(3) Regarding Informal AG Opinion Regarding Alleged Open Meeting Law Violations Related to Real Estate Purchases.

7. OLD BUSINESS

- A. Discussion and Possible Direction to Staff Regarding Processing Fire Protection Agreements

8. NEW BUSINESS

- A. Discussion Regarding Informal AG Opinion Regarding Alleged Open Meeting Law Violations Related to Real Estate Purchases
- B. Discussion and Possible Action to Ratify Board Actions Taken at May 13, 2019 Meeting Regarding Approval of Resolution 2019-02 - Purchase of Real Estate located at 7555 E. Addis Avenue, and Parcel # 103-35-755F; and Approval of Resolution 2019-03 – Purchase of Real Estate located at 7547 E. Addis Avenue and 7549 E. Addis Avenue
- C. Discussion and Direction to Staff Regarding Scheduling the Public Safety Personnel Retirement System (PSPRS) Unfunded Liability Workshop
- D. Discussion Regarding Ambulance Update

9. ADJOURNMENT

Disabled persons needing reasonable accommodations should call 928-772-7711 prior to the scheduled meeting.

RECORDS REQUESTS

Date Received	First Name	Last Name	Company Name	Record Type	Incident / Reference #	Status	Delivery Method	Cost	Date Completed	Notes	Staff Hours	Staff Cost
10/09/19	Detective	Mathis	PVPD	EMS	16-8460	COMPLETE	PICKED UP	0.00	10/15/19	Approved, LM for Detective Mathis KB CB KG		
10/10/19	Deborah	Mead	Michael R Murphy, PLLC	EMS	2019.10.01-Mead	CLOSED	NO RECORD AVAILABLE	0.00	10/10/19	No record found with information given KCB CB		
11/12/19	Julio	Zapata	Zapata Law PLLC	EMS	18-10052	IN PROGRESS				Subpoena - Served papers - Given to Chief Tharp due to how extenisve the request is CB/TF		
10/21/19	Nathan	Shafferman	Partner Engineering & Science	ENVIRONMENTAL RECORD	2019.10.21-Shafferman	CLOSED	NO RECORD AVAILABLE	0.00	10/23/19	Environmental info for 6801 E First Street, PV		
10/28/19	Jacob	Mullins	Trileaf	ENVIRONMENTAL RECORD	2019.10.28-Mullins	COMPLETE	EMAILED	0.00	10/31/19	Environmental info for 6075 E SR 69, PV		
10/10/19	Sokhon	Leav	The Claims Center LLC	INCIDENT	2019.10.10-Leav	CLOSED	NO RECORD AVAILABLE	0.00	10/14/19	No records responsive based on search criteria provided.		
11/07/19	Mark	Kille	Mingus Mountain Law Group	INCIDENT	19-008101	IN PROGRESS				CB- Requested EMS report only have incident		
11/12/19	Melanie	Bossie	Bossie, Reilley, & Oh	INCIDENT	19-6434	IN PROGRESS				CB- Requested EMS report only have incident. Gave to Chief Tharp for approval		
11/13/19	Gerald	Gnerre	Earth Resources Corporation	INCIDENT	19-7986	IN PROGRESS				CB- Requested incident report. Gave to Chief Tharp for approval		
04/17/19	Chris	Jensen	Jensen Phelan Law Firm	PUBLIC RECORD	2019.04.17-Jensen01	IN PROGRESS				CEY - Financial records of deposits, withdrawals, transfers, loans, loan payments, disbursements, pension plan payments, interest payments or charges, or any other financial actions as to the Capital Reserve Account since 01/01/2014. 5/1/19: letter advising due to large volume of records, please allow 4-6 weeks for records to be ready. One letter addressing all three agencies. 6/4: Letter advising large volume of emails returned, additional time needed for review, etc. Also re-stated records available on website and unable to send records via email due to size. One letter for all three agencies. 6/25 Letter re: additional time due to staffing issues, re-stated some records available on website. One letter for all three agencies.		
04/17/19	Chris	Jensen	Jensen Phelan Law Firm	PUBLIC RECORD	2019.04.17-Jensen02	IN PROGRESS				CHV - Financial records of deposits, withdrawals, transfers, loans, loan payments, disbursements, pension plan payments, interest payments or charges, or any other financial actions as to the Capital Reserve Account since 01/01/2014. 5/1/19: letter advising due to large volume of records, please allow 4-6 weeks for records to be ready. One letter addressing all three agencies. 6/4: Letter advising large volume of emails returned, additional time needed for review, etc. Also re-stated records available on website and unable to send records via email due to size. One letter for all three agencies. 6/25 Letter re: additional time due to staffing issues, re-stated some records available on website. One letter for all three agencies.		
04/17/19	Chris	Jensen	Jensen Phelan Law Firm	PUBLIC RECORD	2019.04.17-Jensen03	IN PROGRESS				CEA - Financial records of deposits, withdrawals, transfers, loans, loan payments, disbursements, pension plan payments, interest payments or charges, or any other financial actions as to the Capital Reserve Account since 01/01/2014. 5/1/19: letter advising due to large volume of records, please allow 4-6 weeks for records to be ready. One letter addressing all three agencies. 6/4: Letter advising large volume of emails returned, additional time needed for review, etc. Also re-stated records available on website and unable to send records via email due to size. One letter for all three agencies. 6/25 Letter re: additional time due to staffing issues, re-stated some records available on website. One letter for all three agencies.		

LEGAL FEES

Chino Valley Fire District

No legal fees.

Central Yavapai Fire District

10/07/19 Burch and Cracchiolo – ACE Lawsuit – August 2019.....\$4,317.00

Central Arizona Fire and Medical

No legal fees.

Gracias



Merci



DANKE



Grazie



Asante



On October 31 about 8:00 AM. all of our smoke alarms went off. After making sure there was no smoke or fire, I placed a call for help. (We are in our 80's, so no ladders) Within a short time the Robert Rd crew arrived. They thoroughly checked everything and replaced batteries.

They were professional, courteous and concerned. What a wonderful group of people!

We tried to give them money towards donuts or pizza, but they politely refused.

Please use this donation towards any fund you deem necessary.



In other words...

THANK YOU!

Nancy + Mike Hosvaek

From: Lori Hunt <lhunt@pvaz.net>

Date: November 6, 2019 at 9:11:48 PM MST

To: Scott Freitag <SFreitag@CAZfire.org>

Subject: Thanks

Had to use your magnificent services again tonight for dad. We couldn't get him up after he fell. These are the guys that came. I give them major A+. They got him into the car for us and we are on our way to Er.

Nick Guzzo

Sheldon

M. Mauldin

Plus lifeline two very young women were at the house first. Very professional.

I love Central fire. Thank you.



DIVISION REPORTS

REPORTED TO THE
CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
BOARD OF DIRECTORS

Chief's Report

By Fire Chief Freitag

CAFMA has signed an agreement with a company to perform a market survey of salary and benefits. Sedona FD was looking to do the same study as us, so we collaborated in an effort to share and save costs. Both union groups and management agreed on the company and we hope to have a kick off meeting the week of the 18th.

I had the opportunity to speak with our new recruits for a couple hours near the end of their recruit academy. The intent of my conversation with them was to reinforce our culture, values, and overarching philosophies. Our training cadre did a great job instilling these virtues in them throughout the academy. As I reminded them, every day moving forward, remember why you wanted this career and how you feel as you near graduation. I do not want to sit across from you five years from now and ask what happened to the person we hired. They are an outstanding group, so I do not anticipate that being a problem for them.

We have identified that we are falling short when it comes to providing leadership training for our non-operations personnel. The Senior Leadership Academy is good for bridging gaps and covering topics like finance, human resources, and overall development, but it does not solely focus on developing as a leader. To that end, we are working to develop an internal leadership program that focuses on emotional intelligence, self-awareness, communication skills, critical thinking, and personal development. I had exposure to a similar program when I participated in a process for the City of Westminster, Colorado many years ago. They are a city that is progressive and proactive in all areas of city government – it is quite impressive. I've reached out to them and will be setting up a conference call for the week of November 18th to discuss their philosophy, as well as details of their program. Rather than reinvent the wheel, we will take their curriculum as a model and adjust as appropriate for CAFMA. This will be an internal program only and there will be some level of requirement for participation.

Battalion Chief Cody Rose and I recently attended the Baggers meeting in Glendale. The Baggers is an invitation only group of chiefs from around the country that meets twice a year to discuss emerging issues related to the fire service.

As I have mentioned previously, the Fire Rescue International Conference (FRI) will be in Phoenix for the first time ever in August 2020. FRI is a function of the International Association of Fire Chiefs (IAFC). Phoenix Fire Department is the host agency, however they are enlisting assistance from agencies across the state to showcase how the Arizona fire service works together. To that end, they reached out to me and requested that I serve as the statewide liaison to the IAFC as the AFCA President. I will be staying in Phoenix to participate in the site visit for the IAFC November 20-22.

I have two presentations submitted to the IAFC for consideration of inclusion at FRI 2020. One is a co-presentation with Fire Chief Randy Karrer, and the other is a co-presentation with Fire Chief Jake Rhoades. We may find out while in Phoenix whether or not our presentations will be included as part of the curriculum. I have been able to present the last two years, which saves us



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money because as a presenter my registration fees are covered.

My visits to regional fire chiefs associations as the President of the AFCA continue, but are starting to get a bit more spread out which is better for my schedule. Things seem to be going well as we continue to try to move the AFCA forward and better represent all manner of agencies in the state.

The Senate Ad Hoc Committee on Firefighter Exposure and Cancer Mitigation has now met twice. Our report is due to the Senate President on December 15th. At the last meeting, we heard from Dr. Shukla who is leading the way regarding firefighter body scans. Her efforts have led to the early detection of cancer in a number of firefighters across the state. When I say early, I mean pre-blood test and pre-spread to any other system. Some of these folks have had successful surgeries and returned to work within weeks. Had the cancers in question not been caught early, pre-blood test findings, they would have proven fatal.

We heard presentations from Mesa FD as well as Phoenix FD concerning their internal efforts to mitigate exposure. As CAFMA, we have adopted most of the cancer mitigation recommendations; however, some of the ones we adopted are older and need advising as a result of updated studies. This does not mean we can eliminate the risk, but we can help mitigate the risk. We, as CAFMA, can provide the knowledge and tools, but our personnel have to take personal responsibility for utilizing the tools and protecting themselves.

Chief Feddema and I will be meeting with Dr. Shukla and her staff in the next couple of months to tour their facility and discuss options for CAFMA employees. She is a partner with Banner Health. With Banner's recent announcement about building a hospital and cancer center in Prescott, we may have some additional options in the future that would be more convenient.

We are working to establish a more robust cancer committee under the safety committee as a labor and management partnership. Their sole focus will be to keep up on the studies related to cancer exposure mitigation, and make recommendations to CAFMA for implementation. Additionally, we are researching the "clean cab" concept in relation to our current and future apparatus. The clean cab concept removes SCBAs and turn out gear from the cab to help prevent cross-contamination. It may be another step we can take to protect our employees.

Our labor/management relations remain strong and we continue to work in partnership with our union chapter, the Local, and the PFFA.



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Administration

By Assistant Chief Tharp

We have recently had some changes in the HR and Administrative Divisions. Due to the workload, training opportunities and growth of the organization, we added another HR Assistant, Lacie Sims. We are excited to have her due to her prior work experience and desire to excel in the area of Human Resources. She is currently learning our complex organization and assisting with the multiple responsibilities of our HR Division. We are grateful that she has chosen our organization and look forward to her career development. Additionally, we added Carolyn Balsitis and Kathy Goodman to our Administrative Offices. We were looking for an Administrative I to add to the team due to workload, and the Training Division needs and assistance with public records and records retention. The resignation of Laura Mowrer also left a vacancy and we will be working to fill the processes and historical knowledge of her expertise. Again, we are grateful that these two decided to choose CAFMA and are looking forward to their professional development within the organization.

We are still working with our annual Henry and Horne team for audit presentation and have completed our HR Audit through our insurance carrier. We will be addressing the suggested areas of improvement and working towards clarifying some policies and procedures to ensure our compliance. In addition, we are also working with maintaining our obligations for the SAFER Grant and have received a Department of Homeland Security Grant through the State of Arizona that we will be facilitating as well (this was reported by Chief Polacek for ballistic vests). We will be entering the budget preparation season soon (next month) and have been working on our comprehensive wage and benefit analysis with Sedona Fire District. And we are still facilitating all the promotional exams – including Captain, Engineer, Battalion Chief, and Assistant Chief. To say we are busy would be an understatement.

Finally, we are preparing for the PSPRS workshop meeting with all board members in December. I attended a conference with GovInvest to specifically look at employer staffing plans and individual retirement liabilities to assist with labor strategic planning. It is something that will become more and more important for the future – not just looking at filling potential vacancies, but the short and long term costs of fulfilling those vacancies. I am looking to beta test a module that would allow an employer to analyze employee costs – not just for the organization as a whole, but for divisions, differing retirement plans, and even different individuals. All this will better help our organization see the effects of employee costs and better plan for the future.

Have a safe and Happy Thanksgiving!



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Fire Prevention By Fire Marshal Chase

Construction:

Tech reviews attended in Chino Valley:

- None

Initial Plan Reviews attended at Yavapai County:

- Devine Diesel in the Grapevine Industrial area
- Shipping Container Residential units on Highway 89 in the Granite Dells

Initial Plan Reviews attended in Prescott Valley:

- Yavapai Mechanical new warehouse building
- Mini Storage Facility with store fronts in Dewey
- Granite slab business with an office building and a business rental building with several suites

New Construction/T.I.s:

- Windsong Senior Living
- St. Germaine's Catholic Church
- Children's Theater next to Findlay Event Center
- Ocean Blue Car Wash on Glassford Hill Road
- Circle K Store and Fuel Station
- Heights Church

General:

The annual 'Safe Trick or Treat' event took place October 31 from 4-7 p.m. and had a great turnout with over 3,000 kids. Thank you to Teresa Frawley, Administrative Assistant, and firefighters Gray and Grossman for attending.

Dewey-Humboldt received a grant that is covering the purchase of address signs for all residences.

The annual 'Puente De La Comunidad' event took place at Mountain Valley Park on October 20th. A big thank you to Tammy Rose and her crew with the Firefighter Angel program, and to firefighter Leo Basurto for attending and cooking over 350 hot dogs.

The prevention team has been performing school inspections throughout CVSD, HUSD and the private/charter schools.

October 1st was 'National Night Out' in Chino Valley. Thank you to Battalion Chief Cody Rose and B6 crews for attending.

Fire Inspectors Dowdy and Mills worked tirelessly for months on the Homestead at Talking Glass Apartments and the project recently received a final.



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Fire Inspector Hoyt and Fire Marshal Chase gave a safety presentation and installed several smoke alarms in the Shadow Mountain Mobile Home Park community.

Assistant Fire Marshal Smith has been working on several potential projects in Chino Valley which has been requiring extensive research.

Fire Marshal Chase gave a presentation to the Citizen's Academy class at the town of Prescott Valley.

Events requested/attended by CAFMA:

- 10/1 Chino Valley's 6th Annual Nat'l Night Out - Engine 61 C Shift attended
- 10/2 Fire Safety Day – Shadow Mtn Mobile Park - Fire Marshal Chase & Fire Inspector Hoyt attended
- 10/15 Community Helper Day–Territorial Early Childhood Engine 61 A Shift attended
- 10/26 Franklin Fall Festival - Engine 50 A Shift attended
- 10/30 Boo Bash at Lake Valley Elementary - Engine 50 C Shift attended
- 10/31 Safe Trick or Treat at Findlay Toyota Ctr - Firefighters Gray, Grossman, & Admin Assistant Frawley attended
- 10/31 Prescott Valley Head Start Fire Safety Event - Engine 50 and 58 A Shift attended

Monthly Safety Tip:

Thanksgiving Fire Facts

- Thanksgiving is the peak day for home cooking fires, followed by Christmas Day, Christmas Eve, and the day before Thanksgiving.
- In 2016, U.S. fire departments responded to an estimated 1,570 home cooking fires on Thanksgiving, the peak day for such fires.
- Unattended cooking was by far the leading contributing factor in cooking fires and fire deaths.
- Cooking equipment was involved in almost half of all reported home fires and home fire injuries, and it is the second leading cause of home fire deaths.

Top 10 Safety Tips

Stay in the kitchen when you are cooking on the stove top so you can keep an eye on the food.

- Stay in the home when cooking your turkey, and check on it frequently.
- Keep children away from the stove. The stove will be hot and kids should stay three feet away.
- Make sure kids stay away from hot food and liquids. The steam or splash from vegetables, gravy or coffee could cause serious burns.
- Keep knives out of the reach of children.
- Be sure electric cords from an electric knife, coffee maker, plate warmer or mixer are not dangling off the counter within easy reach of a child.
- Keep matches and utility lighters out of the reach of children — up high in a locked cabinet.
- Never leave children alone in room with a lit candle.
- Keep the floor clear so you don't trip over kids, toys, pocketbooks or bags.
- Make sure your smoke alarms are working. Test them by pushing the test button.



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FIRE PREVENTION MONTHLY ACTIVITY REPORT October 2019	
Public Education	
Public Education - Prevention Staff Only	3
# Attendees	75
Public Education - Fire Pal Program	0
# Attendees	0
Community Risk Management	
Business Inspections	127
Defensible Space Assessments	0
Knox Box Detail	4
Event Consultations & Inspections	8
Fire Hydrant Service	1
Miscellaneous Meetings, FM/AFM Meetings	21
Fire Investigations	
Fire Investigations - Arson	0
Fire Investigations - All Other	0
Construction	
IPRs & Pre-Construction Meetings	10
Sub-Division / Development Plan Review	1
Building Plan Reviews	2
Building Construction Inspections	18
Fire Protection System Plan Reviews	35
Fire Protection System Construction Inspections	38
Revenue - Construction Permit Fees	\$0.00
Revenue - Event Permit Fees	\$0.00



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Planning and Logistics

By Assistant Chief Bliss

We are making good progress on the installation and in-service process for the ImageTrend records management system. Set up has been smooth so far and we are ready to start checking real data from PRCC. Entering test calls manually has already confirmed that the reporting side is very flexible, so we should be able to get usable reports from our data without trouble. We are hoping to be able to “go-live” with the system prior to the end of the year but this will depend on Prescott making the change needed to provide us the live data.

Facilities, Fleet, and Tech Services have been working together to review the condition of all Agency back-up generators and to make repairs as needed. We have had trouble with several of the generators over the last year and felt that a thorough review was needed. As part of accomplishing the task, we hired a 3rd party generator company that provided an extensive service and equipment test. The end result is that we have a few mechanical items to correct on a few of the generators but the equipment is in good shape otherwise. We did identify that some of the units are getting old and will need to be included in the long-term plan for replacement. Also noted is that we should consider installing a remote monitoring system on the generators that are at our radio tower sites to ensure that we are aware of their status during test cycles.

Tech Services is making good progress in a number of areas including making agreed improvements to the PVPD system, implementing a new access control (door lock) system at CARTA, and replacing the batteries for the solar system at the Glassford Hill site. The batteries are set up in a two bank system of 12 batteries each that is intended to provide backup for each other. This concept proved its worth when one of the banks failed unexpectedly. Due to the age of all of the batteries we elected to replace both banks. This is not a small task as each battery weighs 120 pounds.

I would like to finish by acknowledging the retirement of Mechanic Charlie Reyes. He started with CYFD 25 years ago and has been a great employee and co-worker.



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Training **By Training Chief Feddema**

November started with the Company Officer testing process. Seven individuals went through the process and the results are still pending the 30 day review period. To help with the assessment of the Company Officer test, six evaluators ranked Battalion Chief or greater were brought in from agencies around Arizona. We had evaluators from Flagstaff Fire Department, Northwest Fire District, Scottsdale Fire Department, Goodyear Fire Department, and the Daisy Mountain Fire District. They provided the scoring for the candidates as they went through the process. The testing process consisted of a written test, an assessment center, and an oral review board. The assessment center utilized five activities which included two live simulations, an oral in-box, a presentation, and a conflict resolution. All the candidates did very well and we received positive feedback from the graders. It is always nice to get an outside perspective on the future leaders of CAFMA.

In addition to the Company Officer test, we also hosted graduation for the second Firefighter Academy of 2019. This graduation marked the conclusion of a nine-week Academy. The Academy was coordinated by Captain Parra and was only possible with the help of all the CAFMA personnel who provided the instruction and support. Thank you to all the board members who attended the graduation.

The Quarterly Training for November and December is focused on ASHER/forcible entry and will be held at CARTA. ASHER stands for Active Shooter/Hostile Event Response. The training reviews the standards of the ASHER curriculum and the hands-on skills involved focuses on making entry into buildings. The Training Officers have been doing an excellent job ensuring quality training while maintaining a safe environment.



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Response Report

By GIS | Records Management Specialist Freeman

Land Area: 365 sq. miles Population: ≈100,000 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	10
STRUCTURE FIRE	1
STRUCTURE FIRE; CONFINED	1
MOBILE HOME/PORTABLE BLDG	1
VEHICLE FIRE	0
BRUSH/GRASS/WILDLAND FIRE	4
OTHER/TRASH FIRE	3
<i>Fire is 1.02% of call volume</i>	
TOTAL EMS	644
<i>EMS is 65.44% of call volume</i>	
OVERPRESSURE	2
HAZMAT	5
SERVICE	183
GOOD INTENT	95
FALSE ALARM/OTHER	45

Other is 33.54% of call volume

TOTAL # OF CALLS 984

Residential Fire Loss	\$50,050
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$0

Calls in Town of Chino Valley	180
Calls in Town of Prescott Valley	479
Calls in Town of Dewey-Humboldt	53
Calls in rest of District	272
Calls out of District	5

Average total # of calls per day	31.74
Average fire calls per day	0.32
Average EMS calls per day	20.77
Average all other calls per day	10.64

Aid Given to Prescott	124
Aid Received from Prescott	51
Mutual Aid Given	0
Mutual Aid Received	0

Unit Responses

	In District	Total
E50	145	146
E51	25	151
E53	146	149
E54	119	120
E57	50	53
E58	126	131
E59	118	119
E61	105	109
E62	131	135
E63	42	45
T50	3	5
B3	38	42
B6	32	36

Call Volume at PRCC

	MONTH	YTD
PFD	633	7,262
CAFMA	984	10,188
GCDF	13	123
OD	8	76
WKFD	0	32

Top 5 Call Types

590	EMS
98	Assist Invalid
55	Cancelled en Route
53	Public Service Assistance
27	Vehicle Accident w/Injuries

Move Ups by Station

50: 39	57: 12
51: 48	61: 7
53: 19	62: 7
54: 0	63: 47
58: 1	
59: 3	TOTAL: 183

MINUTES

**Central Arizona Fire and Medical Authority
Central Arizona Fire and Medical Authority Board of Directors
CA Regular Meeting
Monday, October 28, 2019, 5:00 pm - 6:00 pm
Chino Valley Town Hall, 202 N. State Route 89, Chino Valley, Arizona**

In-Person Attendance

Darlene Packard; Dave Dobbs; Dave Tharp; Jeff Wasowicz; Julie Pettit; Matt Zurcher; Scott A Freitag; Susanne Dixon

Remote Attendance

Nicolas Cornelius

NOTICE OF MEETING

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Central Arizona Fire and Medical Authority Board of Directors and the general public that the **Central Arizona Fire and Medical Authority** will hold a meeting open to the public on **Monday, October 28, 2019 at 5:00 p.m.** The meeting will be held at the **Chino Valley Town Hall, 202 N. State Route 89, Chino Valley, Arizona.** The Board may vote to go into Executive Session on any agenda item, pursuant to A.R.S. §38-431.03(A)(3) for discussion and consultation for legal advice with Authority's Attorney on matters as set forth in the agenda item. The following topics and any variables thereto, will be subject to Board consideration, discussion, approval, or other action. All items are set for possible action.

1. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS

Chair Pettit called the meeting to order at 5:03 p.m.

2. PLEDGE OF ALLEGIANCE

Chair Pettit led the Pledge of Allegiance.

3. PRESENTATIONS

A. Chino Valley Town Council Report

No presentation was provided.

B. Board Members' Reports

i. Prescott Regional Communications (PRCC)

Director Wasowicz stated he attended the last Chief's meeting with Chief Feddema. He informed the Board of some changes coming soon, including a link with AMR's dispatch center in Phoenix, which will improve service in this area. Additionally, the Text 911 tool is expected to be fully launched throughout the state by June 2021. Director Wasowicz reported the billing was within budget and in normal range, with just over 1,000 calls at approximately \$35/call.

ii. Public Records Requests

Director Zurcher made note of three requests from April that are still in progress; they are very large requests for financial documents.

iii. Legal Fees

Director Zurcher reported that legal fees were routine and in the normal range.

iv. Labor / Management

Director Dobbs informed the Board that he will be meeting with Labor before November 5th, and will report on that meeting next month.

C. Public Safety Personnel Retirement System (PSPRS) Unfunded Liability Review

Chief Tharp provided the Board information related to our PSPRS Funding Plan. The presentation is attached to these minutes.

At the end of his presentation, Chief Tharp opened the floor for questions.

Director Wasowicz asked if we have the power to develop alternative funding options?

Chief Tharp stated he would suggest using their positions as elected officials to provide education from the Board level. He has also suggested a pension bond previously; the City of Prescott passed a sales tax for pension funding, which indicates the idea of a pension bond may go well with public.

Director Wasowicz inquired if all of our funding has to come through property tax?

Chief Tharp answered yes, unless we can affect changes legislatively.

Chief Bliss clarified, adding that State law is that we can only collect property tax; he believes Chief Tharp is suggesting we have discussions at the State level to change those requirements. It's time to come up with new ideas, think outside of what we know now.

Chief Freitag added that he and Packard have been vocal with Senator Fann. He stated this is absolutely a State problem; they are assigned with the duty of overseeing the plan. A statewide tax may be more palatable as it is a State problem; however, the State wants local jurisdictions to fix the issue. We need a combined effort at the State level. The system is not fixed because of Tier 3 because they are using the same assumptions, which are wrong. There is time to fix this, but it will take legislative changes; taxpayers will need to understand we cannot continue to operate in this manner.

Chair Pettit asked Chief Tharp if he had a time frame for workshop?

Chief Tharp stated the budget process starts in December; he would like to have workshop prior to then so we can develop a funding policy prior to creating the

budget. He reminded the Board that the actuarial reports are from 2 years ago. He also reminded the Board that they have in the past requested talking points; this would be a good point for them to be knowledgeable in.

Chair Pettit expressed she is trying to avoid an additional meeting in December and asked if we can add the workshop to the meetings in December. She requested the topic be added to the November agenda to discuss further.

Director Wasowicz asked if raising the tax rate to the maximum allowed and applying all of those monies to PSPRS would resolve our funding issues?

Chief Tharp stated that is a hard sell to the public. He added that there are areas where PSPRS can change, areas we can change internally, and legislative changes we can recommend.

D. Letters from the Public

Freitag made note of an email from Andie Smith to one of our crews; a resident stopped her on the street and asked her to thank the crew for the assistance they provided to her friend. He added that our Training Division continues to do excellent work, which is seen across the State.

E. Monthly Division Reports from the Fire Chief and staff in regard to current activities of the Fire Authority and the status and progress relating thereto. Any item discussed in the Division Reports is subject to discussion and direction by the Board; no action will be taken.

Freitag reported that the meeting for the ad hoc committee that is looking at ways to reduce firefighter exposures has been moved; he will keep the Board notified when it gets scheduled. He added that the Prescott Area Leadership spent some time at CARTA; we now have 18 new advocates for our agency.

Chief Tharp had nothing to add to his report.

Chief Freitag noted for Fire Marshal Chase that we recently met with YCCA and B&W; it was a good conversation with them.

Chief Feddema stated he has a new appreciation for what Chief Polacek does, having walked in his shoes for the past month. He reported a large part of the month was taken up with physicals. We're looking at ways to continue to improve screenings, etc. to ensure the health & wellness of our employees. He added that the Training Division continues to be busy, and informed the Board that we recently held an extrication class, in which 16 outside agencies participated.

Chief Bliss had nothing to add to his report.

4. CALL TO THE PUBLIC

In accordance with A.R.S. §38-431.01(H) and as a matter of policy, the Central Arizona Fire and Medical Authority Board has decided to allow public comments as time permits. Therefore, those wishing to address the Board regarding an issue within the jurisdiction of this public body may do so in an orderly manner that includes completing a Call to the Public

Form and submitting it to staff for the record. If a written statement is being read, please provide a copy to ensure it is entered into the record accurately. Individuals will be limited to speak for three (3) minutes and Call to the Public shall not exceed 30 minutes per meeting.

There were no public comments.

5. CONSENT AGENDA

All matters listed under consent agenda are considered to be routine by the Central Arizona Fire and Medical Authority Board and will be enacted by one motion. There will be no separate discussion on these items. Any item may be removed by a Board member and will be considered separately for motion, discussion and action.

- A. Approve Regular Session Minutes - September 23, 2019
- B. Approve General Fund Financial Statements
- C. Approve Fire Protection Agreement -- Brandon, Anklam
- D. Approve Policy Amendments - Policy 714 Incident and Medical-EMS Reports

Motion to accept the consent agenda as presented.

Move: Darlene Packard Second: Matt Zurcher Status: Passed

Yes: Dave Dobbs, Darlene Packard, Julie Pettit, Jeff Wasowicz, Matt Zurcher

6. VOTE TO GO INTO EXECUTIVE SESSION

- A. Legal Advice Pursuant to A.R.S. §38-431.03(A)(3) Regarding Processing Fire Protection Agreements

Attorney Cornelius stated there was nothing new to present and Executive Session was not required.

7. OLD BUSINESS

- A. Discussion and Possible Direction to Staff Regarding Processing Fire Protection Agreements

Chief Tharp reminded the Board that we asked last month for the Fire Chief or his designee to have authority to sign fire protection agreements rather than placing them on the consent agenda. The Board has approved the contract and there have been no changes. He added he hopes to get direction or a resolution allowing the Fire Chief to sign those agreements.

Attorney Cornelius explained there are some instances where renewals or contracts being are being cancelled for non-payment and need to have new contracts established; these are not new customers. He confirmed that we are talking about a form the board has already approved.

Chair Pettit stated that since the Board has approved standard contract, they should be managing exceptions, not the everyday.

Director Wasowicz added that staff does good job vetting these contracts; however, he wants to be sure this is a responsibility the Board is allowed to delegate.

Chair Pettit stated she has not seen anything that is contrary or explicitly prohibits this in Board Policy.

Attorney Cornelius will check statute to be sure nothing prohibits this.

Chair Pettit expressed she would like monthly report if we go this route.

Chief Freitag confirmed we will put this on the November agenda; staff will check the by-laws, and Attorney Cornelius will provide a statutory review.

B. Discussion Regarding Ambulance Update

Chief Freitag reported that the white paper is drafted and out for peer-review for accuracy and current relevance. He will send it to Board members once it has been reviewed and updated so they can review it in advance of the next board meeting.

He added that the Bureau opened a survey on Article 9, which closed last week. The feedback was largely along the same lines we've been requesting: basically that they need better practices.

8. ADJOURNMENT

Motion to adjourn the meeting at 6:09 p.m.

Move: Matt Zurcher Second: Darlene Packard Status: Passed

Yes: Dave Dobbs, Darlene Packard, Julie Pettit, Jeff Wasowicz, Matt Zurcher

PSPRS Funding Plan Review

Central Arizona Fire and Medical
Authority – 10.28.19

Objectives

- Common Definitions
- Actuarial Report – FY 2018 (GRS)
- Review of Funding Plan (5 Reports)
- Summary

Common Definitions

- Assumptions – Calculation parameters provided by direction of the Board of Trustees (State Level)
- Experience – Actual results of financial assumptions for the fiscal year
- Funding Objective – percentage or dollar amount set as an objective for the health and sustainability of the pension fund.

Common Definitions Cont.

- Contribution Rate – Percentage of gross payroll paid by EE and ER towards the funding objective
- Contribution Requirement – Total dollar amount paid towards the funding objective.

Common Definitions Cont.

- $C+I = PB+E$ (Contributions + Investment returns must equal Pension Benefits + Operating Expenses) Pension 101
- UAAL – Unfunded Actuarial Accrued Liability (total accrued liability – total assets) Bill to pay
- Funding Ratio – how much of the total bill is covered by assets (51.8, 49.7, 49.9%)

Common Definitions Cont.

- UAL – Unfunded Accrued Liability – sum of UAAL plus costs, minus contributions and experience. True Bill
- Amortization – period of time to pay off UAL
- Negative Amortization – total contributions are insufficient to meet funding requirements

Actuarial Report – FY 2018 GRS

- Cycle of assumptions to experience –
Report FY 2018 released in December
2019 and used for FY 2020 Contributions
- Assumptions – 7.4% Investment return
3.5% payroll increase
Mortality Table
20 year amortization

Actuarial Report – FY 2018 GRS

Present Value of Future Benefits and Accrued Liability – Tier 1 & 2

	<u>June 30, 2017</u>	<u>June 30, 2018</u>
Pension		
A. Accrued Liability		
1. For retirees and beneficiaries	\$ 36,910,772	\$ 38,440,429
2. For DROP members	9,403,302	10,911,037
3. For inactive/vested members	487,645	405,898
4. For present active members		
a. Value of expected future benefit payments	44,434,152	48,158,667
b. Value of future normal costs	<u>(13,873,163)</u>	<u>(14,574,118)</u>
c. Active member accrued liability: (a) - (b)	<u>30,560,989</u>	<u>33,584,549</u>
5. Total accrued liability	77,362,708	83,341,913
B. Present Assets (Funding Value)	38,434,940	41,598,880
C. Unfunded Accrued Liability: (A.5) - (B)	38,927,768	41,743,033
D. Stabilization Reserve	<u>-</u>	<u>-</u>
E. Net Unfunded Accrued Liability: (C) + (D)	<u>\$ 38,927,768</u>	<u>\$ 41,743,033</u>
F. Funding Ratio: (B) / (A.5)	<u>49.7%</u>	<u>49.9%</u>

Actuarial Report – FY 2018 GRS

Valuation Date	June 30, 2017		June 30, 2018	
Contribution for Fiscal Year ending	2019		2020	
TIERS 1 & 2 MEMBERS				
Pension	Rate	Dollar	Rate	Dollar
Normal Cost				
Service Pension	17.82%	\$ 1,544,103	17.68%	\$ 1,526,428
Disability Pension	1.62%	140,373	1.63%	140,728
Survivors of Active Members	0.88%	76,252	0.88%	75,976
Refund of Member Accumulated Contributions	1.26%	109,179	1.28%	110,511
Total Normal Cost	21.58%	\$ 1,869,907	21.47%	\$ 1,853,643
Total Employee Cost*	(7.65%)	\$ (662,872)	(7.65%)	\$ (660,474)
Employer Normal Cost	13.93%	1,207,034	13.82%	1,193,169
Employer Amortization of Unfunded Liabilities (Legacy)	35.17%	3,047,480	34.35%	3,176,885
Total Employer Cost (Pension)	49.10%	\$ 4,254,514	48.17%	\$ 4,370,054

* Tier 2 Members contribute 11.65%, but statutory requirements dictate only 7.65% is applied toward employer costs.

Actuarial Report – FY 2018 GRS

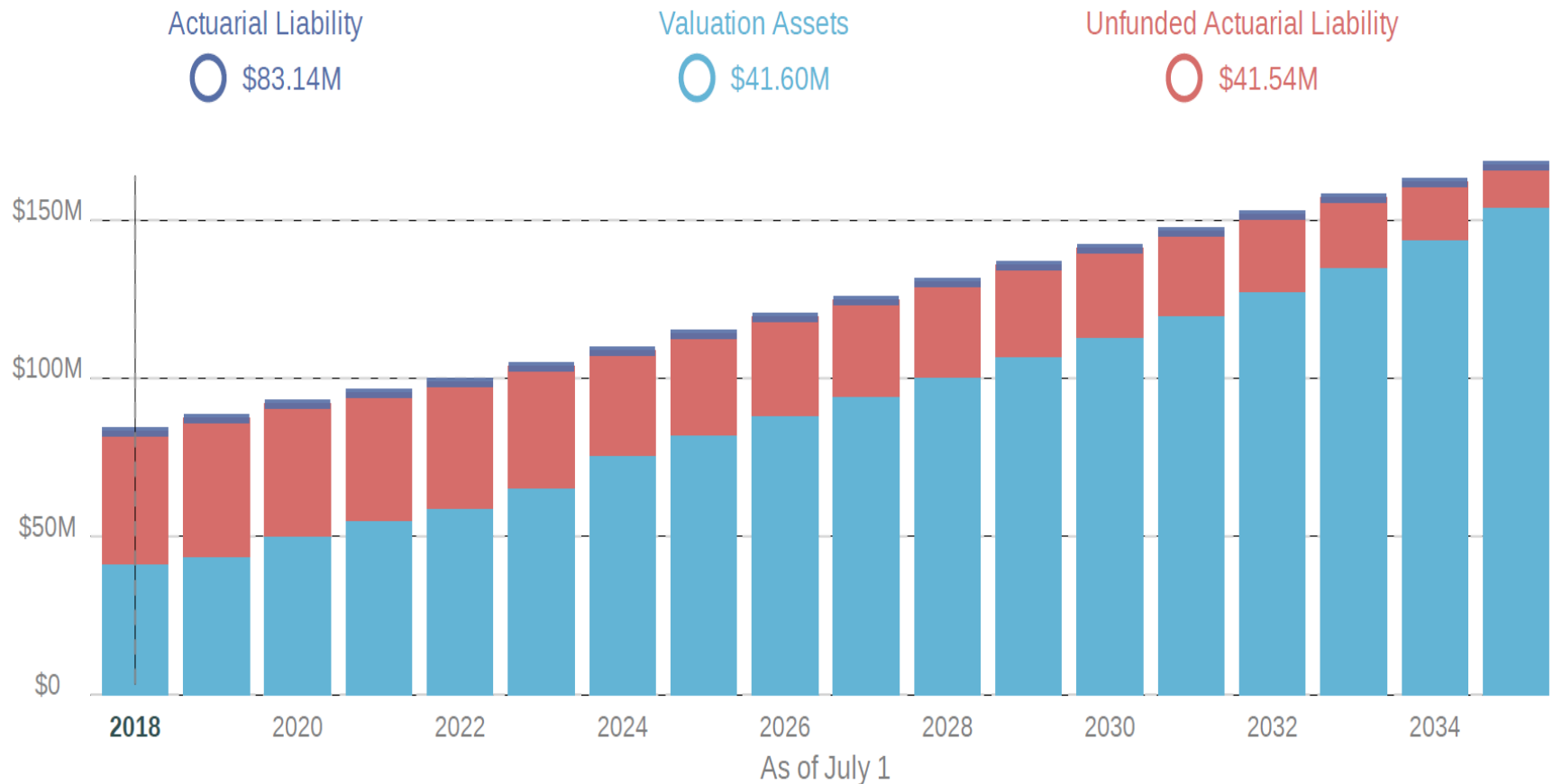
Pension Contribution Projection

Fiscal Year Ending June 30	Contribution Rate	Contribution Amount (Estimate)
2020	48.15 %	\$ 4,434,211
2021	47.95	4,675,076
2022	48.04	4,847,786
2023	48.35	5,049,836
2024	48.50	5,242,795
2025	48.27	5,400,560
2026	48.26	5,588,422
2027	48.26	5,784,016
2028	48.27	5,987,697
2029	48.29	6,199,835
2030	48.33	6,422,144

Contribution Amount estimated based on June 30, 2018 valuation data, methods, and assumptions, including 7.40% investment return and 3.50% payroll growth. Future years incorporated emerging Tier 3 normal cost.

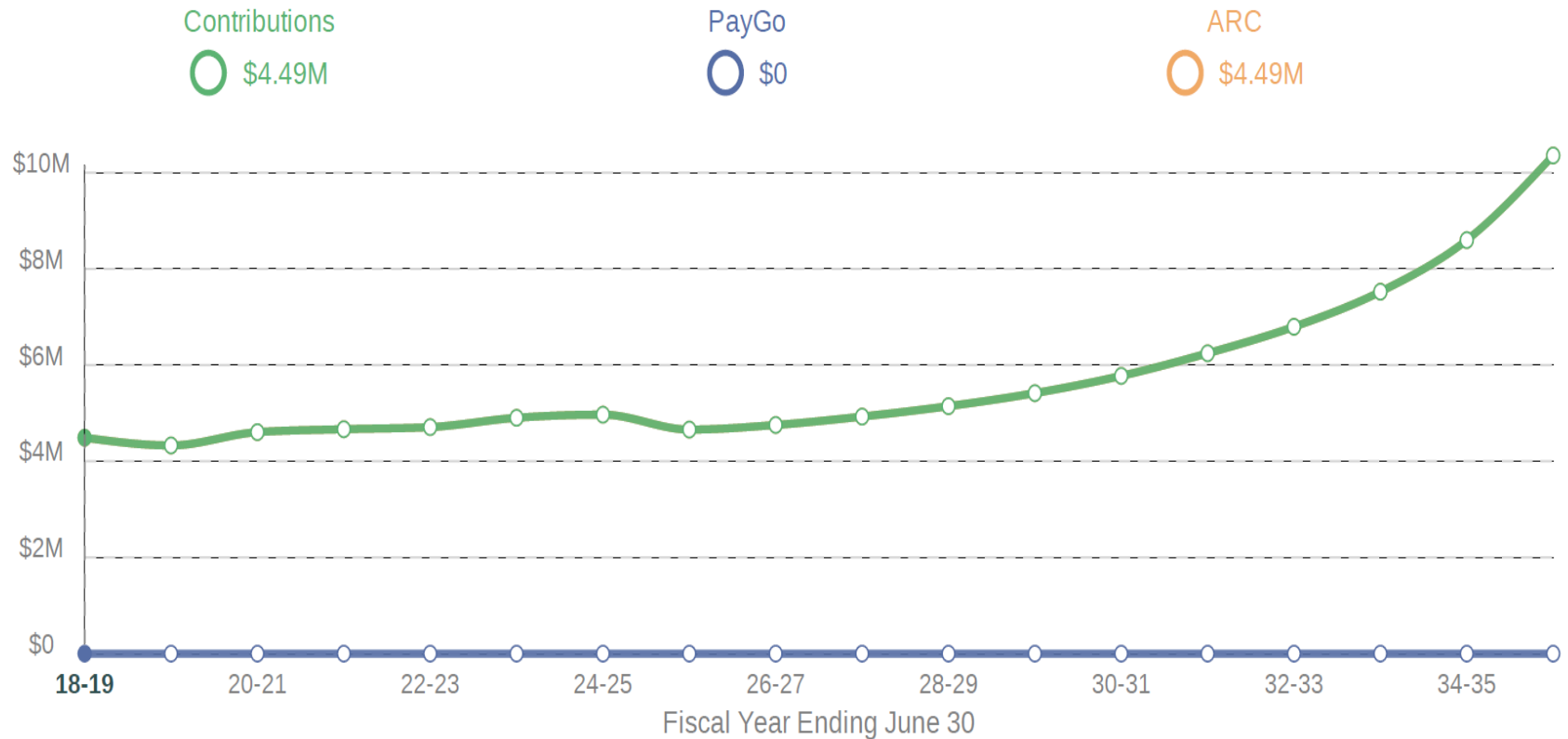
Review of Funding Plan

Unfunded Actuarial Liability



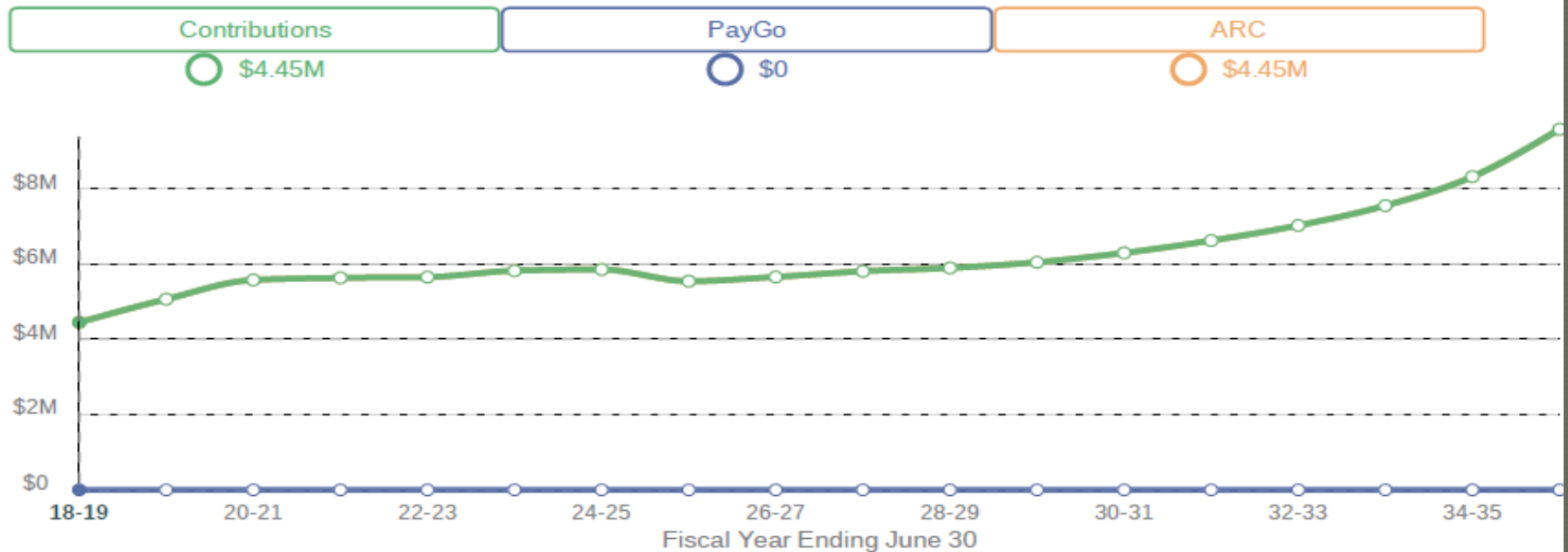
Review of Funding Plan

Contribution Comparison



Review of Funding Plan

Contribution Comparison



Parameters

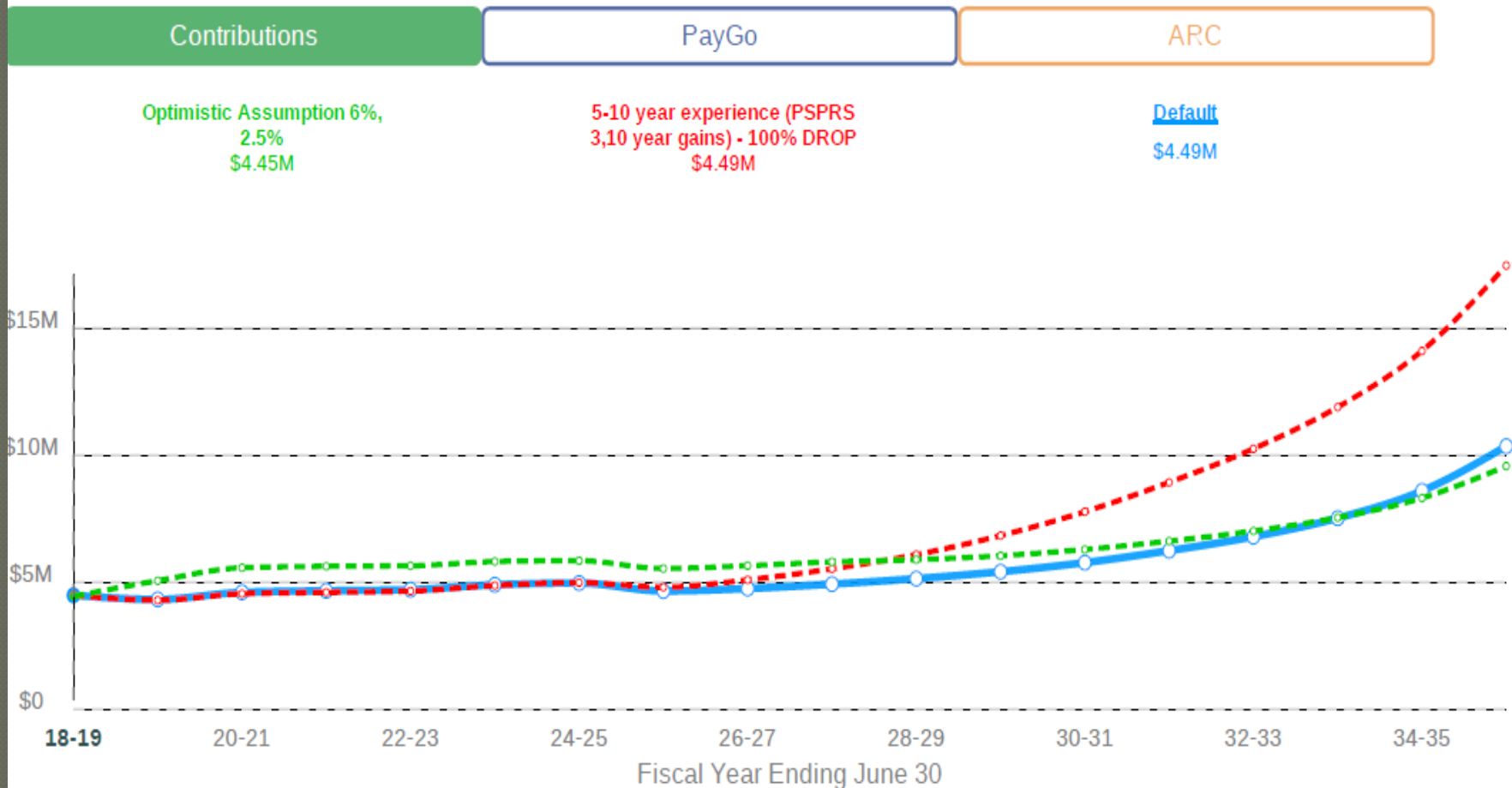
Global Adjustments

- Discount Rate (%) : 2018:6, 2019:6, 2020:6, 2021:6, 2022:6, 2023:6, 2024:6, 2025:6, 2026:6, 2027:6, 2028:6, 2029:6, 2030:6, 2031:6, 2032:6, 2033:6, 2034:6, 2035:6, 2036:6, 2037:6, 2038:6, 2039:6, 2040:6, 2041:6, 2042:6, 2043:6, 2044:6, 2045:6, 2046:6, 2047:6,
- Wage Growth (%) : 2018:2.5, 2019:2.5, 2020:2.5, 2021:2.5, 2022:2.5, 2023:2.5, 2024:2.5, 2025:2.5, 2026:2.5, 2027:2.5, 2028:2.5, 2029:2.5, 2030:2.5, 2031:2.5, 2032:2.5, 2033:2.5, 2034:2.5, 2035:2.5, 2036:2.5, 2037:2.5, 2038:2.5, 2039:2.5, 2040:2.5, 2041:2.5, 2042:2.5, 2043:2.5, 2044:2.5, 2045:2.5, 2046:2.5, 2047:2.5,
- Overtime Pay (%) : 2018:0, 2019:0, 2020:0, 2021:0, 2022:0, 2023:0, 2024:0, 2025:0, 2026:0, 2027:0, 2028:0, 2029:0, 2030:0, 2031:0, 2032:0, 2033:0, 2034:0, 2035:0, 2036:0, 2037:0, 2038:0, 2039:0, 2040:0, 2041:0, 2042:0, 2043:0, 2044:0, 2045:0, 2046:0, 2047:0,

Information projected to future years assuming experience matches default demographic and economic assumptions, with the following changes:

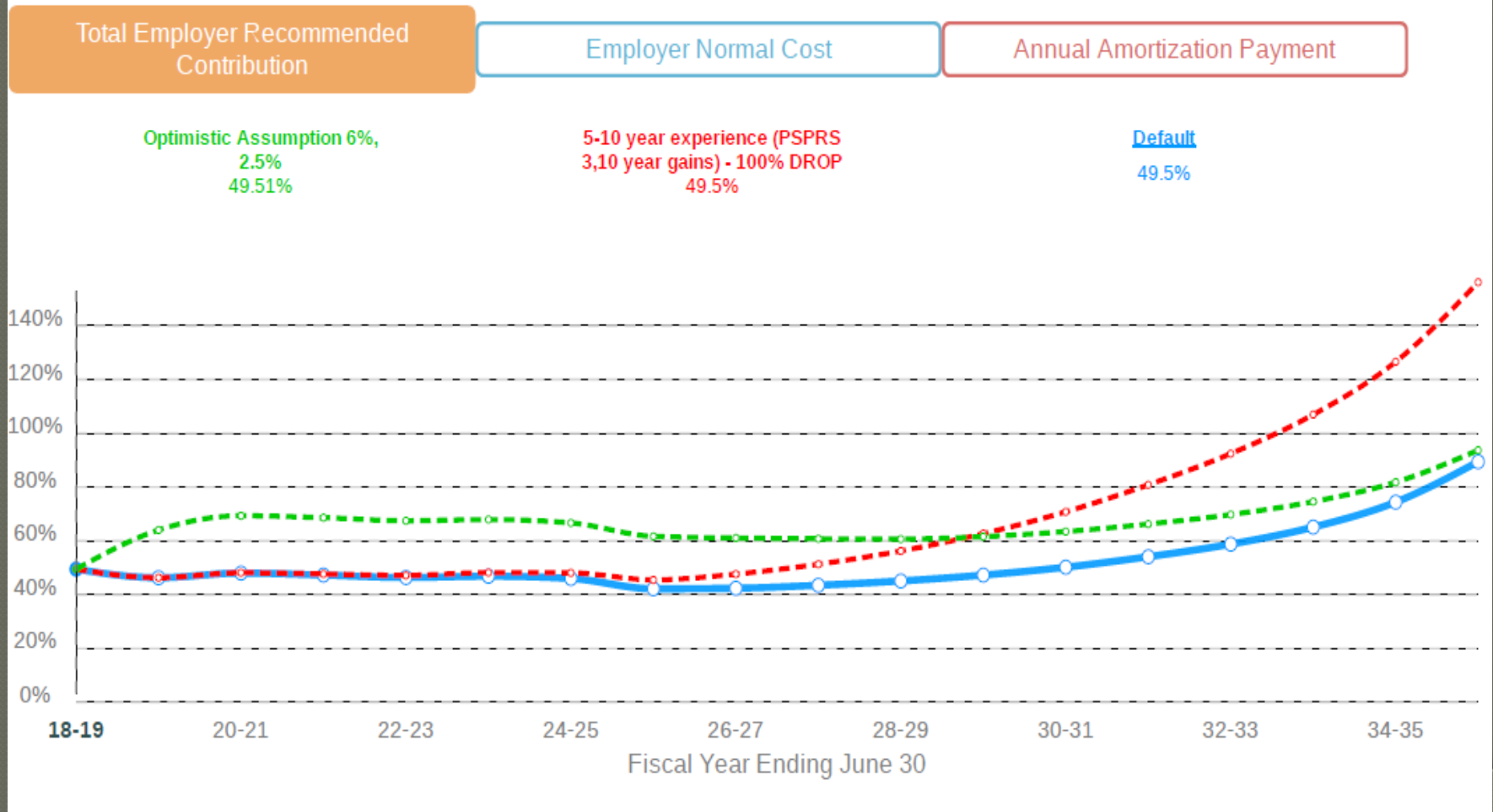
Review of Funding Plan

Contribution Comparison



Review of Funding Plan

Actuarial Recommended Contribution - Percent of Pay



Summary

- The PSPRS Funding Plan is not viable
- Changes to Assumed Earnings, Payroll Increases, and amortization (mortality)
- Additional funding will be required

Summary Continued

- ◉ Schedule workshop
- ◉ Discuss funding challenges
- ◉ Discuss alternative funding sources
- ◉ Discuss legislative options
- ◉ Develop new funding plan for the future

The Central Arizona Fire and Medical Authority Board of Directors have reviewed and approved the following financial documents to include Income Statements, Balance Sheets, and Bank Reconciliations with supporting documents, Revenue and Expenditure Graphs, and Cash Flow Projections in compliance with A.R.S. § 48-805, 807.

CAFMA General Fund

Fire Board Chairperson Date

Fire Board Clerk Date

Signature indicating approval on next page

CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
CHECK RECONCILIATION OCTOBER, 2019

Reconciliation:

Beginning Balance:	\$ 3,624,044.86
Deposits:	\$ 244,827.71
Transfers:	\$ -
Payroll direct deposit-PD 1-1-19	\$ -
Disbursements:	\$ (1,966,559.51)
Social security adj	
PSPRS drop payouts	
Transfer from CVFD & CYFD	\$ 198,792.56
Ending Balance:	\$ 2,101,105.62

Difference Between Balances: \$ -

Deposits Per Bank Statement:

Transfer to Capital Reserve:	
Fire District Deposits:	\$ 242,280.57
Interest Income:	\$ 2,547.14
Transfer In From CVFD:	\$ 33,736.52
Transfer In From CYFD:	\$ 165,056.04
Transfer Out	\$ -
Transfer in from Capital Reserve:	\$ -
Outstanding Deposits:	\$ -
Social security adj	
Adj posted to wrong bank	\$ 597.20
Ending Balance:	\$ 444,217.47

Bank Statement Balance:

Balance Per Bank:	\$ 2,106,672.63
Outstanding Checks:	\$ (5,567.01)
Outstanding Deposits:	\$ -
Voided Checks From Prior Months:	\$ -
Payroll Deposit Direct Deposit-PD 1-1-19	\$ -
Social security adj	
PSPRS drop payouts	

Ending Balance: \$ 2,101,105.62

G/L Ending Balance: \$ 2,101,105.62

\$ -
\$ 2,101,105.62


Bank Reconciliation Register:

Checks From Accounts Payable:	\$ 1,966,559.51
Total Checks:	\$ 1,966,559.51
Deposits From Accounts Receivable:	\$ 242,280.57
Journal Entries From General Ledger:	\$ 201,936.90
PSPRS drop payouts	
Outstanding Deposit:	
Ending Balance:	\$ 444,217.47

Reconciliation Approved By:

Scott A Freitag


Scott Freitag, Fire Chief

 Digitally signed by Scott A Freitag
Date: 2019.11.15 07:47:09 -07'00'

Reconciliation Reviewed By:

Dave Tharp


David Tharp, Assistant Chief of Administration

 Digitally signed by Dave Tharp
Date: 2019.11.14 12:48:41 -07'00'

Reconciliation Prepared By:

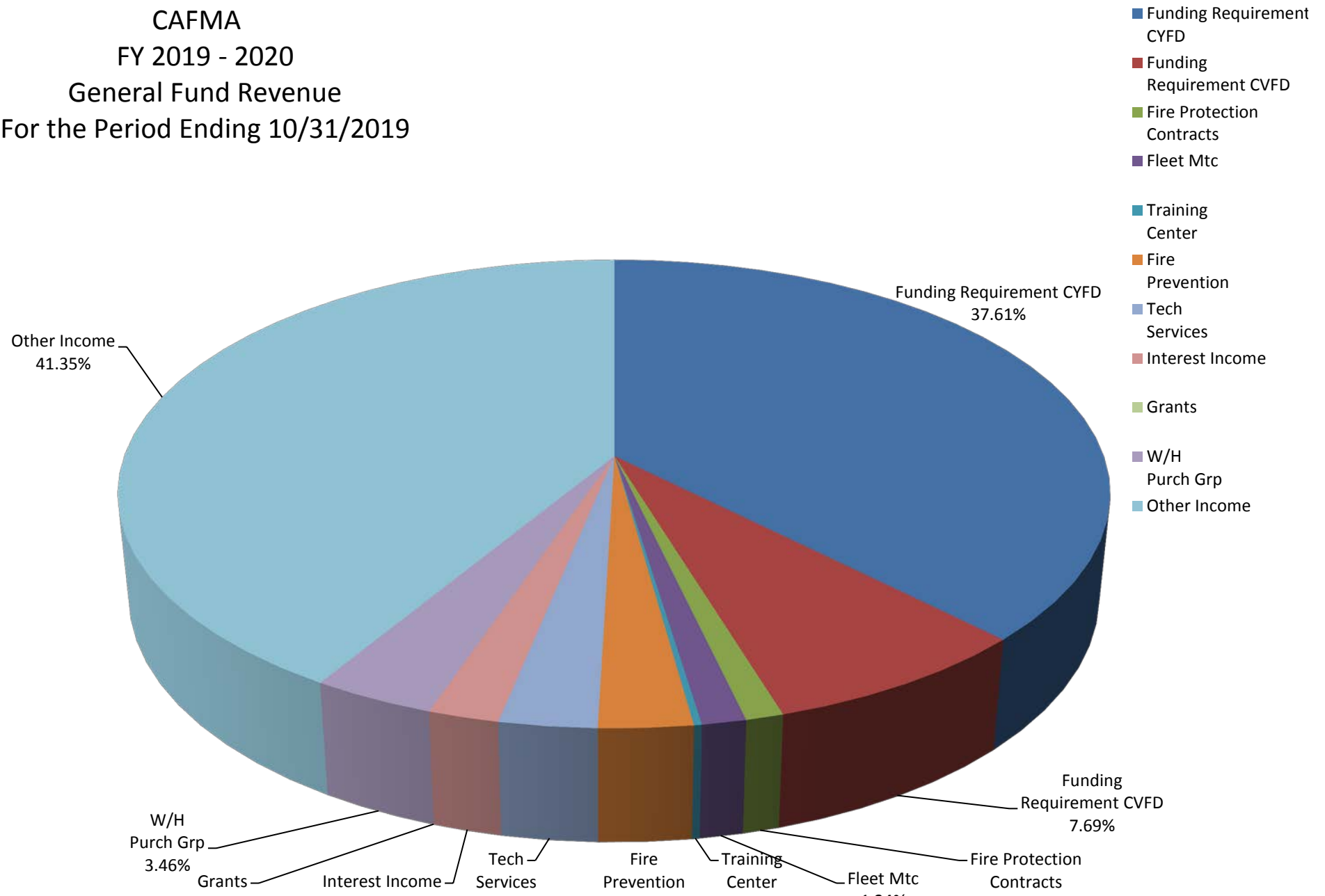
Debbie S. Spingola

Debbie Spingola, Finance Manager

 Digitally signed by Debbie S. Spingola
Date: 2019.11.13 07:39:49 -07'00'

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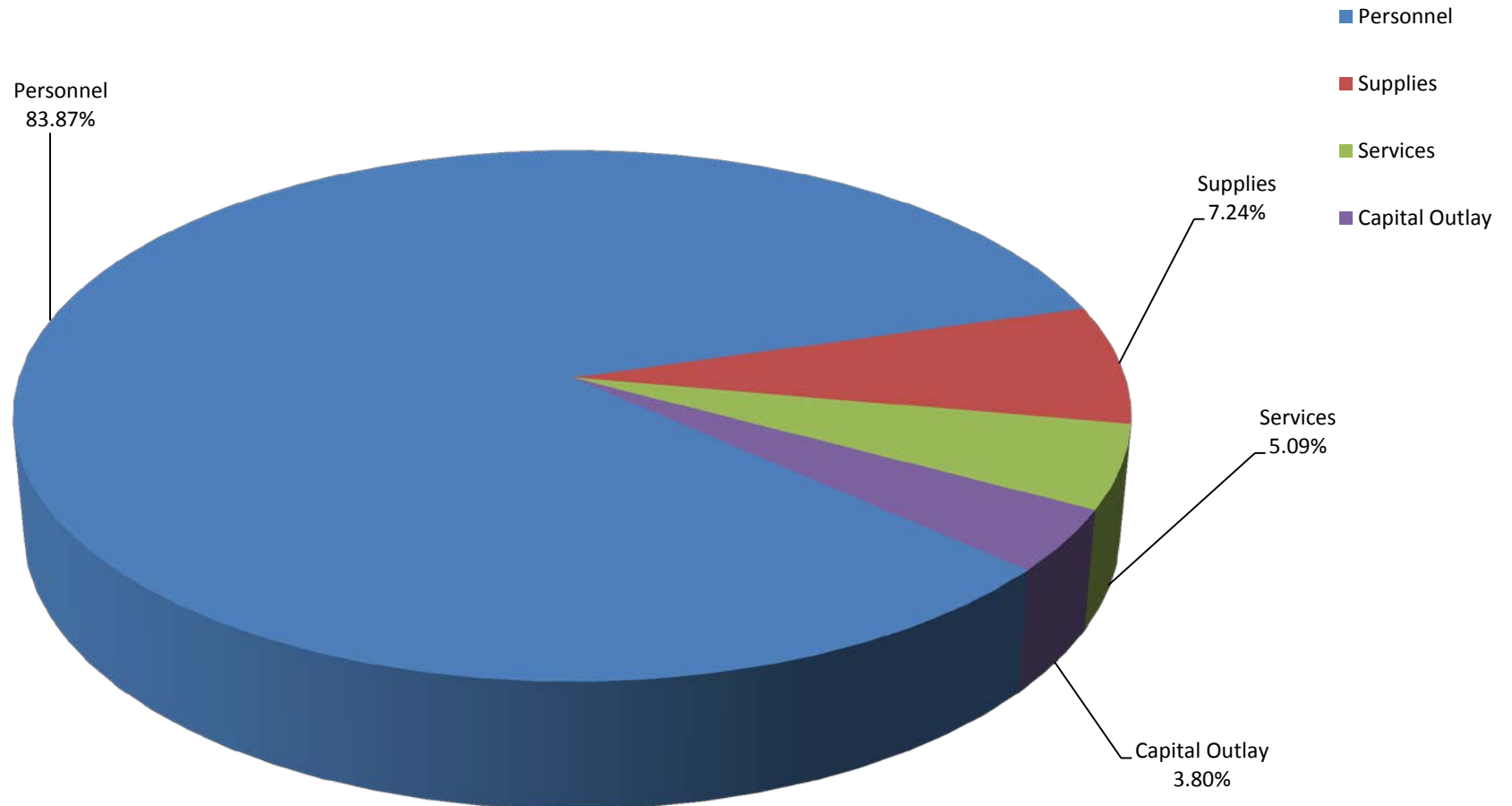
CAFMA
FY 2019 - 2020
General Fund Revenue
For the Period Ending 10/31/2019



CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY**REVENUE**

	Current Month Revenue	YTD Budget	
Funding Requirement			
CYFD	\$ 165,056	\$ 18,334,210	37.61
Funding Requirement CVFD	\$ 33,737	\$ 4,547,989	7.69
Fire Protection			
Contracts	\$ 4,665	\$ 150,000	1.06
Fleet Mtc	\$ 5,459	\$ 40,000	1.24
Training			
Center	\$ 975	\$ 41,000	0.22
Fire			
Prevention	\$ 11,539	\$ 81,730	2.63
Tech			
Services	\$ 12,041	\$ 188,000	2.74
Interest Income	\$ 8,740	\$ 30,000	1.99
Grants	\$ -	\$ 330,934	0.00
W/H			
Purch Grp	\$ 15,185	\$ 210,000	3.46
Other Income	\$ 181,469	\$ 1,333,782	41.35
	\$ 438,866	\$ 25,287,645	100.00

CAFMA
FY 2019 - 2020
General Fund Expenditures
For the Period Ending 10/31/19



CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY**EXPENSES**

Current Month Actual		YTD Budget	
Personnel	\$ 1,638,189	\$ 19,665,156	83.87
Supplies	\$ 141,514	\$ 1,967,061	7.24
Services	\$ 99,388	\$ 1,768,193	5.09
Capital Outlay	\$ 74,210	\$ 1,781,382	3.80
	\$ 1,953,301	\$ 25,181,792	100

**CAFMA
GENERAL FUND
October 2019**

Transfer in CVFD	\$ 33,736.52
Transfer in CYFD	\$ 165,056.04
Fire District Deposit	\$ 242,280.57
Interest	\$ 2,547.14

TOTAL	<u>\$ 443,620.27</u>
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Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

CAFMA - General Fund
Fund: 6067340500



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

Account	Period	YTD		
6067340500	CAFMA-General Fund			
Begin Balance:	3,630,872.93	5,675,792.92		
Income:	443,620.27	4,919,768.54		
LOC Advance:	.00	.00		
Expense:	(1,967,820.57)	(8,488,888.83)	LOC:	.00
LOC Payments:	.00	.00	Warrants Outstanding:	.00
Cash Balance:	2,106,672.63	2,106,672.63	End:	2,106,672.63

Monthly Statement Summary

Source Code	Description		MTDAmount	YTDAmount
6067340500	CAFMA-General Fund	Beginning Balance:	3,630,872.93	5,675,792.92
37122.0	Fire District Deposit		242,280.57	1,239,463.08
38108.0	Interest on Investments ICM		.00	16,581.50
38109.0	Interest on Investments St Treas		2,547.14	20,368.70
7376.0	Transfer in		198,792.56	3,643,355.26
91032.0	Warrants Redeemed		(1,967,820.57)	(8,488,888.83)
		Ending Balance:	2,106,672.63	2,106,672.63



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

Monthly Statement Detail

Date	Notes	Doc #	Amount	C/D
6067340500 CAFMA-General Fund			Beginning Balance: 3,630,872.93	
37122.0 Fire District Deposit			Source Code Total: 242,280.57	
10/03	Deposit	0	19,719.21	C
10/03	Deposit	0	3,388.55	C
10/10	DEPOSIT	0	3,041.80	C
10/10	DEPOSIT	0	11,086.35	C
10/17	DEPOSIT	0	178,476.83	C
10/24	DEPOSIT	0	10,889.60	C
10/24	DEPOSIT	0	2,509.77	C
10/31	DEPOSIT	0	13,168.46	C
38109.0 Interest on Investments St Treas			Source Code Total: 2,547.14	
10/30	Investment Interest	0	2,547.14	C
7376.0 Transfer in			Source Code Total: 198,792.56	
10/17	Tfr'd per CAFMA 10/17/19 email request	0	165,056.04	C
10/17	Tfr'd per CAFMA 10/17/19 email request	0	33,736.52	C
91032.0 Warrants Redeemed			Source Code Total: (1,967,820.57)	
10/01	Paid Warrants	0	(5,704.34)	D
10/02	Paid Warrants	0	(137.57)	D
10/03	Paid Warrants	0	(464.00)	D
10/08	Paid Warrants	0	(718,601.96)	D
10/09	Paid Warrants	0	(7,210.00)	D
10/10	Paid Warrants	0	(17,996.61)	D
10/11	Paid Warrants	0	(240,717.35)	D
10/14	Paid Warrants	0	(10,891.45)	D
10/16	Paid Warrants	0	(21,062.59)	D
10/18	Paid Warrants	0	(2,529.31)	D
10/21	Paid Warrants	0	(560.00)	D
10/22	Paid Warrants	0	(736,117.66)	D
10/23	Paid Warrants	0	(132,014.21)	D
10/24	Paid Warrants	0	(8,119.82)	D
10/25	Paid Warrants	0	(38,310.33)	D
10/28	Paid Warrants	0	(17,946.19)	D
10/29	Paid Warrants	0	(7,694.68)	D
10/30	Paid Warrants	0	(1,211.38)	D
10/31	Paid Warrants	0	(531.12)	D
6067340500 CAFMA-General Fund			Ending Balance: 2,106,672.63	

Warrant Detail

Payee Name	Warrant	Amount	Issue Dt	Status Dt	Voucher
6067340500 CAFMA-General Fund		Account Total: 1,967,820.57			



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

Fund: 5673		Fund Total: 1,967,820.57			
Status: PAID		Status Total: 1,967,820.57			
/	0756737823	10.00	09/24/19	10/09/19	
/	0756737824	36.26	09/24/19	10/24/19	
/	0756737855	60.69	09/24/19	10/01/19	
/	0756737861	55.00	09/24/19	10/03/19	
/	0756737862	118.05	09/24/19	10/01/19	
/	0756737864	19.16	09/24/19	10/01/19	
/	0756737871	179.56	09/24/19	10/01/19	
/	0756737872	1,681.60	09/24/19	10/01/19	
/	0756737876	409.00	09/24/19	10/03/19	
/	0756737877	137.57	09/24/19	10/02/19	
/	0756737879	180.00	09/24/19	10/01/19	
/	0756737881	1,935.00	09/24/19	10/01/19	
/	0756737884	60.00	09/24/19	10/18/19	
/	0756737885	30.28	09/24/19	10/01/19	
/	0756737893	1,500.00	09/24/19	10/01/19	
/	0756737901	120.00	10/07/19	10/16/19	
/	0756737902	4,124.13	10/07/19	10/16/19	
/	0756737903	10,041.03	10/07/19	10/10/19	
/	0756737905	46.45	10/07/19	10/10/19	
/	0756737908	798.97	10/07/19	10/14/19	
/	0756737909	112,409.00	10/07/19	10/11/19	
/	0756737910	2,433.25	10/07/19	10/10/19	
/	0756737911	513.58	10/07/19	10/10/19	
/	0756737912	5,188.66	10/07/19	10/11/19	
/	0756737914	375.00	10/07/19	10/16/19	
/	0756737915	23.46	10/07/19	10/16/19	
/	0756737916	320.00	10/07/19	10/16/19	
/	0756737917	142.52	10/07/19	10/16/19	
/	0756737918	1,111.03	10/07/19	10/14/19	
/	0756737920	38.58	10/07/19	10/11/19	
/	0756737921	1,335.77	10/07/19	10/08/19	
/	0756737922	717,266.19	10/07/19	10/08/19	
/	0756737924	3,153.78	10/07/19	10/11/19	
/	0756737925	35,527.29	10/07/19	10/11/19	
/	0756737926	362.26	10/07/19	10/10/19	
/	0756737927	1,762.50	10/07/19	10/11/19	
/	0756737928	1,048.13	10/07/19	10/11/19	
/	0756737930	293.98	10/07/19	10/10/19	



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

/	0756737931	10,432.02	10/07/19	10/16/19	
/	0756737932	100.50	10/07/19	10/14/19	
/	0756737933	78.22	10/07/19	10/14/19	
/	0756737934	18.30	10/07/19	10/16/19	
/	0756737935	464.45	10/07/19	10/11/19	
/	0756737936	56,647.50	10/07/19	10/11/19	
/	0756737937	60.00	10/07/19	10/22/19	
/	0756737938	260.00	10/07/19	10/16/19	
/	0756737939	560.00	10/07/19	10/21/19	
/	0756737940	560.00	10/07/19	10/10/19	
/	0756737941	500.80	10/07/19	10/14/19	
/	0756737942	215.21	10/07/19	10/14/19	
/	0756737943	2,372.16	10/07/19	10/11/19	
/	0756737944	1,903.63	10/07/19	10/11/19	
/	0756737949	400.00	10/07/19	10/18/19	
/	0756737950	569.31	10/07/19	10/18/19	
/	0756737951	1,500.00	10/07/19	10/18/19	
/	0756737952	2,887.50	10/07/19	10/10/19	
/	0756737953	415.01	10/07/19	10/14/19	
/	0756737956	4,075.00	10/07/19	10/16/19	
/	0756737957	2,245.64	10/07/19	10/11/19	
/	0756737958	280.00	10/07/19	10/16/19	
/	0756737959	11.89	10/07/19	10/22/19	
/	0756737960	725.70	10/07/19	10/11/19	
/	0756737963	125.56	10/07/19	10/10/19	
/	0756737964	2,100.79	10/07/19	10/11/19	
/	0756737965	6,912.90	10/07/19	10/14/19	
/	0756737966	78.29	10/07/19	10/11/19	
/	0756737967	329.89	10/07/19	10/10/19	
/	0756737969	86.00	10/07/19	10/11/19	
/	0756737970	14,965.25	10/07/19	10/11/19	
/	0756737971	892.16	10/07/19	10/16/19	
/	0756737972	113.11	10/07/19	10/10/19	
/	0756737973	758.81	10/07/19	10/14/19	
/	0756737974	290.00	10/07/19	10/10/19	
/	0756737975	7,200.00	10/07/19	10/09/19	
/	0756737976	34.76	10/21/19	10/28/19	
/	0756737978	355.00	10/21/19	10/28/19	
/	0756737979	272.84	10/21/19	10/23/19	
/	0756737980	2,602.61	10/21/19	10/24/19	



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

/	0756737982	170.64	10/21/19	10/25/19
/	0756737983	300.00	10/21/19	10/28/19
/	0756737984	175.00	10/21/19	10/28/19
/	0756737986	225.00	10/21/19	10/28/19
/	0756737987	600.88	10/21/19	10/24/19
/	0756737988	17,560.08	10/21/19	10/25/19
/	0756737991	936.81	10/21/19	10/25/19
/	0756737992	80.96	10/21/19	10/22/19
/	0756737993	707.53	10/21/19	10/25/19
/	0756737994	691,817.75	10/21/19	10/22/19
/	0756737996	44,147.06	10/21/19	10/22/19
/	0756738016	304.10	10/21/19	10/24/19
/	0756738017	166.46	10/21/19	10/24/19
/	0756738018	1,875.00	10/21/19	10/24/19
/	0756738019	2,469.60	10/21/19	10/28/19
/	0756738020	8,309.04	10/21/19	10/25/19
/	0756738021	118.05	10/21/19	10/29/19
/	0756738022	37.19	10/21/19	10/28/19
/	0756738023	5,120.54	10/21/19	10/29/19
/	0756738024	205.80	10/21/19	10/24/19
/	0756738025	238.15	10/21/19	10/25/19
/	0756738026	55.78	10/21/19	10/25/19
/	0756738027	87.07	10/21/19	10/25/19
/	0756738028	2,182.50	10/21/19	10/28/19
/	0756738029	1,291.79	10/21/19	10/25/19
/	0756738030	128,654.24	10/21/19	10/23/19
/	0756738031	2,501.13	10/21/19	10/28/19
/	0756738032	1,600.00	10/21/19	10/25/19
/	0756738033	184.51	10/21/19	10/24/19
/	0756738034	1,736.30	10/21/19	10/29/19
/	0756738035	72.05	10/21/19	10/25/19
/	0756738036	410.00	10/21/19	10/29/19
/	0756738037	125.22	10/21/19	10/25/19
/	0756738038	1,137.50	10/21/19	10/25/19
/	0756738039	330.69	10/21/19	10/28/19
/	0756738040	31.13	01/01/00	10/28/19
/	0756738041	326.99	10/21/19	10/25/19
/	0756738042	309.79	10/21/19	10/29/19
/	0756738043	1,211.38	10/21/19	10/30/19
/	0756738044	3,961.59	10/21/19	10/25/19



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

/	0756738045	3,087.13	10/21/19	10/23/19
/	0756738046	507.69	10/21/19	10/24/19
/	0756738047	2,863.33	10/21/19	10/28/19
/	0756738048	1,015.24	10/21/19	10/28/19
/	0756738049	1,730.09	10/21/19	10/25/19
/	0756738050	104.36	10/21/19	10/24/19
/	0756738051	8.46	10/21/19	10/28/19
/	0756738052	5,417.16	10/21/19	10/28/19
/	0756738053	531.12	10/21/19	10/31/19
/	0756738055	300.00	10/21/19	10/24/19
/	0756738056	1,232.15	10/21/19	10/24/19
		Count	Amount	
Total PAID:	129	1,967,820.57		



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

**Central AZ Fire & Medical Authority
(CAFMA)
Fund: 6067340000**

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Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

Account	Period	YTD		
6067340000	Central AZ Fire & Medical Authority(CAFMA)			
Begin Balance:	.00	.00		
Income:	.00	.00		
LOC Advance:	.00	.00		
Expense:	.00	.00	LOC:	.00
LOC Payments:	.00	.00	Warrants Outstanding:	.00
Cash Balance:	.00	.00	End:	.00

Monthly Statement Summary

Source Code	Description	MTDAmount	YTDAmount
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Monthly Statement Detail

Date	Notes	Doc #	Amount	C/D
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Warrant Detail

Payee Name	Warrant	Amount	Issue Dt	Status Dt	Voucher
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	Count	Amount
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**CAFMA
CAPITAL RESERVE FUND
October 2019**

Interest	\$	6,192.56
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TOTAL	<u>\$</u>	<u>6,192.56</u>
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Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

**CAFMA-Capital Reserve Fund
(CAFMA)**



Yavapai County Treasurer

Monthly Statement

Date Range: 10/1/2019 to 10/31/2019

Account	Period	YTD		
6067340200	CAFMA-Capital Reserve Fund			
Begin Balance:	5,097,851.13	8,047,129.31		
Income:	6,192.56	56,914.38		
LOC Advance:	.00	.00		
Expense:	.00	(3,000,000.00)	LOC:	.00
LOC Payments:	.00	.00	Warrants Outstanding:	.00
Cash Balance:	5,104,043.69	5,104,043.69	End:	5,104,043.69

Monthly Statement Summary

Source Code	Description		MTDAmount	YTDAmount
6067340200	CAFMA-Capital Reserve Fund	Beginning Balance:	5,097,851.13	8,047,129.31
38108.0	Interest on Investments ICM		.00	22,132.08
38109.0	Interest on Investments St Treas		6,192.56	34,782.30
91702.0	Transfer out		.00	(3,000,000.00)
		Ending Balance:	5,104,043.69	5,104,043.69

Monthly Statement Detail

Date	Notes	Doc #	Amount	C/D
6067340200 CAFMA-Capital Reserve Fund			Beginning Balance: 5,097,851.13	
38109.0	Interest on Investments St Treas		Source Code Total: 6,192.56	
10/30	Investment Interest	0	6,192.56	C
6067340200 CAFMA-Capital Reserve Fund			Ending Balance: 5,104,043.69	

Warrant Detail

Payee Name	Warrant	Amount	Issue Dt	Status Dt	Voucher
	Count	Amount			

CAFMA-Central Arizona Fire and Medical
Bank Reconciliation Summary
For the Bank Statement ending: 10/31/2019

BANK CONTROL ID: CAFMA - GENERAL FUND		DESC: GENERAL FUND	ACCOUNT NO: 1100
	Beginning Balance:	10/01/19	\$3,630,872.93
	Deposits and Credits:		\$443,620.27
	Checks and Charges:		(\$1,968,417.77)
	Adjustments:		\$597.20
	Ending Balance Per Reconciliation:		<u>\$2,106,672.63</u>
	Ending Balance Per Bank Statement:	10/31/19	\$2,106,672.63
	* Outstanding Deposits and Credits:	10/31/19	\$0.00
	* Outstanding Checks and Charges:	10/31/19	(\$5,567.01)
	Ending Book Balance:	10/31/19	<u>\$2,101,105.62</u>

* Outstanding amounts are all outstanding credits and charges dated prior or equal to the Reconciliation date.

CAFMA-Central Arizona Fire and Medical

BR Checks and Charges Cleared

For the Bank Statement ending: 10/31/19

CAFMA	General Fund	General Fund	1100
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Date	Document	Description	Module	Company	Amount
09/24/19	756737823	Arizona Dept. of Public Safety	AP	CAFMA	\$10.00
09/24/19	756737824	Arizona Fire Chiefs Associatio	AP	CAFMA	\$36.26
09/24/19	756737855	Chino Rentals	AP	CAFMA	\$60.69
09/24/19	756737861	Daniel's Tuxedo & Tailor	AP	CAFMA	\$55.00
09/24/19	756737862	Dish Network	AP	CAFMA	\$118.05
09/24/19	756737864	FEDEX	AP	CAFMA	\$19.16
09/24/19	756737871	Magic Glass, Inc.	AP	CAFMA	\$179.56
09/24/19	756737872	Markets West Office Furniture	AP	CAFMA	\$1,681.60
09/24/19	756737876	NFP Property & Casualty	AP	CAFMA	\$409.00
09/24/19	756737877	Pitney Bowes Global Financial	AP	CAFMA	\$137.57
09/24/19	756737879	Presc.Valley Chamber of Comm.	AP	CAFMA	\$180.00
09/24/19	756737881	SC Audit & Accounting Solution	AP	CAFMA	\$1,935.00
09/24/19	756737884	Snap Fitness Chino Valley	AP	CAFMA	\$60.00
09/24/19	756737885	Besonson Tools LLC	AP	CAFMA	\$30.28
09/24/19	756737893	U-Pick-It, Inc.	AP	CAFMA	\$1,500.00
10/07/19	756737901	A1 Water Bulk Delivery Svc LLC	AP	CAFMA	\$120.00
10/07/19	756737902	American Express, Inc.	AP	CAFMA	\$4,124.13
10/07/19	756737903	APS	AP	CAFMA	\$10,041.03
10/07/19	756737905	Arizona Emergency Products	AP	CAFMA	\$46.45
10/07/19	756737908	AZ Dept of Forestry & Fire Mgt	AP	CAFMA	\$798.97
10/07/19	756737909	Benchmark Insurance Co.	AP	CAFMA	\$112,409.00
10/07/19	756737910	Bennett Oil	AP	CAFMA	\$2,433.25
10/07/19	756737911	Best Pick Disposal, Inc	AP	CAFMA	\$513.58
10/07/19	756737912	Bound Tree Medical LLC	AP	CAFMA	\$5,188.66
10/07/19	756737914	Bradshaw Mountain Environ. Inc	AP	CAFMA	\$375.00
10/07/19	756737915	Rodger and Lori Burgoyne	AP	CAFMA	\$23.46
10/07/19	756737916	B & W Fire Security Systems	AP	CAFMA	\$320.00
10/07/19	756737917	Cable One Business	AP	CAFMA	\$142.52
10/07/19	756737918	CenturyLink	AP	CAFMA	\$1,111.03
10/07/19	756737920	CenturyLink	AP	CAFMA	\$38.58
10/07/19	756737921	Chase Bank	AP	CAFMA	\$1,335.77
10/07/19	756737922	Chase Bank	AP	CAFMA	\$717,266.19
10/07/19	756737924	Chief Supply Corp	AP	CAFMA	\$3,153.78
10/07/19	756737925	City of Prescott	AP	CAFMA	\$35,527.29
10/07/19	756737926	City of Prescott	AP	CAFMA	\$362.26
10/07/19	756737927	Cummins Rocky Mountain LLC	AP	CAFMA	\$1,762.50
10/07/19	756737928	Curtis Tools for Heroes	AP	CAFMA	\$1,048.13
10/07/19	756737930	DES - Unemployment Tax	AP	CAFMA	\$293.98
10/07/19	756737931	DELL MARKETING L.P.	AP	CAFMA	\$10,432.02
10/07/19	756737932	Entenmann-Rovin Co.	AP	CAFMA	\$100.50
10/07/19	756737933	FACTORY MOTOR PARTS	AP	CAFMA	\$78.22
10/07/19	756737934	FEDEX	AP	CAFMA	\$18.30
10/07/19	756737935	Interstate Batteries	AP	CAFMA	\$464.45
10/07/19	756737936	IT Outlet, Inc.	AP	CAFMA	\$56,647.50
10/07/19	756737937	Jim's Alignment & Brake	AP	CAFMA	\$60.00
10/07/19	756737938	DAVID L. JOHNSON	AP	CAFMA	\$260.00
10/07/19	756737939	Liberty Art Works	AP	CAFMA	\$560.00
10/07/19	756737940	Manzanita Landscaping, Inc.	AP	CAFMA	\$560.00
10/07/19	756737941	Matheson Tri-Gas, Inc.	AP	CAFMA	\$500.80
10/07/19	756737942	Municipal Emergency Svcs Inc	AP	CAFMA	\$215.21
10/07/19	756737943	Mitchell Repair Info. Comp LLC	AP	CAFMA	\$2,372.16
10/07/19	756737944	NAPA Auto Parts	AP	CAFMA	\$1,903.63
10/07/19	756737949	Neumann High Country Doors	AP	CAFMA	\$400.00
10/07/19	756737950	Prescott Tire Pros & Autom.LLC	AP	CAFMA	\$569.31
10/07/19	756737951	Purchase Power	AP	CAFMA	\$1,500.00
10/07/19	756737952	Public Safety Crisis Solutions	AP	CAFMA	\$2,887.50
10/07/19	756737953	Prescott Valley Ace Hardware	AP	CAFMA	\$415.01
10/07/19	756737956	Questionmark Corporation	AP	CAFMA	\$4,075.00
10/07/19	756737957	Rosenbauer Motors, LLC	AP	CAFMA	\$2,245.64
10/07/19	756737958	SCENT FROM ABOVE COMPANY LLC	AP	CAFMA	\$280.00
10/07/19	756737959	Besonson Tools LLC	AP	CAFMA	\$11.89
10/07/19	756737960	Staples Contract & Commmerc.Inc	AP	CAFMA	\$725.70

CAFMA-Central Arizona Fire and Medical

BR Checks and Charges Cleared

For the Bank Statement ending: 10/31/19

CAFMA	General Fund	General Fund	1100
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Date	Document	Description	Module	Company	Amount
10/07/19	756737963	D.G.Shoemaker & Associates Inc	AP	CAFMA	\$125.56
10/07/19	756737964	Teleflex Funding, LLC	AP	CAFMA	\$2,100.79
10/07/19	756737965	The Arizona Woodworking Co.LLC	AP	CAFMA	\$6,912.90
10/07/19	756737966	Town of Prescott Valley	AP	CAFMA	\$78.29
10/07/19	756737967	Unisource Energy Services	AP	CAFMA	\$329.89
10/07/19	756737969	Verified First, LLC	AP	CAFMA	\$86.00
10/07/19	756737970	US Bank Voyager Fleet Systems	AP	CAFMA	\$14,965.25
10/07/19	756737971	Western Shelter Systems	AP	CAFMA	\$892.16
10/07/19	756737972	Wist Supply & Equipment Co	AP	CAFMA	\$113.11
10/07/19	756737973	XEROX FINANCIAL SERVICES	AP	CAFMA	\$758.81
10/07/19	756737974	Zebrascares LLC	AP	CAFMA	\$290.00
10/07/19	756737975	Josh Rogers	AP	CAFMA	\$7,200.00
10/21/19	756737976	Able Saw, LLC	AP	CAFMA	\$34.76
10/21/19	756737978	Advanced Glass & Screen	AP	CAFMA	\$355.00
10/21/19	756737979	American Fence Co, Inc	AP	CAFMA	\$272.84
10/21/19	756737980	APS	AP	CAFMA	\$2,602.61
10/21/19	756737982	Arizona Emergency Products	AP	CAFMA	\$170.64
10/21/19	756737983	Art's Locating, LLC	AP	CAFMA	\$300.00
10/21/19	756737984	Auto Trim Plus LLC	AP	CAFMA	\$175.00
10/21/19	756737986	BACKBOARDS BOOMERANG	AP	CAFMA	\$225.00
10/21/19	756737987	Bennett Oil	AP	CAFMA	\$600.88
10/21/19	756737988	Bound Tree Medical LLC	AP	CAFMA	\$17,560.08
10/21/19	756737991	Cable One Business	AP	CAFMA	\$936.81
10/21/19	756737992	CAFMA - Petty Cash	AP	CAFMA	\$80.96
10/21/19	756737993	CenturyLink	AP	CAFMA	\$707.53
10/21/19	756737994	Chase Bank	AP	CAFMA	\$691,817.75
10/21/19	756737996	Chase Card Services	AP	CAFMA	\$44,147.06
10/21/19	756738016	City of Prescott	AP	CAFMA	\$304.10
10/21/19	756738017	City of Prescott	AP	CAFMA	\$166.46
10/21/19	756738018	Gary Crisenbery	AP	CAFMA	\$1,875.00
10/21/19	756738019	CSTOR	AP	CAFMA	\$2,469.60
10/21/19	756738020	Curtis Tools for Heroes	AP	CAFMA	\$8,309.04
10/21/19	756738021	Dish Network	AP	CAFMA	\$118.05
10/21/19	756738022	FACTORY MOTOR PARTS	AP	CAFMA	\$37.19
10/21/19	756738023	GatesAir, Inc	AP	CAFMA	\$5,120.54
10/21/19	756738024	GEN-TECH	AP	CAFMA	\$205.80
10/21/19	756738025	W.W. Grainger, Inc.	AP	CAFMA	\$238.15
10/21/19	756738026	Hillyard-Flagstaff	AP	CAFMA	\$55.78
10/21/19	756738027	HME, Inc.	AP	CAFMA	\$87.07
10/21/19	756738028	Immix Technology, Inc.	AP	CAFMA	\$2,182.50
10/21/19	756738029	Interstate Batteries	AP	CAFMA	\$1,291.79
10/21/19	756738030	KAIROS Health Arizona, Inc.	AP	CAFMA	\$128,654.24
10/21/19	756738031	Kenz & Leslie of Arizona, Inc	AP	CAFMA	\$2,501.13
10/21/19	756738032	Micronet Communications, Inc.	AP	CAFMA	\$1,600.00
10/21/19	756738033	Motorola Solutions, Inc	AP	CAFMA	\$184.51
10/21/19	756738034	Neumann High Country Doors	AP	CAFMA	\$1,736.30
10/21/19	756738035	National Fire Codes	AP	CAFMA	\$72.05
10/21/19	756738036	Northern AZ Premier Termite	AP	CAFMA	\$410.00
10/21/19	756738037	O'Reilly Auto Parts	AP	CAFMA	\$125.22
10/21/19	756738038	Public Safety Crisis Solutions	AP	CAFMA	\$1,137.50
10/21/19	756738039	Rosenbauer Motors, LLC	AP	CAFMA	\$330.69
10/21/19	756738040	R and R Auto and Truck Parts	AP	CAFMA	\$31.13
10/21/19	756738041	The Sherwin Williams Company	AP	CAFMA	\$326.99
10/21/19	756738042	Besonson Tools LLC	AP	CAFMA	\$309.79
10/21/19	756738043	Southern Tire Mart	AP	CAFMA	\$1,211.38
10/21/19	756738044	Staples Contract & Commerc.Inc	AP	CAFMA	\$3,961.59
10/21/19	756738045	Sunstate Equipment Co	AP	CAFMA	\$3,087.13
10/21/19	756738046	D.G.Shoemaker & Associates Inc	AP	CAFMA	\$507.69
10/21/19	756738047	The Hike Shack	AP	CAFMA	\$2,863.33
10/21/19	756738048	Thermo Scientific Portable	AP	CAFMA	\$1,015.24
10/21/19	756738049	Town of Prescott Valley	AP	CAFMA	\$1,730.09
10/21/19	756738050	Unisource Energy Services	AP	CAFMA	\$104.36

CAFMA		General Fund			1100
Date	Document	Description	Module	Company	Amount
10/21/19	756738051	Vern Lewis Welding Supply Inc	AP	CAFMA	\$8.46
10/21/19	756738052	Verizon Wireless	AP	CAFMA	\$5,417.16
10/21/19	756738053	Yavapai Fleet Yavapai Machine	AP	CAFMA	\$531.12
10/21/19	756738055	Yavapai Regional Medical Cente	AP	CAFMA	\$300.00
10/21/19	756738056	APS	AP	CAFMA	\$1,232.15
10/31/19	Cash w/County	Correct Deposit posted to wron	GL	CAFMA	\$71.69
10/31/19	Cash w/County	Correct Deposit posted to wron	GL	CAFMA	(\$71.69)
10/31/19	Cash w/County	Correct deposit posted to wron	GL	CAFMA	\$71.69
10/31/19	Cash w/County	Correct deposit posted to wron	GL	CAFMA	\$498.51
10/31/19	Cash w/County	Correct deposit posted to wron	GL	CAFMA	\$27.00
TOTAL CHECKS AND CHARGES CLEARED:					\$1,968,417.77

CAFMA-Central Arizona Fire and Medical
BR Checks and Charges Outstanding
For the Bank Statement ending: 10/31/19

CAFMA		General Fund			1100
Date	Document	Description	Module	Company	Amount
05/06/19	756737148	YRMCPD PHYSICIAN PRACTICES	AP	CAFMA	\$216.00
09/24/19	756737836	Roger Thorson	AP	CAFMA	\$199.90
10/07/19	756737906	AZ Center for Fire Svc Excel	AP	CAFMA	\$25.00
10/07/19	756737907	AZ Center for Fire Svc Excel	AP	CAFMA	\$2,100.00
10/07/19	756737929	BRYAN K. DALTON	AP	CAFMA	\$150.00
10/21/19	756737977	Action Graphics	AP	CAFMA	\$1,871.11
10/21/19	756737981	Arizona Dept. of Public Safety	AP	CAFMA	\$5.00
10/21/19	756737985	AZ Center for Fire Svc Excel	AP	CAFMA	\$1,000.00
TOTAL CHECKS AND CHARGES OUTSTANDING:					\$5,567.01

CAFMA-Central Arizona Fire and Medical

BR Deposits and Credits Cleared
For the Bank Statement ending: 10/31/19

CAFMA		General Fund			1100
Date	Document	Description	Module	Company	Amount
10/03/19	3266	Deposit	AR	CAFMA	\$16,155.24
10/03/19	3267	Deposit	AR	CAFMA	\$1,086.55
10/03/19	3268	Deposit	AR	CAFMA	\$5,865.97
10/10/19	3272	Deposit	AR	CAFMA	\$11,086.35
10/10/19	3273	Deposit	AR	CAFMA	\$2,021.80
10/10/19	3274	Deposit	AR	CAFMA	\$658.00
10/14/19	3276	Deposit	AR	CAFMA	\$362.00
10/17/19	3277	Deposit	AR	CAFMA	\$176,189.24
10/17/19	3278	Deposit	AR	CAFMA	\$2,287.59
10/23/19	3281	Deposit	AR	CAFMA	\$71.69
10/23/19	3282	Deposit	AR	CAFMA	\$525.51
10/23/19	VOID: 062353	Void for Cust ID: NEWDAV	AR	CAFMA	(\$498.51)
10/23/19	VOID: 072914	Void for Cust ID: NEWDAV	AR	CAFMA	(\$27.00)
10/23/19	VOID: 188166	Void for Cust ID: ACODEB	AR	CAFMA	(\$71.69)
10/29/19	3284	Deposit	AR	CAFMA	\$597.77
10/29/19	3285	Deposit	AR	CAFMA	\$9,189.60
10/29/19	3286	Deposit	AR	CAFMA	\$3,612.00
10/31/19	3290	Deposit	AR	CAFMA	\$12,687.46
10/31/19	3291	Deposit	AR	CAFMA	\$481.00
10/31/19	Cash w/County	Transfer in from CVFD & CYFD	GL	CAFMA	\$198,792.56
10/31/19	Cash w/County	Interest General Fund	GL	CAFMA	\$2,547.14
TOTAL DEPOSITS AND CREDITS CLEARED:					\$443,620.27

CAFMA-Central Arizona Fire and Medical
BR Deposits and Credits Outstanding
For the Bank Statement ending:

Date	Document	Description	Module	Company	Amount
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TOTAL DEPOSITS AND CREDITS OUTSTANDING:

Bank Reconciliation Register

Document Number	Date	BR Status	Void?	Description	Date Cleared	Amount
MODULE: CHECKS FROM ACCOUNTS PAYABLE						
BANK CONTROL ID: CAFMA - GENERAL FUND						
756737901	10/07/19	Marked	No	A1 Water Bulk Delivery Svc LLC	11/12/19	\$120.00
756737902	10/07/19	Marked	No	American Express, Inc.	11/12/19	\$4,124.13
756737903	10/07/19	Marked	No	APS	11/12/19	\$10,041.03
756737905	10/07/19	Marked	No	Arizona Emergency Products	11/12/19	\$46.45
756737906	10/07/19	Retrieved	No	AZ Center for Fire Svc Excel		\$25.00
756737907	10/07/19	Retrieved	No	AZ Center for Fire Svc Excel		\$2,100.00
756737908	10/07/19	Marked	No	AZ Dept of Forestry & Fire Mgt	11/12/19	\$798.97
756737909	10/07/19	Marked	No	Benchmark Insurance Co.	11/12/19	\$112,409.00
756737910	10/07/19	Marked	No	Bennett Oil	11/12/19	\$2,433.25
756737911	10/07/19	Marked	No	Best Pick Disposal, Inc	11/12/19	\$513.58
756737912	10/07/19	Marked	No	Bound Tree Medical LLC	11/12/19	\$5,188.66
756737914	10/07/19	Marked	No	Bradshaw Mountain Environ. Inc	11/12/19	\$375.00
756737915	10/07/19	Marked	No	Rodger and Lori Burgoyne	11/12/19	\$23.46
756737916	10/07/19	Marked	No	B & W Fire Security Systems	11/12/19	\$320.00
756737917	10/07/19	Marked	No	Cable One Business	11/12/19	\$142.52
756737918	10/07/19	Marked	No	CenturyLink	11/12/19	\$1,111.03
756737920	10/07/19	Marked	No	CenturyLink	11/12/19	\$38.58
756737921	10/07/19	Marked	No	Chase Bank	11/12/19	\$1,335.77
756737922	10/07/19	Marked	No	Chase Bank	11/12/19	\$717,266.19
756737924	10/07/19	Marked	No	Chief Supply Corp	11/12/19	\$3,153.78
756737925	10/07/19	Marked	No	City of Prescott	11/12/19	\$35,527.29
756737926	10/07/19	Marked	No	City of Prescott	11/12/19	\$362.26
756737927	10/07/19	Marked	No	Cummins Rocky Mountain LLC	11/12/19	\$1,762.50
756737928	10/07/19	Marked	No	Curtis Tools for Heroes	11/12/19	\$1,048.13
756737929	10/07/19	Retrieved	No	BRYAN K. DALTON		\$150.00
756737930	10/07/19	Marked	No	DES - Unemployment Tax	11/12/19	\$293.98
756737931	10/07/19	Marked	No	DELL MARKETING L.P.	11/12/19	\$10,432.02
756737932	10/07/19	Marked	No	Entenmann-Rovin Co.	11/12/19	\$100.50
756737933	10/07/19	Marked	No	FACTORY MOTOR PARTS	11/12/19	\$78.22
756737934	10/07/19	Marked	No	FEDEX	11/12/19	\$18.30
756737935	10/07/19	Marked	No	Interstate Batteries	11/12/19	\$464.45
756737936	10/07/19	Marked	No	IT Outlet, Inc.	11/12/19	\$56,647.50
756737937	10/07/19	Marked	No	Jim's Alignment & Brake	11/12/19	\$60.00
756737938	10/07/19	Marked	No	DAVID L. JOHNSON	11/12/19	\$260.00
756737939	10/07/19	Marked	No	Liberty Art Works	11/12/19	\$560.00
756737940	10/07/19	Marked	No	Manzanita Landscaping, Inc.	11/12/19	\$560.00
756737941	10/07/19	Marked	No	Matheson Tri-Gas, Inc.	11/12/19	\$500.80
756737942	10/07/19	Marked	No	Municipal Emergency Svcs Inc	11/12/19	\$215.21
756737943	10/07/19	Marked	No	Mitchell Repair Info. Comp LLC	11/12/19	\$2,372.16
756737944	10/07/19	Marked	No	NAPA Auto Parts	11/12/19	\$1,903.63
756737949	10/07/19	Marked	No	Neumann High Country Doors	11/12/19	\$400.00
756737950	10/07/19	Marked	No	Prescott Tire Pros & Autom.LLC	11/12/19	\$569.31
756737951	10/07/19	Marked	No	Purchase Power	11/12/19	\$1,500.00
756737952	10/07/19	Marked	No	Public Safety Crisis Solutions	11/12/19	\$2,887.50
756737953	10/07/19	Marked	No	Prescott Valley Ace Hardware	11/12/19	\$415.01
756737956	10/07/19	Marked	No	Questionmark Corporation	11/12/19	\$4,075.00
756737957	10/07/19	Marked	No	Rosenbauer Motors, LLC	11/12/19	\$2,245.64
756737958	10/07/19	Marked	No	SCENT FROM ABOVE COMPANY LLC	11/12/19	\$280.00
756737959	10/07/19	Marked	No	Besonson Tools LLC	11/12/19	\$11.89
756737960	10/07/19	Marked	No	Staples Contract & Commmerc.Inc	11/12/19	\$725.70
756737963	10/07/19	Marked	No	D.G.Shoemaker & Associates Inc	11/12/19	\$125.56
756737964	10/07/19	Marked	No	Teleflex Funding, LLC	11/12/19	\$2,100.79
756737965	10/07/19	Marked	No	The Arizona Woodworking Co.LLC	11/12/19	\$6,912.90
756737966	10/07/19	Marked	No	Town of Prescott Valley	11/12/19	\$78.29
756737967	10/07/19	Marked	No	Unisource Energy Services	11/12/19	\$329.89
756737969	10/07/19	Marked	No	Verified First, LLC	11/12/19	\$86.00
756737970	10/07/19	Marked	No	US Bank Voyager Fleet Systems	11/12/19	\$14,965.25
756737971	10/07/19	Marked	No	Western Shelter Systems	11/12/19	\$892.16
756737972	10/07/19	Marked	No	Wist Supply & Equipment Co	11/12/19	\$113.11
756737973	10/07/19	Marked	No	XEROX FINANCIAL SERVICES	11/12/19	\$758.81
756737974	10/07/19	Marked	No	Zebrascares LLC	11/12/19	\$290.00
756737975	10/07/19	Marked	No	Josh Rogers	11/12/19	\$7,200.00

CAFMA-Central Arizona Fire and Medical

Bank Reconciliation Register

Document Number	Date	BR Status	Void?	Description	Date Cleared	Amount
MODULE: CHECKS FROM ACCOUNTS PAYABLE						
BANK CONTROL ID: CAFMA - GENERAL FUND						(CONTINUED)
756737976	10/21/19	Marked	No	Able Saw, LLC	11/12/19	\$34.76
756737977	10/21/19	Retrieved	No	Action Graphics		\$1,871.11
756737978	10/21/19	Marked	No	Advanced Glass & Screen	11/12/19	\$355.00
756737979	10/21/19	Marked	No	American Fence Co, Inc	11/12/19	\$272.84
756737980	10/21/19	Marked	No	APS	11/12/19	\$2,602.61
756737981	10/21/19	Retrieved	No	Arizona Dept. of Public Safety		\$5.00
756737982	10/21/19	Marked	No	Arizona Emergency Products	11/12/19	\$170.64
756737983	10/21/19	Marked	No	Art's Locating, LLC	11/12/19	\$300.00
756737984	10/21/19	Marked	No	Auto Trim Plus LLC	11/12/19	\$175.00
756737985	10/21/19	Retrieved	No	AZ Center for Fire Svc Excel		\$1,000.00
756737986	10/21/19	Marked	No	BACKBOARDS BOOMERANG	11/12/19	\$225.00
756737987	10/21/19	Marked	No	Bennett Oil	11/12/19	\$600.88
756737988	10/21/19	Marked	No	Bound Tree Medical LLC	11/12/19	\$17,560.08
756737991	10/21/19	Marked	No	Cable One Business	11/12/19	\$936.81
756737992	10/21/19	Marked	No	CAFMA - Petty Cash	11/12/19	\$80.96
756737993	10/21/19	Marked	No	CenturyLink	11/12/19	\$707.53
756737994	10/21/19	Marked	No	Chase Bank	11/12/19	\$691,817.75
756737996	10/21/19	Marked	No	Chase Card Services	11/12/19	\$44,147.06
756738016	10/21/19	Marked	No	City of Prescott	11/12/19	\$304.10
756738017	10/21/19	Marked	No	City of Prescott	11/12/19	\$166.46
756738018	10/21/19	Marked	No	Gary Crisenbery	11/12/19	\$1,875.00
756738019	10/21/19	Marked	No	CSTOR	11/12/19	\$2,469.60
756738020	10/21/19	Marked	No	Curtis Tools for Heroes	11/12/19	\$8,309.04
756738021	10/21/19	Marked	No	Dish Network	11/12/19	\$118.05
756738022	10/21/19	Marked	No	FACTORY MOTOR PARTS	11/12/19	\$37.19
756738023	10/21/19	Marked	No	GatesAir, Inc	11/12/19	\$5,120.54
756738024	10/21/19	Marked	No	GEN-TECH	11/12/19	\$205.80
756738025	10/21/19	Marked	No	W.W. Grainger, Inc.	11/12/19	\$238.15
756738026	10/21/19	Marked	No	Hillyard-Flagstaff	11/12/19	\$55.78
756738027	10/21/19	Marked	No	HME, Inc.	11/12/19	\$87.07
756738028	10/21/19	Marked	No	Immix Technology, Inc.	11/12/19	\$2,182.50
756738029	10/21/19	Marked	No	Interstate Batteries	11/12/19	\$1,291.79
756738030	10/21/19	Marked	No	KAIROS Health Arizona, Inc.	11/12/19	\$128,654.24
756738031	10/21/19	Marked	No	Kenz & Leslie of Arizona, Inc	11/12/19	\$2,501.13
756738032	10/21/19	Marked	No	Micronet Communications, Inc.	11/12/19	\$1,600.00
756738033	10/21/19	Marked	No	Motorola Solutions, Inc	11/12/19	\$184.51
756738034	10/21/19	Marked	No	Neumann High Country Doors	11/12/19	\$1,736.30
756738035	10/21/19	Marked	No	National Fire Codes	11/12/19	\$72.05
756738036	10/21/19	Marked	No	Northern AZ Premier Termite	11/12/19	\$410.00
756738037	10/21/19	Marked	No	O'Reilly Auto Parts	11/12/19	\$125.22
756738038	10/21/19	Marked	No	Public Safety Crisis Solutions	11/12/19	\$1,137.50
756738039	10/21/19	Marked	No	Rosenbauer Motors, LLC	11/12/19	\$330.69
756738040	10/21/19	Marked	No	R and R Auto and Truck Parts	11/12/19	\$31.13
756738041	10/21/19	Marked	No	The Sherwin Williams Company	11/12/19	\$326.99
756738042	10/21/19	Marked	No	Besonson Tools LLC	11/12/19	\$309.79
756738043	10/21/19	Marked	No	Southern Tire Mart	11/12/19	\$1,211.38
756738044	10/21/19	Marked	No	Staples Contract & Commmerc.Inc	11/12/19	\$3,961.59
756738045	10/21/19	Marked	No	Sunstate Equipment Co	11/12/19	\$3,087.13
756738046	10/21/19	Marked	No	D.G.Shoemaker & Associates Inc	11/12/19	\$507.69
756738047	10/21/19	Marked	No	The Hike Shack	11/12/19	\$2,863.33
756738048	10/21/19	Marked	No	Thermo Scientific Portable	11/12/19	\$1,015.24
756738049	10/21/19	Marked	No	Town of Prescott Valley	11/12/19	\$1,730.09

Bank Reconciliation Register

Document Number	Date	BR Status	Void?	Description	Date Cleared	Amount
MODULE: DEPOSITS FROM ACCOUNTS RECEIVABLE						
BANK CONTROL ID: CAFMA - GENERAL FUND						
3266	10/03/19	Marked	No	Deposit	11/12/19	\$16,155.24
3267	10/03/19	Marked	No	Deposit	11/12/19	\$1,086.55
3268	10/03/19	Marked	No	Deposit	11/12/19	\$5,865.97
3272	10/10/19	Marked	No	Deposit	11/12/19	\$11,086.35
3273	10/10/19	Marked	No	Deposit	11/12/19	\$2,021.80
3274	10/10/19	Marked	No	Deposit	11/12/19	\$658.00
3276	10/14/19	Marked	No	Deposit	11/12/19	\$362.00
3277	10/17/19	Marked	No	Deposit	11/12/19	\$176,189.24
3278	10/17/19	Marked	No	Deposit	11/12/19	\$2,287.59
3281	10/23/19	Marked	No	Deposit	11/12/19	\$71.69
3282	10/23/19	Marked	No	Deposit	11/12/19	\$525.51
3284	10/29/19	Marked	No	Deposit	11/12/19	\$597.77
3285	10/29/19	Marked	No	Deposit	11/12/19	\$9,189.60
3286	10/29/19	Marked	No	Deposit	11/12/19	\$3,612.00
3290	10/31/19	Marked	No	Deposit	11/12/19	\$12,687.46
3291	10/31/19	Marked	No	Deposit	11/12/19	\$481.00
VOID: 062353	10/23/19	Marked	No	Void for Cust ID: NEWDAV	11/12/19	(\$498.51)
VOID: 072914	10/23/19	Marked	No	Void for Cust ID: NEWDAV	11/12/19	(\$27.00)
VOID: 188166	10/23/19	Marked	No	Void for Cust ID: ACODEB	11/12/19	(\$71.69)
SUB TOTAL FOR BANK:						\$242,280.57
TOTAL FOR MODULE:						\$242,280.57
MODULE: ADJUSTMENTS FROM BANK RECONCILIATION						
BANK CONTROL ID: CAFMA - GENERAL FUND						
Correct deposit post	10/31/19	Marked	No	Corr dep posted to wrong bank	11/13/19	\$597.20
SUB TOTAL FOR BANK:						\$597.20
TOTAL FOR MODULE:						\$597.20
MODULE: JOURNAL ENTRIES FROM GENERAL LEDGER						
BANK CONTROL ID: CAFMA - GENERAL FUND						
Cash w/County	10/31/19	Marked	No	Transfer in from CVFD & CYFD	11/12/19	\$198,792.56
Cash w/County	10/31/19	Marked	No	Interest General Fund	11/12/19	\$2,547.14
Cash w/County	10/31/19	Marked	No	Correct Deposit posted to wron	11/13/19	\$71.69
Cash w/County	10/31/19	Marked	No	Correct Deposit posted to wron	11/13/19	(\$71.69)
Cash w/County	10/31/19	Marked	No	Correct deposit posted to wron	11/13/19	\$71.69
Cash w/County	10/31/19	Marked	No	Correct deposit posted to wron	11/13/19	\$498.51
Cash w/County	10/31/19	Marked	No	Correct deposit posted to wron	11/13/19	\$27.00
SUB TOTAL FOR BANK:						\$201,936.90
TOTAL FOR MODULE:						\$201,936.90

CAFMA-Central Arizona Fire and Medical
BR Adjustments Report
For the Bank Statement ending: 10/31/19

Date	Document	Description	GL Account	Offset Amt	Adj. Amt
DOCUMENT: CORR DEP POSTED TO WRONG BANK			1100		BANK: CAFMA
10/31/19	Correct deposit post	Corr dep posted to wrong bank	Excluded from GL	\$597.20	
10/31/19	Correct deposit post	Corr dep posted to wrong bank	10.1100.0.0.000		(\$597.20)
ADJUSTMENT DOCUMENT 'CORR DEP POSTED TO WRONG BANK' TOTAL:					(\$597.20)
TOTAL FOR ALL ADJUSTMENTS:					(\$597.20)

11/13/19
7:28:38 AM

CAFMA-Central Arizona Fire and Medical
Income Statement
(Original Budget to Actual Comparison)
For the period of 10/1/2019 Through 10/31/2019

Fund: (10) General Fund

	Current Period					Year To Date			
	Account	Actual	Budget	Variance	%	Actual	Budget	Variance	%
<u>Revenues</u>									
CVFD Funding Requirement	1031000000	\$33,736.52	\$0.00	\$33,736.52	0.0%	\$154,950.06	\$4,547,989.00	\$ (4,393,038.94)	(96.6)%
CYFD Funding Requirement	1032000000	165,056.04	0.00	165,056.04	0.0	488,405.20	18,334,210.00	(17,845,804.80)	(97.3)
Fire Protection Contracts	1040010000	4,665.37	0.00	4,665.37	0.0	190,928.90	150,000.00	40,928.90	27.3
Outside Agency Work-Vehicle Maint	1043000000	5,458.83	0.00	5,458.83	0.0	15,114.02	40,000.00	(24,885.98)	(62.2)
Construction Permits	1044000000	10,440.00	0.00	10,440.00	0.0	30,455.43	51,250.00	(20,794.57)	(40.6)
Operational Permits	1044250000	320.00	0.00	320.00	0.0	596.00	1,000.00	(404.00)	(40.4)
Special Events	1044300000	779.00	0.00	779.00	0.0	1,591.00	2,680.00	(1,089.00)	(40.6)
State of AZ/Off-District Fires	1048000000	171,828.60	0.00	171,828.60	0.0	769,323.03	50,000.00	719,323.03	1438.6
Interest Income-General Fund	1049000000	2,547.14	0.00	2,547.14	0.0	46,520.12	30,000.00	16,520.12	55.1
Interest Income-Cap Rsv Fund	1049010000	6,192.56	0.00	6,192.56	0.0	47,344.46	0.00	47,344.46	0.0
Misc. Revenues	1051000000	2,620.76	0.00	2,620.76	0.0	3,644.42	10,900.00	(7,255.58)	(66.6)
PAWUIC/ Defensible Space Reimbursements	1051253100	7,020.00	0.00	7,020.00	0.0	22,419.57	24,000.00	(1,580.43)	(6.6)
Tech Services Contracting Revenue	1051404100	12,041.43	0.00	12,041.43	0.0	90,105.68	178,000.00	(87,894.32)	(49.4)
Supplies for Outside Agency Work	1051414100	0.00	0.00	0.00	0.0	0.00	10,000.00	(10,000.00)	(100.0)
Donations	1054000000	0.00	0.00	0.00	0.0	0.00	500.00	(500.00)	(100.0)
Grants-FEMA- SAFER	1054300000	0.00	0.00	0.00	0.0	0.00	306,934.00	(306,934.00)	(100.0)
Grant-FEMA-PPE	1054305000	0.00	0.00	0.00	0.0	0.00	24,000.00	(24,000.00)	(100.0)
Misc. Prevention	1056000000	0.00	0.00	0.00	0.0	200.00	2,800.00	(2,600.00)	(92.9)
Warehouse Purchasing Group	1057000000	15,185.10	0.00	15,185.10	0.0	57,704.18	210,000.00	(152,295.82)	(72.5)
61 Lease Revenue	1058550000	0.00	0.00	0.00	0.0	18,000.00	30,000.00	(12,000.00)	(40.0)
CARTA Classes	1059000000	400.00	0.00	400.00	0.0	3,050.00	15,000.00	(11,950.00)	(79.7)
CPR/EMS classes	1059050000	575.00	0.00	575.00	0.0	940.00	26,000.00	(25,060.00)	(96.4)
Net Revenues		\$438,866.35	\$0.00	\$438,866.35	0.0 %	\$1,941,292.07	\$24,045,263.00	\$ (22,103,970.93)	(91.9)%
<u>Personnel Expenses</u>									
Salaries/Admin	1061001000	\$76,475.00	\$0.00	\$ (76,475.00)	0.0%	\$318,014.80	\$981,729.00	\$663,714.20	67.6%
Salaries/Prevention	1061002000	26,595.94	0.00	(26,595.94)	0.0	110,529.33	345,876.00	235,346.67	68.0
Salaries/Operations	1061003000	576,757.79	0.00	(576,757.79)	0.0	2,577,152.39	7,909,811.00	5,332,658.61	67.4
Salaries/Training	1061003500	16,644.36	0.00	(16,644.36)	0.0	69,179.25	222,320.00	153,140.75	68.9
Salaries/Communications	1061004100	30,997.50	0.00	(30,997.50)	0.0	129,594.10	400,314.00	270,719.90	67.6
Salaries/Facilities Maintenance	1061004300	8,819.20	0.00	(8,819.20)	0.0	39,670.40	92,645.00	52,974.60	57.2
Salaries/Fleet Maint	1061004800	32,992.00	0.00	(32,992.00)	0.0	144,608.00	400,020.00	255,412.00	63.8
Salaries/Warehouse	1061004900	7,698.70	0.00	(7,698.70)	0.0	34,602.50	124,535.00	89,932.50	72.2
CEO/ Fire Chief	1061011000	11,877.70	0.00	(11,877.70)	0.0	53,330.87	154,410.00	101,079.13	65.5
Special Detail/Prevention	1061032000	0.00	0.00	0.00	0.0	150.00	0.00	(150.00)	0.0
Special Detail/Fire Pals	1061032040	831.25	0.00	(831.25)	0.0	1,518.75	12,600.00	11,081.25	87.9
Special Detail/ Babysitting Classes	10610320402	0.00	0.00	0.00	0.0	150.00	250.00	100.00	40.0

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Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Special Detail/CRMD/Spec Ev Assign Pay	10610320403	100.00	0.00	(100.00)	0.0	250.00	6,500.00	6,250.00	96.2
Special Detail / OPS	10610330000	0.00	0.00	0.00	0.0	481.25	0.00	(481.25)	0.0
Spec Det/Ops CPR Prgrm Int/Ext	10610330425	0.00	0.00	0.00	0.0	1,143.75	5,000.00	3,856.25	77.1
Telestaff Maintenance	10610330426	0.00	0.00	0.00	0.0	0.00	2,000.00	2,000.00	100.0
Spec Det/Ops Emplpyee Hlth Immuniz Prgrm	10610330431	0.00	0.00	0.00	0.0	0.00	1,400.00	1,400.00	100.0
Spec Det/Ops Cisd Program Shift Peers	10610330435	0.00	0.00	0.00	0.0	0.00	500.00	500.00	100.0
Spec Det/Ops/Tower Work	10610330439	760.00	0.00	(760.00)	0.0	2,292.50	6,500.00	4,207.50	64.7
Spec Det/Ops Haz Mat Program	10610330440	0.00	0.00	0.00	0.0	0.00	625.00	625.00	100.0
Spec Det/Ops Hose Program	10610330441	0.00	0.00	0.00	0.0	0.00	500.00	500.00	100.0
Spec Det/Ops SCBA Program	10610330442	0.00	0.00	0.00	0.0	0.00	6,500.00	6,500.00	100.0
Spec Det/Ops Recruit Academy	10610330447	2,875.00	0.00	(2,875.00)	0.0	4,587.50	8,700.00	4,112.50	47.3
Spec Det/Ops Promo Testing	10610330449	75.00	0.00	(75.00)	0.0	1,556.25	8,250.00	6,693.75	81.1
Spec Det/ Ops Misc.	10610330452	125.00	0.00	(125.00)	0.0	800.00	8,000.00	7,200.00	90.0
Spec Duty Training	10610335476	0.00	0.00	0.00	0.0	0.00	2,600.00	2,600.00	100.0
Spec Det/Trng Instr CARTA	10610335479	6,000.00	0.00	(6,000.00)	0.0	6,537.50	5,000.00	(1,537.50)	(30.8)
Spec Det/ In House EMS Training	10610335482	900.00	0.00	(900.00)	0.0	900.00	25,000.00	24,100.00	96.4
Spec Det/Tower Rescue/Instructor	10610335483	0.00	0.00	0.00	0.0	75.00	1,000.00	925.00	92.5
Spec Det/ Warehouse	10610349451	0.00	0.00	0.00	0.0	62.50	5,000.00	4,937.50	98.8
Acting Pay - Administration	10610410000	0.00	0.00	0.00	0.0	280.00	0.00	(280.00)	0.0
Acting Pay - Prevention	10610420000	40.00	0.00	(40.00)	0.0	120.00	500.00	380.00	76.0
Acting Pay - Ops	10610430000	4,137.25	0.00	(4,137.25)	0.0	15,046.50	41,610.00	26,563.50	63.8
Acting Pay - Fleet Maintenace	10610448000	0.00	0.00	0.00	0.0	0.00	400.00	400.00	100.0
Vacation/ Sick Leave Buy Back	10610530000	0.00	0.00	0.00	0.0	0.00	300,000.00	300,000.00	100.0
O.T. Salaries/Admin	10611010000	205.18	0.00	(205.18)	0.0	609.35	9,000.00	8,390.65	93.2
O.T. Salaries/ Prevention	10611020000	337.32	0.00	(337.32)	0.0	1,264.64	15,000.00	13,735.36	91.6
Recall O.T./Operations	10611030000	859.55	0.00	(859.55)	0.0	5,516.79	45,000.00	39,483.21	87.7
SWAT Response / Coverage	10611030250	0.00	0.00	0.00	0.0	(1,174.74)	9,000.00	10,174.74	113.1
O.T. Salaries/CARTA	10611035000	0.00	0.00	0.00	0.0	0.00	2,828.00	2,828.00	100.0
O.T. Salaries/Tech Seives	10611041000	2,869.37	0.00	(2,869.37)	0.0	8,318.06	20,000.00	11,681.94	58.4
O.T. Salaries/Facilities Maintenance	10611043000	0.00	0.00	0.00	0.0	0.00	3,240.00	3,240.00	100.0
O.T. Salaries/ Fleet Maintenance	10611048000	941.49	0.00	(941.49)	0.0	2,846.24	18,000.00	15,153.76	84.2
O.T. Salaries/Warehouse	10611049000	953.40	0.00	(953.40)	0.0	3,418.62	15,000.00	11,581.38	77.2
FLSA Pay	10611130000	40,877.39	0.00	(40,877.39)	0.0	184,759.69	592,364.00	407,604.31	68.8
Shift OT Sal/Ops/Rte Shift Cov(AD,SL,FMLA	10611230200	61,951.82	0.00	(61,951.82)	0.0	181,197.29	385,000.00	203,802.71	52.9
Off District Wildland Fires	10611431000	79,890.03	0.00	(79,890.03)	0.0	463,253.78	20,000.00	(443,253.78)	(2216.3)
Training Captain OT	10611535300	2,167.14	0.00	(2,167.14)	0.0	4,693.95	29,200.00	24,506.05	83.9
Trng Cov/Special Duty Pay	10611535304	0.00	0.00	0.00	0.0	362.50	4,950.00	4,587.50	92.7
Trng Cov/EVOC Driver Training Inst Pay	10611535307	0.00	0.00	0.00	0.0	0.00	2,500.00	2,500.00	100.0

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		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Trng Cov/Swift Water Training Officers	10611535380	0.00	0.00	0.00	0.0	0.00	2,500.00	2,500.00	100.0
Trng Cov/Engine Co Training Coverage	10611835326	0.00	0.00	0.00	0.0	0.00	12,600.00	12,600.00	100.0
Trng Cov/OT Eng Co Trng Coverage	10611835330	0.00	0.00	0.00	0.0	1,443.58	26,500.00	25,056.42	94.6
Trng Cov/ OT Special Ops Training	10611835336	0.00	0.00	0.00	0.0	0.00	3,000.00	3,000.00	100.0
Trng Cov/Paramedic Upgrade Training	10611835337	0.00	0.00	0.00	0.0	49.29	10,000.00	9,950.71	99.5
Trng Cov/ OT TRT/ HAZ MAT Training	10611835338	0.00	0.00	0.00	0.0	0.00	12,000.00	12,000.00	100.0
ASRS Retirement/Admin	10612910000	7,171.64	0.00	(7,171.64)	0.0	30,395.04	84,598.00	54,202.96	64.1
ASRS Retirement/Prevention	10612920000	2,339.17	0.00	(2,339.17)	0.0	9,243.29	18,185.00	8,941.71	49.2
ASRS Retirement/Training	10612935000	320.78	0.00	(320.78)	0.0	801.95	3,814.00	3,012.05	79.0
ASRS Retirement/Tech Services	10612941000	4,170.59	0.00	(4,170.59)	0.0	18,717.98	49,597.00	30,879.02	62.3
ASRS Retirement/Facilities Maintenance	10612943000	1,134.20	0.00	(1,134.20)	0.0	5,051.71	11,314.00	6,262.29	55.3
ASRS Retirement/Fleet Maint	10612948000	2,453.00	0.00	(2,453.00)	0.0	10,553.08	31,364.00	20,810.92	66.4
ASRS Retirement/Warehouse	10612949000	1,077.71	0.00	(1,077.71)	0.0	6,384.30	16,465.00	10,080.70	61.2
PSPRS/Admin	10613010000	4,775.32	0.00	(4,775.32)	0.0	22,094.57	60,319.00	38,224.43	63.4
PSPRS/Prevention	10613020000	4,561.92	0.00	(4,561.92)	0.0	20,625.56	59,709.00	39,083.44	65.5
PSPRS Operations	10613030000	304,349.75	0.00	(304,349.75)	0.0	1,364,461.60	3,893,797.00	2,529,335.40	65.0
PSPRS/ CARTA	10613035000	6,878.30	0.00	(6,878.30)	0.0	34,586.17	86,488.00	51,901.83	60.0
PSPRS/ Fleet Maint	10613048000	4,050.48	0.00	(4,050.48)	0.0	17,863.99	57,809.00	39,945.01	69.1
401A/Admin	10613210000	1,157.20	0.00	(1,157.20)	0.0	9,098.65	68,242.00	59,143.35	86.7
401A Retirement / Ops	10613230000	13,872.35	0.00	(13,872.35)	0.0	66,130.93	261,185.00	195,054.07	74.7
401A/ Fire Chief	10613310000	2,874.40	0.00	(2,874.40)	0.0	5,805.71	30,295.00	24,489.29	80.8
Worker's Comp Insurance/Admin	10615010000	0.00	0.00	0.00	0.0	0.00	22,010.00	22,010.00	100.0
Worker's Comp/Prevention	10615020000	0.00	0.00	0.00	0.0	0.00	18,104.00	18,104.00	100.0
Worker's Comp / Ops	10615030000	112,409.00	0.00	(112,409.00)	0.0	259,301.00	436,871.00	177,570.00	40.6
Worker's Comp/Training	10615035000	0.00	0.00	0.00	0.0	0.00	10,706.00	10,706.00	100.0
Worker's Comp/Comm	10615041000	0.00	0.00	0.00	0.0	0.00	19,986.00	19,986.00	100.0
Worker's Comp/Facilities	10615043000	0.00	0.00	0.00	0.0	0.00	4,559.00	4,559.00	100.0
Worker's Comp/Maint	10615048000	0.00	0.00	0.00	0.0	0.00	19,896.00	19,896.00	100.0
Worker's Comp/Warehouse	10615049000	0.00	0.00	0.00	0.0	0.00	6,635.00	6,635.00	100.0
Worker's Comp/Volunteers	10615110000	0.00	0.00	0.00	0.0	0.00	101.00	101.00	100.0
Worker's Comp Wages Reimbursement	10616500000	0.00	0.00	0.00	0.0	22.83	0.00	(22.83)	0.0
Unemployment Insurance/Admin	10617010000	54.82	0.00	(54.82)	0.0	54.82	3,211.00	3,156.18	98.3
Unemployment/Prevention	10617020000	37.42	0.00	(37.42)	0.0	47.39	856.00	808.61	94.5
Unemployment Insurance/Ops	10617030000	190.00	0.00	(190.00)	0.0	239.24	23,333.00	23,093.76	99.0
Unemployment / Training	10617035000	35.42	0.00	(35.42)	0.0	88.55	642.00	553.45	86.2
Unemployment/Communications	10617041000	17.17	0.00	(17.17)	0.0	99.39	856.00	756.61	88.4
Unemployment/Facilities	10617043000	0.00	0.00	0.00	0.0	0.00	321.00	321.00	100.0
Unemployment/Maint	10617048000	0.00	0.00	0.00	0.0	99.40	1,231.00	1,131.60	91.9

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Unemployment/Warehouse	10617049000	0.00	0.00	0.00	0.0	0.00	321.00	321.00	100.0
401A-ASRS/Admin	10618010000	3,936.88	0.00	(3,936.88)	0.0	16,844.58	54,023.00	37,178.42	68.8
401A-ASRS/Prevention	10618020000	1,727.91	0.00	(1,727.91)	0.0	6,845.13	13,841.00	6,995.87	50.5
401A-ASRS/Training	10618035000	154.66	0.00	(154.66)	0.0	386.65	2,179.00	1,792.35	82.3
401A-ASRS/Communication	10618041000	2,099.74	0.00	(2,099.74)	0.0	9,428.75	26,359.00	16,930.25	64.2
401A-ASRS/Facilities Maint	10618043000	546.78	0.00	(546.78)	0.0	2,162.93	1,575.00	(587.93)	(37.3)
401A-ASRS/ Maint	10618048000	1,182.57	0.00	(1,182.57)	0.0	5,100.57	16,504.00	11,403.43	69.1
401A-ASRS/ Warehouse	10618049000	541.86	0.00	(541.86)	0.0	3,181.84	8,651.00	5,469.16	63.2
Medicare / Admin	10618110000	1,255.39	0.00	(1,255.39)	0.0	5,950.78	16,605.00	10,654.22	64.2
Medicare Exp/Prevention	10618120000	382.25	0.00	(382.25)	0.0	1,594.85	5,521.00	3,926.15	71.1
Medicare / OPS	10618130000	11,093.03	0.00	(11,093.03)	0.0	48,096.30	137,570.00	89,473.70	65.0
Medicare Exp/CARTA	10618135000	237.20	0.00	(237.20)	0.0	1,100.52	3,265.00	2,164.48	66.3
Medicare Exp/Communications	10618141000	483.20	0.00	(483.20)	0.0	2,173.64	6,195.00	4,021.36	64.9
Medicare Exp/Facilities Maintenance	10618143000	124.62	0.00	(124.62)	0.0	562.19	1,390.00	827.81	59.6
Medicare Exp/Maint	10618148000	507.25	0.00	(507.25)	0.0	2,246.06	6,067.00	3,820.94	63.0
Medicare Exp/Warehouse	10618149000	126.72	0.00	(126.72)	0.0	744.15	2,023.00	1,278.85	63.2
Post Employment Health Plan	10618530000	9,982.27	0.00	(9,982.27)	0.0	43,731.26	105,217.00	61,485.74	58.4
Medical Insurance./Admin	10619010000	10,358.87	0.00	(10,358.87)	0.0	40,629.31	129,600.00	88,970.69	68.7
Medical Insurance/Prevention	10619020000	2,888.92	0.00	(2,888.92)	0.0	10,805.08	40,500.00	29,694.92	73.3
Medical Insurance/OPS	10619030000	73,025.28	0.00	(73,025.28)	0.0	335,053.99	947,700.00	612,646.01	64.6
Medical Insurance/Training	10619035000	2,007.69	0.00	(2,007.69)	0.0	6,486.60	32,400.00	25,913.40	80.0
Medical Insurance/Comm	10619041000	3,563.80	0.00	(3,563.80)	0.0	12,832.59	40,500.00	27,667.41	68.3
Medical Insurance/Facilities	10619043000	1,338.46	0.00	(1,338.46)	0.0	5,319.04	12,150.00	6,830.96	56.2
Medical Insurance/Maint	10619048000	3,803.38	0.00	(3,803.38)	0.0	14,630.79	46,575.00	31,944.21	68.6
Medical Insurance/Warehouse	10619049000	674.88	0.00	(674.88)	0.0	3,063.30	12,150.00	9,086.70	74.8
Medical Insurance Assistance/OPS	10619130000	36,460.01	0.00	(36,460.01)	0.0	109,242.23	376,000.00	266,757.77	70.9
Total Personnel Expenses		\$1,638,188.64	\$0.00	\$(1,638,188.64)	0.0 %	\$6,939,172.46	\$19,665,157.00	\$12,725,984.54	64.7 %
<u>Supply Expenses</u>									
Office Supplies / Admin	10620010000	\$(10.00)	\$0.00	\$10.00	0.0%	\$68.78	\$500.00	\$431.22	86.2%
Office Supplies / Tech Services	10620041000	0.00	0.00	0.00	0.0	32.64	500.00	467.36	93.5
Office Supplies	10620049000	1,100.61	0.00	(1,100.61)	0.0	2,781.53	12,500.00	9,718.47	77.7
Computer Supplies & Software / Training	10620135000	4,341.83	0.00	(4,341.83)	0.0	4,341.83	17,200.00	12,858.17	74.8
Computer Supplies & Equipment / Communic	10620141000	23,416.24	0.00	(23,416.24)	0.0	49,716.98	195,760.00	146,043.02	74.6
In House Dupl & Prtg	10620510000	758.81	0.00	(758.81)	0.0	4,639.84	15,000.00	10,360.16	69.1
In House Dupl & Prtg/ Warehouse	10620549000	3,942.93	0.00	(3,942.93)	0.0	7,407.43	17,250.00	9,842.57	57.1
District Fire Corps Program	10621010000	0.00	0.00	0.00	0.0	0.00	500.00	500.00	100.0
District Mapping Program	10621141000	0.00	0.00	0.00	0.0	0.00	6,200.00	6,200.00	100.0

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Employee Health & Wellness Supplies	10621230000	0.00	0.00	0.00	0.0	0.00	157.00	157.00	100.0
Medical Supplies	10621530000	9,521.35	0.00	(9,521.35)	0.0	38,107.68	92,200.00	54,092.32	58.7
CPR Supplies & Books	10621630000	0.00	0.00	0.00	0.0	1,430.00	10,000.00	8,570.00	85.7
Medical Equipment Replacement	10621730000	98.25	0.00	(98.25)	0.0	2,412.39	21,000.00	18,587.61	88.5
Fuel (Diesel & Gas)	10622048000	18,042.97	0.00	(18,042.97)	0.0	70,693.97	235,000.00	164,306.03	69.9
Oil & Lubr. (Routine)	10622148000	1,939.61	0.00	(1,939.61)	0.0	7,297.13	16,500.00	9,202.87	55.8
Uniforms-Freitag, Scott	10623010100	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Tharp, Dave	10623010101	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Mowrer, Laura	10623010102	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Frawley, Teresa	10623010103	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Butler, Karen	10623010104	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms-Brookins, Patty	10623010105	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - DeJoria, Dana	10623010106	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Spingola, Debbie	10623010107	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Dixon, Susanne	10623010109	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Bliss, Scott	10623010111	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Viscardi, Karen	10623010112	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Burch, Kylee	10623010114	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Katie Reeves	10623010116	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms-Lambrecht, Marci	10623010117	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Slay, Marcie	10623010118	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms-Balstis, Carol	10623010120	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms/Prevention	10623020000	327.50	0.00	(327.50)	0.0	327.50	0.00	(327.50)	0.0
Uniforms-Chase, Rick	10623020100	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Smith, Andie	10623020101	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Dowdy, Chuck	10623020106	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Brett Mills	10623020107	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms/Operations	10623030000	3,571.76	0.00	(3,571.76)	0.0	5,351.18	18,580.00	13,228.82	71.2
Uniforms-Polacek, Jeff	10623030100	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Davis, Brad	10623030102	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Carothers, Cougan	10623030103	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Abel, Todd	10623030104	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Burch, Brian	10623030105	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Duplessis, Rob	10623030107	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Fields, Brody	10623030108	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Lys, Damian	10623030110	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Mauldin, Mark	10623030111	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Niemynsi, Doug	10623030115	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0

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For the period of 10/1/2019 Through 10/31/2019

Fund: (10) General Fund

	Account	Actual	Current Period			Actual	Year To Date		
			Budget	Variance	%		Budget	Variance	%
Uniforms-Olson, Rick	10623030116	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Prange, Ross	10623030118	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Smith, Travis	10623030119	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Stooks, Craig	10623030120	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Baker, Mark	10623030123	13.64	0.00	(13.64)	0.0	13.64	450.00	436.36	97.0
Uniforms-Brown, Dennis	10623030125	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Bushman, James	10623030126	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Curry, Robert	10623030127	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Edwards, David	10623030129	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Fields, Zach	10623030130	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Fournier, Nick	10623030131	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Hlavack, Evan	10623030132	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Huddleston, Michael	10623030133	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Horstman, Stephen	10623030134	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-King, Jeremiah	10623030135	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Kuykendall, Jeff	10623030136	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Litchfield, Ron	10623030137	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-McFadden, Mike	10623030138	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Nolan, Jason	10623030139	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Pruitt, Rob	10623030142	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Seets, JW	10623030143	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Tucker, Mike	10623030144	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Barmum, Josh	10623030146	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Blum, Rodney	10623030148	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Cruz, Steve	10623030150	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Cunningham, Cody	10623030151	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Dibble, Gordon	10623030152	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Eckle, Kellan	10623030153	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Ferris, Ryan	10623030154	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Kirk, Jason	10623030155	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Kontz, Mike	10623030156	0.00	0.00	0.00	0.0	23.69	450.00	426.31	94.7
Uniforms-Loperman, Keith	10623030157	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Mazon, Josh	10623030158	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Mazzella, Marc	10623030159	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-McFadden, Matt	10623030160	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Croft, Adam	10623030161	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Parra, Payton	10623030164	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Pena, Chris	10623030165	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0

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Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Uniforms-Poliakon, Brett	10623030166	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Postula, Justin	10623030167	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Postula, Karl	10623030168	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Reyes, Adam	10623030169	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Ryan, Keith	10623030171	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Sheldon, Wes	10623030172	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Sims, Mike	10623030173	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Wittenberg, Dave	10623030174	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Jones, Shaun	10623030175	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Perkins, Shane	10623030176	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Wagner, Adam	10623030177	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Butler, Jason	10623030179	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Turner, Kenny	10623030181	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Trask, Ryan	10623030182	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Runo, Kyle	10623030183	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Brunk, Jake	10623030184	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Mayhall, Matt	10623030186	0.00	0.00	0.00	0.0	23.69	450.00	426.31	94.7
Uniforms-Cox, Phillip	10623030187	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms- Apolinar, Jon	10623030188	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Buchanan, Ben	10623030189	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Bulter, Scott	10623030190	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Buntin, Darrell	10623030191	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Copenhaver, Doug	10623030192	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Davidson, Glenn	10623030194	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Douglas, Ren	10623030195	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Gallman, Timothy	10623030196	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Ginn, Eric	10623030197	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Gnagey, Dan	10623030198	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Guzzo, Nick	10623030200	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Ingrao, Jory	10623030201	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Jacobson, Terry	10623030202	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Lynch, Peter	10623030204	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Merrill, Eric	10623030205	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Muniz, Tom Jr.	10623030206	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Nelson, Mike	10623030207	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Rendl, Bob	10623030209	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Roberts, Jerry	10623030210	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Roche, Ben	10623030211	0.00	0.00	0.00	0.0	23.69	450.00	426.31	94.7

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Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Uniforms-Rose, Cody	10623030212	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Schuster, Alan	10623030213	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Snyder, Tim	10623030214	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Stewart, Jeff	10623030215	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Tarver, Shawn	10623030216	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms- Zazueta, Rob	10623030217	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-McCarty Dan	10623030218	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms, Croft, Adam	10623030219	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Butterfield, Jesse	10623030220	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Rafters, Cody	10623030221	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Weiland, Kayleen	10623030222	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Burch, Caden	10623030223	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Hall, Jace	10623030224	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Smith Russell	10623030225	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-McGuire, Thaddeus	10623030226	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Rocha, Edgar	10623030227	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Thompson, Jake	10623030228	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Vanatta, Justin	10623030229	0.00	0.00	0.00	0.0	23.69	450.00	426.31	94.7
Uniforms-Hallawell, Nate	10623030230	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Tillich, Tim	10623030231	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Hutchison, Ethan	10623030232	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms - Gillhan, Jim	10623030233	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Moore, Aaron	10623030234	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Harper, Leslie	10623030235	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Grossman, Luke	10623030236	0.00	0.00	0.00	0.0	13.91	450.00	436.09	96.9
Uniforms-Perez, Tony	10623030237	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms, Gray, JT	10623030238	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-DeChame, Zachary	10623030239	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-McIntire, Jacob	10623030240	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Redfern, Joshuah	10623030241	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Smith, Jacob	10623030242	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms/Operations - Honor Guard	10623030540	0.00	0.00	0.00	0.0	0.00	4,000.00	4,000.00	100.0
Uniforms - Training	10623035000	0.00	0.00	0.00	0.0	0.00	750.00	750.00	100.0
Uniforms - Feddema, John	10623035103	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Parra Dustin	10623035105	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Jimenez, Valentin	10623035108	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Frazier, Tony	10623041101	0.00	0.00	0.00	0.0	151.80	450.00	298.20	66.3
Uniforms-Legge, David	10623041102	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0

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	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Uniforms-Freeman, Michael	10623041103	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Van Tuyl, Jonah	10623041104	0.00	0.00	0.00	0.0	65.42	450.00	384.58	85.5
Uniforms-Crossman, Eric	10623043101	0.00	0.00	0.00	0.0	72.91	450.00	377.09	83.8
Uniforms-Scaife, Domenic	10623048100	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Reyes, Charlie	10623048101	0.00	0.00	0.00	0.0	23.69	450.00	426.31	94.7
Uniforms-Beck, David	10623048102	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Kohler, Travis	10623048105	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Peckman, Chris	10623048107	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Trujillo, Erik	10623049101	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Protective Clothing	10623130000	4,727.35	0.00	(4,727.35)	0.0	23,286.67	121,360.00	98,073.33	80.8
Station Boots	10623130100	0.00	0.00	0.00	0.0	76.36	14,250.00	14,173.64	99.5
Library Reference Materials / Admin	10624010000	0.00	0.00	0.00	0.0	0.00	2,764.00	2,764.00	100.0
Operations Supplies/Routine	10624030000	0.00	0.00	0.00	0.0	0.00	5,550.00	5,550.00	100.0
Library Reference Materials/Tr Ctr	10624035000	0.00	0.00	0.00	0.0	0.00	6,450.00	6,450.00	100.0
Communications Supplies / Routine	10624041000	0.00	0.00	0.00	0.0	0.00	1,000.00	1,000.00	100.0
Facilities Maint Supplies/Routine	10624043000	0.00	0.00	0.00	0.0	0.00	530.00	530.00	100.0
Supplies/Prevention	10624220000	0.00	0.00	0.00	0.0	1,170.93	2,840.00	1,669.07	58.8
Supplies / Fleet Maintenance	10624248000	275.19	0.00	(275.19)	0.0	2,529.73	10,000.00	7,470.27	74.7
Supplies / Warehouse	10624249000	298.59	0.00	(298.59)	0.0	454.84	6,000.00	5,545.16	92.4
Library Reference Materials/Prevention	10624320000	0.00	0.00	0.00	0.0	166.76	2,960.00	2,793.24	94.4
Pub Ed/School Ed/Prevention	10624520000	270.49	0.00	(270.49)	0.0	8,199.73	12,015.00	3,815.27	31.8
Public Education/EMS	10624530000	0.00	0.00	0.00	0.0	0.00	2,500.00	2,500.00	100.0
Supplies-Warehouse Purchasing Group	10624549000	16,920.69	0.00	(16,920.69)	0.0	54,819.38	200,000.00	145,180.62	72.6
PAWUIC DefensiblW Space Grant	10624920010	0.00	0.00	0.00	0.0	12,789.57	24,000.00	11,210.43	46.7
Vehicle Maint (Routine)	10625048000	7,528.79	0.00	(7,528.79)	0.0	32,138.28	130,000.00	97,861.72	75.3
Vehicle Maint (Special Prjcts)	10625148000	277.57	0.00	(277.57)	0.0	1,530.99	6,500.00	4,969.01	76.4
FF Equipment Maintenance	10626048000	128.97	0.00	(128.97)	0.0	5,243.69	21,100.00	15,856.31	75.1
SCBA Supplies & Maint	10626348000	0.00	0.00	0.00	0.0	2,518.34	28,100.00	25,581.66	91.0
Tire Replacement	10626548000	4,867.82	0.00	(4,867.82)	0.0	10,086.62	40,000.00	29,913.38	74.8
Tire Repair	10626648000	49.27	0.00	(49.27)	0.0	442.40	3,000.00	2,557.60	85.3
Building Maint Supplies	10627043001	446.61	0.00	(446.61)	0.0	2,622.10	20,500.00	17,877.90	87.2
Building Maint Supplies/Prevention	10627043002	114.81	0.00	(114.81)	0.0	129.63	2,500.00	2,370.37	94.8
Building Maint Supplies-Administration	10627043011	142.70	0.00	(142.70)	0.0	1,768.04	7,000.00	5,231.96	74.7
Building Maint Supplies/CARTA	10627043035	1,619.40	0.00	(1,619.40)	0.0	5,040.47	13,500.00	8,459.53	62.7
Building Maint Supplies/Comm Building	10627043041	26.05	0.00	(26.05)	0.0	41.12	4,000.00	3,958.88	99.0
Building Maint Supplies/Maint Facility	10627043048	165.00	0.00	(165.00)	0.0	728.07	5,000.00	4,271.93	85.4
Building Maint Supplies/Warehouse	10627043049	0.00	0.00	0.00	0.0	0.00	5,000.00	5,000.00	100.0
Building Maint Supplies/Sta 50	10627043050	756.41	0.00	(756.41)	0.0	1,028.74	4,000.00	2,971.26	74.3

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For the period of 10/1/2019 Through 10/31/2019

Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Building Maint Supplies/Sta 51	10627043051	27.96	0.00	(27.96)	0.0	4,701.67	5,600.00	898.33	16.0
Building Maint Supplies/Sta 52	10627043052	0.00	0.00	0.00	0.0	545.56	2,000.00	1,454.44	72.7
Building Maint Supplies/Sta 53	10627043053	826.25	0.00	(826.25)	0.0	1,415.79	5,000.00	3,584.21	71.7
Building Maint Supplies/Sta 54	10627043054	400.00	0.00	(400.00)	0.0	2,856.76	5,000.00	2,143.24	42.9
Building Maint Supplies/Sta 56	10627043056	0.00	0.00	0.00	0.0	63.14	2,000.00	1,936.86	96.8
Building Maint Supplies/Sta 57	10627043057	1,638.84	0.00	(1,638.84)	0.0	2,096.71	5,000.00	2,903.29	58.1
Building Maint Supplies/Sta 58	10627043058	150.00	0.00	(150.00)	0.0	566.70	5,000.00	4,433.30	88.7
Building Maint Supplies/Sta 59	10627043059	498.87	0.00	(498.87)	0.0	692.81	5,000.00	4,307.19	86.1
Building Maint Supplies - Station 61	10627043061	610.68	0.00	(610.68)	0.0	1,262.67	9,000.00	7,737.33	86.0
Building Maint Supplies - Station 62	10627043062	217.48	0.00	(217.48)	0.0	319.81	5,000.00	4,680.19	93.6
Building Maint Supplies - Station 63	10627043063	230.07	0.00	(230.07)	0.0	2,004.09	5,000.00	2,995.91	59.9
Building Maint Supplies- Large Projects	10627043100	0.00	0.00	0.00	0.0	32,167.50	112,500.00	80,332.50	71.4
Furniture & Fixture Replacement	10627143000	970.94	0.00	(970.94)	0.0	19,296.60	29,200.00	9,903.40	33.9
Furniture & Fixtures / Warehouse	10627149000	480.50	0.00	(480.50)	0.0	1,505.09	1,500.00	(5.09)	(0.3)
Janitorial / All Stations	10627249000	2,292.12	0.00	(2,292.12)	0.0	11,140.26	27,500.00	16,359.74	59.5
Station Supplies-All Stations	10627349000	275.53	0.00	(275.53)	0.0	1,119.59	5,500.00	4,380.41	79.6
Site / Equip Maint Supplies / Comm	10627441000	18.21	0.00	(18.21)	0.0	2,235.60	25,000.00	22,764.40	91.1
Radio/Pager Maintenance	10628041000	468.49	0.00	(468.49)	0.0	3,997.39	90,000.00	86,002.61	95.6
Supplies for Outside Agency Work	10628141000	(36.36)	0.00	36.36	0.0	2,085.76	10,000.00	7,914.24	79.1
Supplies for Outside Agency Work	10628148000	896.85	0.00	(896.85)	0.0	4,738.94	24,000.00	19,261.06	80.3
Batteries / Communications	10628841000	0.00	0.00	0.00	0.0	0.00	150.00	150.00	100.0
Batteries/ All Stations	10628849000	0.00	0.00	0.00	0.0	0.00	3,170.00	3,170.00	100.0
Firefighter Equipment Replacement	10628930000	11,227.85	0.00	(11,227.85)	0.0	27,612.29	41,300.00	13,687.71	33.1
Firefighting Equipment New Purchases	10629030000	0.00	0.00	0.00	0.0	0.00	15,000.00	15,000.00	100.0
Haz-Mat Equipment	10629130000	1,120.35	0.00	(1,120.35)	0.0	1,670.50	9,000.00	7,329.50	81.4
Comm/Radio Technician Equipment	10629241000	200.85	0.00	(200.85)	0.0	1,271.50	6,750.00	5,478.50	81.2
Technical Rescue Equipment	10629330000	2,863.33	0.00	(2,863.33)	0.0	2,863.33	14,000.00	11,136.67	79.5
Wildland Equipment Replacement	10629530000	0.00	0.00	0.00	0.0	0.00	5,000.00	5,000.00	100.0
CARTA Equipment/ Prop Supplies	10629635000	7,436.57	0.00	(7,436.57)	0.0	18,283.49	32,000.00	13,716.51	42.9
Exercise Equipment - Ops	10629730000	364.95	0.00	(364.95)	0.0	5,540.65	10,000.00	4,459.35	44.6
Small Tools/Facilities Maintenance	10630043000	136.32	0.00	(136.32)	0.0	1,484.09	11,500.00	10,015.91	87.1
Small Tools / Maintenance	10630048000	2,516.60	0.00	(2,516.60)	0.0	4,280.03	9,000.00	4,719.97	52.4
Small Tools / Warehouse	10630049000	0.00	0.00	0.00	0.0	0.00	900.00	900.00	100.0
Safety Equip & Supplies/Warehouse	10631049000	0.00	0.00	0.00	0.0	0.00	750.00	750.00	100.0
Total Supply Expenses		\$141,514.46	\$0.00	\$(141,514.46)	0.0 %	\$519,828.80	\$1,967,061.00	\$1,447,232.20	73.6 %
<u>Service Expenses</u>									
Audit & Accounting	10640010000	\$0.00	\$0.00	\$0.00	0.0%	\$1,935.00	\$24,000.00	\$22,065.00	91.9%

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Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Other Prof Services/Admin	10640510000	136.00	0.00	(136.00)	0.0	484.00	14,600.00	14,116.00	96.7
Other Prof Services/Ops	10640530000	725.80	0.00	(725.80)	0.0	9,843.56	37,951.00	28,107.44	74.1
Other Prof Services/Comm	10640541000	3,475.00	0.00	(3,475.00)	0.0	7,225.00	81,500.00	74,275.00	91.1
Other Prof Services/Facilities	10640543000	280.00	0.00	(280.00)	0.0	3,279.00	39,450.00	36,171.00	91.7
Legal Services - Routine	10641010000	0.00	0.00	0.00	0.0	13,737.50	70,000.00	56,262.50	80.4
Legal Services-Non Routine	10641010600	0.00	0.00	0.00	0.0	0.00	7,500.00	7,500.00	100.0
Mental Health	10641510000	4,025.00	0.00	(4,025.00)	0.0	4,900.00	15,900.00	11,000.00	69.2
Employee Health / Exams/Ops	10641530000	675.00	0.00	(675.00)	0.0	5,238.50	64,844.00	59,605.50	91.9
Employee Assistance Program	10642010000	400.00	0.00	(400.00)	0.0	2,475.00	9,200.00	6,725.00	73.1
Dispatch Services/Ops	10642530000	35,527.29	0.00	(35,527.29)	0.0	128,048.27	600,208.00	472,159.73	78.7
Communications	10643041000	8,337.73	0.00	(8,337.73)	0.0	31,975.97	91,700.00	59,724.03	65.1
Postage/Admin	10643510000	1,500.00	0.00	(1,500.00)	0.0	1,631.07	5,000.00	3,368.93	67.4
Shipping / Warehouse	10643549000	18.30	0.00	(18.30)	0.0	72.94	1,750.00	1,677.06	95.8
Fire Board Expenses	10644110000	0.00	0.00	0.00	0.0	0.00	500.00	500.00	100.0
Off District Expenses	10644231000	13,514.88	0.00	(13,514.88)	0.0	32,060.15	20,000.00	(12,060.15)	(60.3)
Newspaper Advertising	10647010000	0.00	0.00	0.00	0.0	1,242.71	4,000.00	2,757.29	68.9
Outside Duplication & Printing / Admin	10649010000	0.00	0.00	0.00	0.0	0.00	1,750.00	1,750.00	100.0
Outside Dupl & Printing/Prevention	10649020000	0.00	0.00	0.00	0.0	423.64	1,400.00	976.36	69.7
Outside Dupl & Printing/Ops	10649030000	0.00	0.00	0.00	0.0	936.48	2,550.00	1,613.52	63.3
Insurance	10650010000	0.00	0.00	0.00	0.0	75,145.00	145,000.00	69,855.00	48.2
Cable TV	10650843000	133.95	0.00	(133.95)	0.0	535.80	1,575.00	1,039.20	66.0
Electricity - OPS	10651030000	(106.92)	0.00	106.92	0.0	(330.66)	0.00	330.66	0.0
Electric	10651043000	13,875.79	0.00	(13,875.79)	0.0	52,308.89	168,973.00	116,664.11	69.0
Sanitation Charge - Health/Medical Waste	10651230000	0.00	0.00	0.00	0.0	0.00	1,000.00	1,000.00	100.0
Sanitation	10651243000	513.58	0.00	(513.58)	0.0	2,471.62	9,260.00	6,788.38	73.3
National Gas	10652043000	434.25	0.00	(434.25)	0.0	1,760.49	22,150.00	20,389.51	92.1
LPG	10653043000	0.00	0.00	0.00	0.0	0.00	32,725.00	32,725.00	100.0
Pest Control	10653543000	410.00	0.00	(410.00)	0.0	1,565.00	5,000.00	3,435.00	68.7
Water/Sewer-OPS	10654030000	120.00	0.00	(120.00)	0.0	670.00	0.00	(670.00)	0.0
Water/Sewer	10654043000	2,641.20	0.00	(2,641.20)	0.0	7,948.48	20,940.00	12,991.52	62.0
Hydrant Maintenance	10655130000	0.00	0.00	0.00	0.0	0.00	3,000.00	3,000.00	100.0
Repair & Maint Equip/Admin	10658010000	0.00	0.00	0.00	0.0	0.00	500.00	500.00	100.0
Outside Repair Equip/ Prevention	10658020000	0.00	0.00	0.00	0.0	0.00	500.00	500.00	100.0
Outside Repair Equip/Ops	10658030000	0.00	0.00	0.00	0.0	12,238.04	20,105.00	7,866.96	39.1
Outside Repair Equip/ CARTA	10658035000	0.00	0.00	0.00	0.0	0.00	2,000.00	2,000.00	100.0
Outside Repair Equip/Fac Maint	10658043000	0.00	0.00	0.00	0.0	198.50	2,700.00	2,501.50	92.6
Outside Repair/Veh Maint Equip	10658048000	1,484.32	0.00	(1,484.32)	0.0	4,033.30	15,000.00	10,966.70	73.1
EMS Training	10658735000	0.00	0.00	0.00	0.0	0.00	3,110.00	3,110.00	100.0

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Fund: (10) General Fund

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CYFD Training Center Classes	10658835000	6,413.35	0.00	(6,413.35)	0.0	7,913.35	15,700.00	7,786.65	49.6
Training & Travel/Admin	10659010000	193.20	0.00	(193.20)	0.0	8,929.81	16,300.00	7,370.19	45.2
Training & Travel/Prevention	10659020000	101.52	0.00	(101.52)	0.0	1,037.52	9,600.00	8,562.48	89.2
Training & Travel/OPS	10659030000	2,770.84	0.00	(2,770.84)	0.0	9,221.63	46,105.00	36,883.37	80.0
Traning & Travel Conference-Honor Guard	10659030540	0.00	0.00	0.00	0.0	0.00	4,000.00	4,000.00	100.0
Training & Travel/CARTA	10659035000	498.06	0.00	(498.06)	0.0	7,260.31	31,900.00	24,639.69	77.2
Training & Travel/Communications	10659041000	0.00	0.00	0.00	0.0	739.96	6,500.00	5,760.04	88.6
Travel & Training / Fleet Maintenance	10659048000	281.28	0.00	(281.28)	0.0	2,088.27	4,000.00	1,911.73	47.8
Travel & Training / Warehouse	10659049000	0.00	0.00	0.00	0.0	0.00	750.00	750.00	100.0
Books & Subscriptions / Training Center/	10659135035	0.00	0.00	0.00	0.0	0.00	1,050.00	1,050.00	100.0
ACLS Upgrade	10659335000	0.00	0.00	0.00	0.0	250.00	21,930.00	21,680.00	98.9
Awards / Admin	10659510000	0.00	0.00	0.00	0.0	0.00	6,200.00	6,200.00	100.0
Awards / Ops	10659530000	572.01	0.00	(572.01)	0.0	730.21	6,375.00	5,644.79	88.5
College - Upper & Lower Division	10659535000	0.00	0.00	0.00	0.0	6,949.60	13,500.00	6,550.40	48.5
Dues / Admin	10660010000	25.00	0.00	(25.00)	0.0	986.95	7,635.00	6,648.05	87.1
Dues/Prevention	10660020000	0.00	0.00	0.00	0.0	595.00	1,492.00	897.00	60.1
Dues/Operations	10660030000	0.00	0.00	0.00	0.0	200.00	4,400.00	4,200.00	95.5
Dues/CARTA	10660035000	0.00	0.00	0.00	0.0	0.00	1,635.00	1,635.00	100.0
Dues/Warehouse	10660049000	0.00	0.00	0.00	0.0	0.00	50.00	50.00	100.0
Misc/Admin	10661010000	114.81	0.00	(114.81)	0.0	565.65	2,000.00	1,434.35	71.7
Misc/Prevention	10661020000	23.42	0.00	(23.42)	0.0	159.41	2,880.00	2,720.59	94.5
Misc/Operations	10661030000	272.84	0.00	(272.84)	0.0	536.94	0.00	(536.94)	0.0
Misc/Operations - Routine	10661030490	0.00	0.00	0.00	0.0	0.00	2,250.00	2,250.00	100.0
Misc/Operations - Fire Rehab	10661030491	0.00	0.00	0.00	0.0	3,575.65	2,250.00	(1,325.65)	(58.9)
Misc/Operations	10661030492	0.00	0.00	0.00	0.0	0.00	550.00	550.00	100.0
Misc/Promotional Testing	10661030494	0.00	0.00	0.00	0.0	0.00	2,000.00	2,000.00	100.0
Misc/Captain Promotional Testing	10661030496	0.00	0.00	0.00	0.0	0.00	1,200.00	1,200.00	100.0
Misc/Firefighter Recruitment Supplies	10661030498	0.00	0.00	0.00	0.0	0.00	200.00	200.00	100.0
Contract Services / Comm & IT	10663041000	0.00	0.00	0.00	0.0	0.00	8,400.00	8,400.00	100.0
Total Service Expenses		\$99,387.50	\$0.00	\$(99,387.50)	0.0 %	\$455,793.51	\$1,768,193.00	\$1,312,399.49	74.2 %
<u>Capital Expenses</u>									
Capital Outlay/ Facilities	10772043000	\$7,350.04	\$0.00	\$(7,350.04)	0.0%	\$188,345.94	\$267,000.00	\$78,654.06	29.5%
Capital Outlay/ Vehicles/ Admin	10773010000	0.00	0.00	0.00	0.0	0.00	40,000.00	40,000.00	100.0
Capital Outlay/Vehicles/OPS	10773030000	2,909.85	0.00	(2,909.85)	0.0	36,514.65	857,918.00	821,403.35	95.7
Capital Outlay/Vehicles-Equip for engine	10773030100	0.00	0.00	0.00	0.0	0.00	15,000.00	15,000.00	100.0
Capital Outlay/ Vehicles/ Fleet Maintena	10773048000	0.00	0.00	0.00	0.0	0.00	46,320.00	46,320.00	100.0
Capital Outlay/ Equip/ OPS	10774030000	0.00	0.00	0.00	0.0	60,701.58	170,144.00	109,442.42	64.3

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Capital Outlay/ Equip/ Fleet Maintenance	10774048000	0.00	0.00	0.00	0.0	0.00	90,000.00	90,000.00	100.0
Capital Outlay - Comm/IT	10775041000	63,950.54	0.00	(63,950.54)	0.0	118,200.85	295,000.00	176,799.15	59.9
Total Capital Expenses		\$74,210.43	\$0.00	\$(74,210.43)	0.0 %	\$403,763.02	\$1,781,382.00	\$1,377,618.98	77.3 %
Total Expenses		\$1,953,301.03		\$(1,953,301.03)		\$8,318,557.79	\$25,181,793.00	\$16,863,235.21	67.0%
Income (Loss) from Operations		\$(1,514,434.68)	\$0.00	\$(1,514,434.68)	0.0%	\$(6,377,265.72)	\$(1,136,530.00)	\$(5,240,735.72)	(461.1)%
<u>Contingency</u>									
Funded Contingency/Admin	10780010000	\$0.00	\$0.00	\$0.00	0.0%	\$0.00	\$(98,298.00)	\$98,298.00	100.0%
Funded Contingency/Prevention	10780020000	0.00	0.00	0.00	0.0	0.00	(29,846.00)	29,846.00	100.0
Funded Contingency/OPS	10780030000	0.00	0.00	0.00	0.0	0.00	(846,241.00)	846,241.00	100.0
Funded Contingency/Training	10780035000	0.00	0.00	0.00	0.0	0.00	(25,661.00)	25,661.00	100.0
Funded Contingency/Tech Serv	10780041000	0.00	0.00	0.00	0.0	0.00	(54,453.00)	54,453.00	100.0
Funded Contingency/Facilities	10780043000	0.00	0.00	0.00	0.0	0.00	(34,962.00)	34,962.00	100.0
Funded Contingency/Fleet Main	10780048000	0.00	0.00	0.00	0.0	0.00	(57,116.00)	57,116.00	100.0
Funded Contingency/Warehouse	10780049000	0.00	0.00	0.00	0.0	0.00	(23,443.00)	23,443.00	100.0
Total Contingency		\$0.00	\$0.00	\$0.00	0.0 %	\$0.00	\$(1,170,020.00)	\$1,170,020.00	100.0 %
Net Income (Loss)		\$(1,514,434.68)	\$0.00	\$(1,514,434.68)	0.0%	\$(6,377,265.72)	\$(2,306,550.00)	\$(4,070,715.72)	(176.5)%

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CAFMA-Central Arizona Fire and Medical

Balance Sheet

As of 10/31/2019

Fund: (10) General Fund

Assets

Current Assets

Cash with Yavapai County	\$2,101,105.62	
Capital Reserve Fund	5,104,166.69	
Accounts Receivable	12,955.48	
Misc. Receivables	30.92	
Retiree/Insurance Receivable	1,711.03	
Due from other govts	328,247.38	
Total Current Assets		\$7,548,217.12

Total Assets

\$7,548,217.12

Liabilities and Net Assets

Current Liabilities

Accounts Payable	\$222,675.21	
Accrued Payroll Expenses	1,048,932.38	
Credit Card Payable	(28,973.70)	
ASRS Payable	(0.64)	
Medical Insurance Withheld	14,244.00	
Dental Insurance Withheld	1,333.00	
Vision Insurance Withheld	1,138.04	
Supplemental Insurance Withheld	2,332.01	
Total Current Liabilities		\$1,261,680.30

Total Liabilities

\$1,261,680.30

Net Assets

Fund Balance	\$12,663,802.54	
Current Year Net Assets	(6,377,265.72)	
Total Net Assets		6,286,536.82
Total Liabilities and Net Assets		\$7,548,217.12

CAFMA-Central Arizona Fire and Medical
GL Account Ledger - Detail By Period
10/1/2019 through 10/31/2019

Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000		CASH WITH YAVAPAI COUNTY							\$3,624,044.86
972	CR	695992	10/03/19		1043	Shaw, RaeDel -	235.38	-	3,624,280.24
972	CR	695993	10/03/19		1048	HALL, DARRELL -	289.64	-	3,624,569.88
972	CR	696000	10/03/19		13324	PLANS REVIEW -	306.00	-	3,624,875.88
972	CR	696001	10/03/19		13331	PLANS REVIEW -	247.00	-	3,625,122.88
972	CR	696006	10/03/19		13333	PLANS REVIEW -	182.00	-	3,625,304.88
972	CR	696007	10/03/19		13335	PLANS REVIEW -	1,176.00	-	3,626,480.88
972	CR	696008	10/03/19		13336	PLANS REVIEW -	50.00	-	3,626,530.88
972	CR	696009	10/03/19		13337	PLANS REVIEW -	342.00	-	3,626,872.88
972	CR	696010	10/03/19		13338	PLANS REVIEW -	392.00	-	3,627,264.88
972	CR	695879	10/03/19		210180	CAMACHO, ALBERT -	260.00	-	3,627,524.88
972	CR	695880	10/03/19		210180	COLE, BRIAN -	80.58	-	3,627,605.46
972	CR	695881	10/03/19		210180	COOK, CHARLES -	80.58	-	3,627,686.04
972	CR	695882	10/03/19		210180	CORDES, GARY -	260.00	-	3,627,946.04
972	CR	695883	10/03/19		210180	CURTIS, DAVID -	150.00	-	3,628,096.04
972	CR	695884	10/03/19		210180	DALE, JACK -	80.58	-	3,628,176.62
972	CR	695885	10/03/19		210180	DALTON, BRYAN -	150.00	-	3,628,326.62
972	CR	695886	10/03/19		210180	DIBBLE, STEVE -	80.58	-	3,628,407.20
972	CR	695887	10/03/19		210180	EMERY, STEPHEN -	150.00	-	3,628,557.20
972	CR	695888	10/03/19		210180	HARRIS, ALLEN -	80.58	-	3,628,637.78
972	CR	695889	10/03/19		210180	INGRAO, JACK -	80.58	-	3,628,718.36
972	CR	695890	10/03/19		210180	JOHNSON, DAVID L -	260.00	-	3,628,978.36
972	CR	695891	10/03/19		210180	KELLEY, JOE -	39.78	-	3,629,018.14
972	CR	695892	10/03/19		210180	LOPEZ, RODNEY -	80.58	-	3,629,098.72
972	CR	695893	10/03/19		210180	MCCONNELL, DAVE -	103.02	-	3,629,201.74
972	CR	695894	10/03/19		210180	MOORE, SCOTT -	80.58	-	3,629,282.32
972	CR	695895	10/03/19		210180	NESS, DANIEL -	150.00	-	3,629,432.32
972	CR	695896	10/03/19		210180	PARRISH, MICHAEL -	39.78	-	3,629,472.10
972	CR	695897	10/03/19		210180	Ramirez, Samuel F -	66.30	-	3,629,538.40
972	CR	695898	10/03/19		210180	ROBISON, MICHAEL J. -	80.58	-	3,629,618.98
972	CR	695899	10/03/19		210180	RORICK, NORM -	150.00	-	3,629,768.98
972	CR	695900	10/03/19		210180	Valadez, Armando -	260.00	-	3,630,028.98
972	CR	695901	10/03/19		210180	VANATTA, DAVIN -	260.00	-	3,630,288.98
972	CR	695902	10/03/19		210180	WILHARM, BRIAN -	260.00	-	3,630,548.98
972	CR	695903	10/03/19		210195	MCKINNON, ALEX -	260.00	-	3,630,808.98
972	CR	696004	10/03/19		210195	Mills, Brett -	260.00	-	3,631,068.98
972	CR	695991	10/03/19		2216	CURTIS, DAVID -	561.53	-	3,631,630.51
972	CR	696005	10/03/19		3486	Fire Prevention Permits -	160.00	-	3,631,790.51
972	CR	695874	10/03/19		506820	CITY OF PRESCOTT FIRE DEPT. -	630.11	-	3,632,420.62
972	CR	696002	10/03/19		5394	7710 Insurance Company -	2,331.97	-	3,634,752.59
972	CR	696003	10/03/19		5438	7710 Insurance Company -	419.00	-	3,635,171.59
972	CR	695878	10/03/19		66121515	WALKER FIRE PROTECTION ASSOC. -	555.25	-	3,635,726.84
972	CR	695872	10/03/19		706060416	Groom Creek Fire District -	933.30	-	3,636,660.14
972	CR	695875	10/03/19		706500904	MAYER FIRE DISTRICT -	445.99	-	3,637,106.13
972	CR	695876	10/03/19		706500909	MAYER FIRE DISTRICT -	73.02	-	3,637,179.15
972	CR	695877	10/03/19		706500929	MAYER FIRE DISTRICT -	433.14	-	3,637,612.29
972	CR	695871	10/03/19		706850283	Williamson Valley Fire -	1,564.56	-	3,639,176.85

CAFMA-Central Arizona Fire and Medical
GL Account Ledger - Detail By Period
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Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
972	CR	695873	10/03/19		9397776	AZ STATE LAND -	\$7,975.77	\$-	\$3,647,152.62
978	CD	703089	10/07/19		756737901	A1 Water Bulk Delivery Svc LLC - Cash Disbursement A1WADE	-	120.00	3,647,032.62
978	CD	703091	10/07/19		756737902	American Express, Inc. - Cash Disbursement AMEEXP	-	4,124.13	3,642,908.49
978	CD	703100	10/07/19		756737903	APS - Cash Disbursement APS	-	10,041.03	3,632,867.46
978	CD	703135	10/07/19		756737905	Arizona Emergency Products - Cash Disbursement AREMPR	-	46.45	3,632,821.01
978	CD	703139	10/07/19		756737906	AZ Center for Fire Svc Excel - Cash Disbursement AZCEFI	-	25.00	3,632,796.01
978	CD	703141	10/07/19		756737907	AZ Center for Fire Svc Excel - Cash Disbursement AZCEFI	-	2,100.00	3,630,696.01
978	CD	703144	10/07/19		756737908	AZ Dept of Forestry & Fire Mgt - Cash Disbursement AZDFFM	-	798.97	3,629,897.04
978	CD	703146	10/07/19		756737909	Benchmark Insurance Co. - Cash Disbursement BENINS	-	112,409.00	3,517,488.04
978	CD	703148	10/07/19		756737910	Bennett Oil - Cash Disbursement BENOIL	-	2,433.25	3,515,054.79
978	CD	703154	10/07/19		756737911	Best Pick Disposal, Inc - Cash Disbursement BEPIDI	-	513.58	3,514,541.21
978	CD	703163	10/07/19		756737912	Bound Tree Medical LLC - Cash Disbursement BOTRME	-	5,188.66	3,509,352.55
978	CD	703196	10/07/19		756737914	Bradshaw Mountain Environ. Inc - Cash Disbursement BRMOEN	-	375.00	3,508,977.55
978	CD	703198	10/07/19		756737915	Rodger and Lori Burgoyne - Cash Disbursement BURROG	-	23.46	3,508,954.09
978	CD	703200	10/07/19		756737916	B & W Fire Security Systems - Cash Disbursement BWFISE	-	320.00	3,508,634.09
978	CD	703202	10/07/19		756737917	Cable One Business - Cash Disbursement CABONE	-	142.52	3,508,491.57
978	CD	703208	10/07/19		756737918	CenturyLink - Cash Disbursement CENLIN	-	1,111.03	3,507,380.54
978	CD	703231	10/07/19		756737920	CenturyLink - Cash Disbursement CENLIN	-	38.58	3,507,341.96
978	CD	703234	10/07/19		756737921	Chase Bank - Cash Disbursement CHASE	-	1,335.77	3,506,006.19
978	CD	703252	10/07/19		756737922	Chase Bank - Cash Disbursement CHASE	-	717,266.19	2,788,740.00
978	CD	703280	10/07/19		756737924	Chief Supply Corp - Cash Disbursement CHSUCO	-	3,153.78	2,785,586.22
978	CD	703289	10/07/19		756737925	City of Prescott - Cash Disbursement CITPRE	-	35,527.29	2,750,058.93
978	CD	703291	10/07/19		756737926	City of Prescott - Cash Disbursement CITPRE	-	362.26	2,749,696.67
978	CD	703294	10/07/19		756737927	Cummins Rocky Mountain LLC - Cash Disbursement CUROMO	-	1,762.50	2,747,934.17
978	CD	703305	10/07/19		756737928	Curtis Tools for Heroes - Cash Disbursement CUTOHE	-	1,048.13	2,746,886.04
978	CD	703310	10/07/19		756737929	BRYAN K. DALTON - Cash Disbursement DALBRY	-	150.00	2,746,736.04
978	CD	703312	10/07/19		756737930	DES - Unemployment Tax - Cash Disbursement DEECSE	-	293.98	2,746,442.06
978	CD	703314	10/07/19		756737931	DELL MARKETING L.P. - Cash Disbursement DELL	-	10,432.02	2,736,010.04
978	CD	703317	10/07/19		756737932	Entenmann-Rovin Co. - Cash Disbursement ENROCO	-	100.50	2,735,909.54
978	CD	703322	10/07/19		756737933	FACTORY MOTOR PARTS - Cash Disbursement FAMOPA	-	78.22	2,735,831.32
978	CD	703325	10/07/19		756737934	FEDEX - Cash Disbursement FEDEXP	-	18.30	2,735,813.02
978	CD	703327	10/07/19		756737935	Interstate Batteries - Cash Disbursement INTBAT	-	464.45	2,735,348.57
978	CD	703332	10/07/19		756737936	IT Outlet, Inc. - Cash Disbursement ITOUTL	-	56,647.50	2,678,701.07
978	CD	703336	10/07/19		756737937	Jim's Alignment & Brake - Cash Disbursement JIALBR	-	60.00	2,678,641.07
978	CD	703338	10/07/19		756737938	DAVID L. JOHNSON - Cash Disbursement JOHDAV	-	260.00	2,678,381.07
978	CD	703340	10/07/19		756737939	Liberty Art Works - Cash Disbursement LIARWO	-	560.00	2,677,821.07

CAFMA-Central Arizona Fire and Medical
GL Account Ledger - Detail By Period
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Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
978	CD	703344	10/07/19		756737940	Manzanita Landscaping, Inc. - Cash Disbursement MANLAN	\$-	\$560.00	\$2,677,261.07
978	CD	703346	10/07/19		756737941	Matheson Tri-Gas, Inc. - Cash Disbursement MATTRI	-	500.80	2,676,760.27
978	CD	703363	10/07/19		756737942	Municipal Emergency Svcs Inc - Cash Disbursement MES	-	215.21	2,676,545.06
978	CD	703367	10/07/19		756737943	Mitchell Repair Info. Comp LLC - Cash Disbursement MITCHE	-	2,372.16	2,674,172.90
978	CD	703371	10/07/19		756737944	NAPA Auto Parts - Cash Disbursement NAAUPA	-	1,903.63	2,672,269.27
978	CD	703455	10/07/19		756737949	Neumann High Country Doors - Cash Disbursement NEUHCD	-	400.00	2,671,869.27
978	CD	703457	10/07/19		756737950	Prescott Tire Pros & Autom.LLC - Cash Disbursement PRTIPR	-	569.31	2,671,299.96
978	CD	703460	10/07/19		756737951	Purchase Power - Cash Disbursement PURPOW	-	1,500.00	2,669,799.96
978	CD	703462	10/07/19		756737952	Public Safety Crisis Solutions - Cash Disbursement PUSACR	-	2,887.50	2,666,912.46
978	CD	703466	10/07/19		756737953	Prescott Valley Ace Hardware - Cash Disbursement PVACHA	-	415.01	2,666,497.45
978	CD	703518	10/07/19		756737956	Questionmark Corporation - Cash Disbursement QUECOR	-	4,075.00	2,662,422.45
978	CD	703520	10/07/19		756737957	Rosenbauer Motors, LLC - Cash Disbursement ROSMOT	-	2,245.64	2,660,176.81
978	CD	703531	10/07/19		756737958	SCENT FROM ABOVE COMPANY LLC - Cash Disbursement SCFRAB	-	280.00	2,659,896.81
978	CD	703533	10/07/19		756737959	Besonson Tools LLC - Cash Disbursement SNONTO	-	11.89	2,659,884.92
978	CD	703536	10/07/19		756737960	Staples Contract & Commecr.Inc - Cash Disbursement STACOM	-	725.70	2,659,159.22
978	CD	703579	10/07/19		756737963	D.G.Shoemaker & Associates Inc - Cash Disbursement SUNSUP	-	125.56	2,659,033.66
978	CD	703583	10/07/19		756737964	Teleflex Funding, LLC - Cash Disbursement TELEFL	-	2,100.79	2,656,932.87
978	CD	703589	10/07/19		756737965	The Arizona Woodworking Co.LLC - Cash Disbursement THARWO	-	6,912.90	2,650,019.97
978	CD	703591	10/07/19		756737966	Town of Prescott Valley - Cash Disbursement TOPRVA	-	78.29	2,649,941.68
978	CD	703594	10/07/19		756737967	Unisource Energy Services - Cash Disbursement UNENSE	-	329.89	2,649,611.79
978	CD	703615	10/07/19		756737969	Verified First, LLC - Cash Disbursement VEFIBA	-	86.00	2,649,525.79
978	CD	703617	10/07/19		756737970	US Bank Voyager Fleet Systems - Cash Disbursement VOFLSY	-	14,965.25	2,634,560.54
978	CD	703619	10/07/19		756737971	Western Shelter Systems - Cash Disbursement WESHSY	-	892.16	2,633,668.38
978	CD	703622	10/07/19		756737972	Wist Supply & Equipment Co - Cash Disbursement WIOFPR	-	113.11	2,633,555.27
978	CD	703625	10/07/19		756737973	XEROX FINANCIAL SERVICES - Cash Disbursement XEFISE	-	758.81	2,632,796.46
978	CD	703630	10/07/19		756737974	Zebrascapes LLC - Cash Disbursement ZEBRAS	-	290.00	2,632,506.46
978	CD	703633	10/07/19		756737975	Josh Rogers - Cash Disbursement ROGJOS	-	7,200.00	2,625,306.46
978	CD	703256	10/07/19		8OCT2019-DIR-DEP	Chase Bank - PR - DIRECT DEPOSIT PPE 9-28-19	337,010.92	-	2,962,317.38
973	PR	699467	10/08/19		12786	Abel, Todd D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,801.08	2,959,516.30
973	PR	699493	10/08/19		12787	Apolinar, Johnathan R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,375.87	2,958,140.43

CAFMA-Central Arizona Fire and Medical

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Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
973	PR	699518	10/08/19		12788	Baker, Mark A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	\$-	\$3,101.30	\$2,955,039.13
973	PR	699541	10/08/19		12789	Balsitis, Carolyn B. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	870.61	2,954,168.52
973	PR	699564	10/08/19		12790	Barnum, Josh M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,178.88	2,951,989.64
973	PR	699593	10/08/19		12791	Basurto-Cancino, Leobardo - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,952.15	2,950,037.49
973	PR	699613	10/08/19		12792	Beck, David W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,904.36	2,948,133.13
973	PR	699630	10/08/19		12793	Bliss, Scott D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,885.65	2,945,247.48
973	PR	699649	10/08/19		12794	Blum, Rodney A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,716.43	2,943,531.05
973	PR	699673	10/08/19		12795	Brookins, Patricia M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,062.31	2,941,468.74
973	PR	699695	10/08/19		12796	Brown, Dennis F. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,979.90	2,939,488.84
973	PR	699718	10/08/19		12797	Brunk, Jacob A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,407.21	2,938,081.63
973	PR	699742	10/08/19		12798	Buchanan, Ben D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,686.37	2,935,395.26
973	PR	699764	10/08/19		12799	Bulters, Scott D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,287.71	2,933,107.55
973	PR	699788	10/08/19		12800	Buntin, Darrell R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,390.03	2,930,717.52
973	PR	699811	10/08/19		12801	Burch, Brian J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,510.47	2,928,207.05
973	PR	699831	10/08/19		12802	Burch, Bryten J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,142.10	2,927,064.95
973	PR	699857	10/08/19		12803	Burch, Caden C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,233.46	2,925,831.49
973	PR	699879	10/08/19		12804	Burch, Kylee C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	874.29	2,924,957.20
973	PR	699904	10/08/19		12805	Bushman, James V. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,760.15	2,922,197.05
973	PR	699927	10/08/19		12806	Butler, Jason - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,719.68	2,920,477.37
973	PR	699947	10/08/19		12807	Butler, Karen S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,373.26	2,919,104.11
973	PR	699974	10/08/19		12808	Butterfield, Jesse D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,128.45	2,917,975.66
973	PR	699995	10/08/19		12809	Carothers, Robert C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	4,562.89	2,913,412.77
973	PR	700014	10/08/19		12810	Chase, Rick D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,297.87	2,910,114.90
973	PR	700037	10/08/19		12811	Copenhaver, Douglas J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,545.98	2,908,568.92
973	PR	700058	10/08/19		12812	Cox, Phillip C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,105.82	2,906,463.10

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Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
973	PR	700082	10/08/19		12813	Croft, Adam J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	\$-	\$1,817.98	\$2,904,645.12
973	PR	700104	10/08/19		12814	Crossman, Eric L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,759.95	2,902,885.17
973	PR	700129	10/08/19		12815	Cruz, Steven R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,340.58	2,900,544.59
973	PR	700153	10/08/19		12816	Cunningham, Cody A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,114.34	2,898,430.25
973	PR	700177	10/08/19		12817	Curry, Robert C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,756.27	2,895,673.98
973	PR	700202	10/08/19		12818	Davidson, Glenn T. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,589.78	2,892,084.20
973	PR	700226	10/08/19		12819	Davis, Bradley M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,739.04	2,888,345.16
973	PR	700248	10/08/19		12820	DeJoria, Dana E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,205.14	2,887,140.02
973	PR	700271	10/08/19		12821	Deering, Andrew L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,146.59	2,885,993.43
973	PR	700297	10/08/19		12822	Dibble, Gordon L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,464.44	2,883,528.99
973	PR	700322	10/08/19		12823	Dixon, Susanne M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,961.03	2,881,567.96
973	PR	700348	10/08/19		12824	Douglas, Ren W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,208.32	2,879,359.64
973	PR	700369	10/08/19		12825	Dowdy, Charles E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,629.28	2,877,730.36
973	PR	700386	10/08/19		12826	DuCharme, Zachary J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,509.12	2,876,221.24
973	PR	700411	10/08/19		12827	Duplessis, Robert A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,546.93	2,873,674.31
973	PR	700438	10/08/19		12828	Eckle, Kellan J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,428.09	2,872,246.22
973	PR	700460	10/08/19		12829	Edwards, David S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,864.68	2,869,381.54
973	PR	700480	10/08/19		12830	Feddema, John J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,668.06	2,866,713.48
973	PR	700506	10/08/19		12831	Ferris, Ryan M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,482.28	2,865,231.20
973	PR	700531	10/08/19		12832	Fields, Brody J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,967.65	2,862,263.55
973	PR	700554	10/08/19		12833	Fields, Zachary E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,153.73	2,859,109.82
973	PR	700584	10/08/19		12834	Fournier, Nick T. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,120.67	2,856,989.15
973	PR	700605	10/08/19		12835	Frawley, Teresa A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,032.95	2,855,956.20
973	PR	700627	10/08/19		12836	Frazier, Antonio - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,913.68	2,853,042.52
973	PR	700648	10/08/19		12837	Freeman, Michael - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,566.06	2,851,476.46

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973	PR	700665	10/08/19		12838	Freitag, Scott A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	\$-	\$3,994.52	\$2,847,481.94
973	PR	700689	10/08/19		12839	Gallman, Timothy B. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,124.56	2,845,357.38
973	PR	700713	10/08/19		12840	Gillihan, Jim W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,381.58	2,843,975.80
973	PR	700738	10/08/19		12841	Ginn, James E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,870.23	2,842,105.57
973	PR	700760	10/08/19		12842	Gnagey, Daniel W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,536.60	2,840,568.97
973	PR	700790	10/08/19		12843	Gray, JT A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,532.93	2,839,036.04
973	PR	700814	10/08/19		12844	Grossman, Lucas J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,722.12	2,837,313.92
973	PR	700840	10/08/19		12845	Guzzo, Nicholas R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,706.38	2,835,607.54
973	PR	700867	10/08/19		12846	Hall, Jace R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,398.69	2,834,208.85
973	PR	700894	10/08/19		12847	Harper, Leslie R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,382.76	2,831,826.09
973	PR	700919	10/08/19		12848	Hlavacek, Evan - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,243.26	2,829,582.83
973	PR	700942	10/08/19		12849	Horstman, Stephen W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,066.26	2,827,516.57
973	PR	700965	10/08/19		12850	Hoyt, Jessica M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	930.36	2,826,586.21
973	PR	700986	10/08/19		12851	Huddleston, Michael B. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,177.33	2,824,408.88
973	PR	701012	10/08/19		12852	Hutchison, Ethan K. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,090.85	2,823,318.03
973	PR	701031	10/08/19		12853	Ingrao, Jory - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,225.21	2,820,092.82
973	PR	701059	10/08/19		12854	Jacobson, Terrence L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,713.54	2,817,379.28
973	PR	701083	10/08/19		12855	Jimenez, Valentin - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	875.79	2,816,503.49
973	PR	701114	10/08/19		12856	Jones, Shaun D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,209.58	2,813,293.91
973	PR	701139	10/08/19		12857	King, Jeremiah D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,291.84	2,811,002.07
973	PR	701166	10/08/19		12858	Kirk, Jaron J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,452.11	2,808,549.96
973	PR	701186	10/08/19		12859	Kohler, Travis W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,047.60	2,806,502.36
973	PR	701211	10/08/19		12860	Kontz, Michael V. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	6,675.74	2,799,826.62
973	PR	701234	10/08/19		12861	Kuykendall, Jeffery W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,666.95	2,796,159.67
973	PR	701254	10/08/19		12862	Lambrecht, Marci J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,108.83	2,795,050.84
973	PR	701277	10/08/19		12863	Legge, David B. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,006.91	2,792,043.93

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973	PR	701301	10/08/19		12864	Litchfield, Ronald K. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	\$-	\$2,360.83	\$2,789,683.10
973	PR	701323	10/08/19		12865	Lopeman, Keith A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,119.99	2,786,563.11
973	PR	701348	10/08/19		12866	Lynch, Peter J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,521.97	2,785,041.14
973	PR	701373	10/08/19		12867	Lys, Damian P. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,429.65	2,782,611.49
973	PR	701398	10/08/19		12868	Mauldin, Mark E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,595.42	2,780,016.07
973	PR	701421	10/08/19		12869	Mayhall, Mathew T. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	8,398.73	2,771,617.34
973	PR	701443	10/08/19		12870	Mazzella, Marc A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,615.87	2,770,001.47
973	PR	701465	10/08/19		12871	McCarty, Daniel L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,466.31	2,768,535.16
973	PR	701491	10/08/19		12872	McFadden, Matthew C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,365.84	2,767,169.32
973	PR	701519	10/08/19		12873	McFadden, Michael J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,692.72	2,765,476.60
973	PR	701544	10/08/19		12874	McGuire, Thaddeus J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,457.40	2,764,019.20
973	PR	701559	10/08/19		12875	McIntire, Jacob V. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,430.04	2,762,589.16
973	PR	701569	10/08/19		12876	McKinnon Jr., Alexander D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	499.67	2,762,089.49
973	PR	701595	10/08/19		12877	Merrill, Eric R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,367.18	2,758,722.31
973	PR	701618	10/08/19		12878	Mills, Brett S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	760.37	2,757,961.94
973	PR	701642	10/08/19		12879	Moore, Aaron J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,538.97	2,755,422.97
973	PR	701668	10/08/19		12880	Mowrer, Laura L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,744.62	2,753,678.35
973	PR	701695	10/08/19		12881	Muniz JR, Thomas E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,437.52	2,752,240.83
973	PR	701720	10/08/19		12882	Nelson, Michael J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,746.24	2,748,494.59
973	PR	701747	10/08/19		12883	Niemynski, Doug T. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,591.71	2,744,902.88
973	PR	701775	10/08/19		12884	Nolan, Jason K. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,461.27	2,742,441.61
973	PR	701805	10/08/19		12885	Olson, Rick C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,837.02	2,738,604.59
973	PR	701828	10/08/19		12886	Overmyer, Titus C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,401.45	2,737,203.14
973	PR	701848	10/08/19		12887	Parra, Dustin A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,229.98	2,734,973.16
973	PR	701875	10/08/19		12888	Parra, Payton S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,405.50	2,733,567.66

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973	PR	701895	10/08/19		12889	Peckham, Christopher D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	\$-	\$1,758.57	\$2,731,809.09
973	PR	701921	10/08/19		12890	Pena, Christopher D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,160.10	2,729,648.99
973	PR	701949	10/08/19		12891	Perez, Anthony R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,094.40	2,728,554.59
973	PR	701974	10/08/19		12892	Perkins, Shane M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,446.73	2,727,107.86
973	PR	701995	10/08/19		12893	Polacek, Jeff - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,199.53	2,723,908.33
973	PR	702022	10/08/19		12894	Poliakon, Brett M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,776.48	2,722,131.85
973	PR	702047	10/08/19		12895	Postula, Justin M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,923.47	2,720,208.38
973	PR	702071	10/08/19		12896	Postula, Karl A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,743.04	2,717,465.34
973	PR	702092	10/08/19		12897	Prange, Ross L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,702.90	2,714,762.44
973	PR	702116	10/08/19		12898	Pruitt, Robert E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,134.25	2,712,628.19
973	PR	702139	10/08/19		12899	Rafters, William C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,263.69	2,711,364.50
973	PR	702155	10/08/19		12900	Redfern, Joshua L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,496.01	2,709,868.49
973	PR	702179	10/08/19		12901	Reeves, Katherine D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	761.25	2,709,107.24
973	PR	702203	10/08/19		12902	Rendl, Robert A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,610.93	2,705,496.31
973	PR	702228	10/08/19		12903	Reyes, Adam N. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,929.08	2,703,567.23
973	PR	702251	10/08/19		12904	Reyes, Charles A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,444.90	2,701,122.33
973	PR	702271	10/08/19		12905	Roberts, Jerry R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,876.66	2,699,245.67
973	PR	702298	10/08/19		12906	Rocha, Edgar O. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,649.52	2,697,596.15
973	PR	702327	10/08/19		12907	Roche, Benjamin H. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	7,931.19	2,689,664.96
973	PR	702339	10/08/19		12908	Rorick, Norman T. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	639.87	2,689,025.09
973	PR	702363	10/08/19		12909	Rose, Cody S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	3,805.17	2,685,219.92
973	PR	702394	10/08/19		12910	Runo, Kyle E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,027.31	2,683,192.61
973	PR	702421	10/08/19		12911	Ryan, Keith M. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	563.99	2,682,628.62
973	PR	702443	10/08/19		12912	Scaife, Domenic J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,365.62	2,680,263.00
973	PR	702464	10/08/19		12913	Schuster Jr., Alan J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,055.95	2,678,207.05

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973	PR	702485	10/08/19		12914	Seets, James W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	\$-	\$1,964.26	\$2,676,242.79
973	PR	702511	10/08/19		12915	Sheldon, Wesley K. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,429.69	2,674,813.10
973	PR	702533	10/08/19		12916	Sims, Michael H. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,610.99	2,673,202.11
973	PR	702554	10/08/19		12917	Slay, Marcie C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,051.46	2,672,150.65
973	PR	702577	10/08/19		12918	Smith, Andrea L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,982.10	2,670,168.55
973	PR	702595	10/08/19		12919	Smith, Jacob A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,244.14	2,668,924.41
973	PR	702622	10/08/19		12920	Smith, Russell - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,532.09	2,667,392.32
973	PR	702647	10/08/19		12921	Smith, Travis L. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,619.72	2,664,772.60
973	PR	702671	10/08/19		12922	Snyder, Timothy E. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	4,896.60	2,659,876.00
973	PR	702692	10/08/19		12923	Spingola, Deborah S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,909.11	2,657,966.89
973	PR	702715	10/08/19		12924	Stewart, Jeff - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,673.74	2,656,293.15
973	PR	702741	10/08/19		12925	Stooks, Wallace C. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,451.75	2,653,841.40
973	PR	702761	10/08/19		12926	Tarver, Shawn S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	4,095.88	2,649,745.52
973	PR	702784	10/08/19		12927	Tharp, David S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,508.67	2,647,236.85
973	PR	702813	10/08/19		12928	Thompson, Jacob S. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,009.27	2,645,227.58
973	PR	702842	10/08/19		12929	Tillich, Timothy A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,385.93	2,643,841.65
973	PR	702864	10/08/19		12930	Trask, Ryan A. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,563.42	2,642,278.23
973	PR	702891	10/08/19		12931	Trujillo, Erik J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,917.48	2,640,360.75
973	PR	702913	10/08/19		12932	Tucker, Michael I. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,190.20	2,638,170.55
973	PR	702938	10/08/19		12933	Turner, Kenneth R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,964.50	2,636,206.05
973	PR	702959	10/08/19		12934	VanTuyl, Jonah D. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,578.37	2,633,627.68
973	PR	702983	10/08/19		12935	Vanatta, Justin B. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,096.83	2,632,530.85
973	PR	703003	10/08/19		12936	Viscardi, Karen W. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,197.15	2,631,333.70
973	PR	703031	10/08/19		12937	Weiland, Kayleen R. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	1,456.94	2,629,876.76
973	PR	703054	10/08/19		12938	Wittenberg, David J. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	-	2,133.00	2,627,743.76

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973	PR	703079	10/08/19		12939	Zazueta, Robert P. - Payroll Bi-Weekly-Direct Deposit 10/8/2019	\$-	\$2,437.30	\$2,625,306.46
981	CR	703653	10/10/19		1101027264	ELOY FIRE DISTRICT -	1,628.63	-	2,626,935.09
981	CR	703654	10/10/19		1101027282	ELOY FIRE DISTRICT -	6.50	-	2,626,941.59
983	CR	703722	10/10/19		13334	PLANS REVIEW -	306.00	-	2,627,247.59
983	CR	703723	10/10/19		13343	PLANS REVIEW -	116.00	-	2,627,363.59
981	CR	703657	10/10/19		18180	HELLS GATE FIRE DEPARTMENT -	46.36	-	2,627,409.95
983	CR	703721	10/10/19		182	PLANS REVIEW -	226.00	-	2,627,635.95
981	CR	703659	10/10/19		308696	Town of Prescott Valley -	2,122.12	-	2,629,758.07
981	CR	703655	10/10/19		348956	ROSENBAUER MOTORS -	651.54	-	2,630,409.61
981	CR	703649	10/10/19		36746586	MOLINA, ROBERT -	343.35	-	2,630,752.96
981	CR	703650	10/10/19		36793120	McRoberts, Steven & Elizabeth -	80.75	-	2,630,833.71
981	CR	703646	10/10/19		4000	COOK, CHARLES -	15.46	-	2,630,849.17
981	CR	703656	10/10/19		4030	PRESCOTT AREA WILDLAND URBAN I -	3,510.00	-	2,634,359.17
983	CR	703708	10/10/19		510581873	NESS, DANIEL -	561.53	-	2,634,920.70
983	CR	703709	10/10/19		510581874	CORDES, GARY -	833.03	-	2,635,753.73
983	CR	703710	10/10/19		510581964	EMERY, STEPHEN -	627.24	-	2,636,380.97
981	CR	703658	10/10/19		61658	PAYSON FIRE DEPARTMENT -	1,570.54	-	2,637,951.51
981	CR	703648	10/10/19		638872790	WILHARM, BRIAN -	573.50	-	2,638,525.01
981	CR	703651	10/10/19		639034081	WAGNER, ADAM -	144.94	-	2,638,669.95
981	CR	703647	10/10/19		699	PACHECO, RUBY -	60.59	-	2,638,730.54
981	CR	703652	10/10/19		756720696	COPPER CANYON FIRE & MEDICAL -	332.07	-	2,639,062.61
983	CR	703724	10/10/19		CASH	MISCELLANEOUS INCOME -	10.00	-	2,639,072.61
983	CR	703729	10/14/19		13345	PLANS REVIEW -	362.00	-	2,639,434.61
986	CR	703793	10/17/19		1165	MISCELLANEOUS INCOME -	500.00	-	2,639,934.61
986	CR	703791	10/17/19		130	TRAINING CLASSES -	450.00	-	2,640,384.61
986	CR	703794	10/17/19		13354	PLANS REVIEW -	392.00	-	2,640,776.61
986	CR	703737	10/17/19		14326	CHRISTOPHER KOHLS FIRE DEPT -	30.24	-	2,640,806.85
986	CR	703736	10/17/19		2085	LINDSEY, ROBIN -	388.71	-	2,641,195.56
986	CR	703792	10/17/19		2496	ANKLAM, MICHAEL & CHERYL -	945.59	-	2,642,141.15
986	CR	703744	10/17/19		2549508070	TAYLOR SHERI -	254.35	-	2,642,395.50
986	CR	703739	10/17/19		3511	Findlay Toyota Center -	2,700.00	-	2,645,095.50
986	CR	703745	10/17/19		37247052	SANCHEZ, MICHAEL -	156.22	-	2,645,251.72
986	CR	703741	10/17/19		510581999	VANATTA, DAVIN -	478.05	-	2,645,729.77
986	CR	703742	10/17/19		510582030	Valadez, Armando -	378.09	-	2,646,107.86
986	CR	703743	10/17/19		706500974	MAYER FIRE DISTRICT -	629.99	-	2,646,737.85
986	CR	703738	10/17/19		756720712	COPPER CANYON FIRE & MEDICAL -	6,521.79	-	2,653,259.64
986	CR	703740	10/17/19		9414422	AZ STATE LAND -	164,651.80	-	2,817,911.44
989	CD	711183	10/21/19		22OCT2019-DIR-DEI	Chase Bank - PR - DIRECT DEPOSIT PPE 10-12-19	327,058.88	-	3,144,970.32
989	CD	711069	10/21/19		756737976	Able Saw, LLC - Cash Disbursement ABLSAW	-	34.76	3,144,935.56
989	CD	711072	10/21/19		756737977	Action Graphics - Cash Disbursement ACTGRA	-	1,871.11	3,143,064.45
989	CD	711084	10/21/19		756737978	Advanced Glass & Screen - Cash Disbursement ADGLSC	-	355.00	3,142,709.45
989	CD	711086	10/21/19		756737979	American Fence Co, Inc - Cash Disbursement AMFECO	-	272.84	3,142,436.61
989	CD	711088	10/21/19		756737980	APS - Cash Disbursement APS	-	2,602.61	3,139,834.00
989	CD	711097	10/21/19		756737981	Arizona Dept. of Public Safety - Cash Disbursement ARDEPU	-	5.00	3,139,829.00

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989	CD	711099	10/21/19		756737982	Arizona Emergency Products - Cash Disbursement AREMPR	\$-	\$170.64	\$3,139,658.36
989	CD	711103	10/21/19		756737983	Art's Locating, LLC - Cash Disbursement ARTLOC	-	300.00	3,139,358.36
989	CD	711105	10/21/19		756737984	Auto Trim Plus LLC - Cash Disbursement AUTRPL	-	175.00	3,139,183.36
989	CD	711107	10/21/19		756737985	AZ Center for Fire Svc Excel - Cash Disbursement AZCEFI	-	1,000.00	3,138,183.36
989	CD	711109	10/21/19		756737986	BACKBOARDS BOOMERANG - Cash Disbursement BABOBO	-	225.00	3,137,958.36
989	CD	711111	10/21/19		756737987	Bennett Oil - Cash Disbursement BENOIL	-	600.88	3,137,357.48
989	CD	711113	10/21/19		756737988	Bound Tree Medical LLC - Cash Disbursement BOTRME	-	17,560.08	3,119,797.40
989	CD	711165	10/21/19		756737991	Cable One Business - Cash Disbursement CABONE	-	936.81	3,118,860.59
989	CD	711169	10/21/19		756737992	CAFMA - Petty Cash - Cash Disbursement CAPECA	-	80.96	3,118,779.63
989	CD	711175	10/21/19		756737993	CenturyLink - Cash Disbursement CENLIN	-	707.53	3,118,072.10
989	CD	711182	10/21/19		756737994	Chase Bank - Cash Disbursement CHASE	-	691,817.75	2,426,254.35
989	CD	711210	10/21/19		756737996	Chase Card Services - Cash Disbursement CHCASE	-	44,147.06	2,382,107.29
989	CD	711550	10/21/19		756738016	City of Prescott - Cash Disbursement CITPRE	-	304.10	2,381,803.19
989	CD	711553	10/21/19		756738017	City of Prescott - Cash Disbursement CITPRE	-	166.46	2,381,636.73
989	CD	711556	10/21/19		756738018	Gary Crisenbery - Cash Disbursement CRIGAR	-	1,875.00	2,379,761.73
989	CD	711558	10/21/19		756738019	CSTOR - Cash Disbursement CUSSTO	-	2,469.60	2,377,292.13
989	CD	711560	10/21/19		756738020	Curtis Tools for Heroes - Cash Disbursement CUTOHE	-	8,309.04	2,368,983.09
989	CD	711575	10/21/19		756738021	Dish Network - Cash Disbursement DISNET	-	118.05	2,368,865.04
989	CD	711578	10/21/19		756738022	FACTORY MOTOR PARTS - Cash Disbursement FAMOPA	-	37.19	2,368,827.85
989	CD	711588	10/21/19		756738023	GatesAir, Inc - Cash Disbursement GATAIR	-	5,120.54	2,363,707.31
989	CD	711595	10/21/19		756738024	GEN-TECH - Cash Disbursement GENTEC	-	205.80	2,363,501.51
989	CD	711602	10/21/19		756738025	W.W. Grainger, Inc. - Cash Disbursement GRAING	-	238.15	2,363,263.36
989	CD	711607	10/21/19		756738026	Hillyard-Flagstaff - Cash Disbursement HILLYA	-	55.78	2,363,207.58
989	CD	711611	10/21/19		756738027	HME, Inc. - Cash Disbursement HMEINC	-	87.07	2,363,120.51
989	CD	711615	10/21/19		756738028	Immix Technology, Inc. - Cash Disbursement IMMTEC	-	2,182.50	2,360,938.01
989	CD	711619	10/21/19		756738029	Interstate Batteries - Cash Disbursement INTBAT	-	1,291.79	2,359,646.22
989	CD	711628	10/21/19		756738030	KAIROS Health Arizona, Inc. - Cash Disbursement KAIROS	-	128,654.24	2,230,991.98
989	CD	711644	10/21/19		756738031	Kenz & Leslie of Arizona, Inc - Cash Disbursement KENLES	-	2,501.13	2,228,490.85
989	CD	711653	10/21/19		756738032	Micronet Communications, Inc. - Cash Disbursement MICCOM	-	1,600.00	2,226,890.85
989	CD	711659	10/21/19		756738033	Motorola Solutions, Inc - Cash Disbursement MOTSOL	-	184.51	2,226,706.34
989	CD	711662	10/21/19		756738034	Neumann High Country Doors - Cash Disbursement NEUHCD	-	1,736.30	2,224,970.04
989	CD	711665	10/21/19		756738035	National Fire Codes - Cash Disbursement NFPA	-	72.05	2,224,897.99
989	CD	711671	10/21/19		756738036	Northern AZ Premier Termite - Cash Disbursement NOAZTE	-	410.00	2,224,487.99
989	CD	711673	10/21/19		756738037	O'Reilly Auto Parts - Cash Disbursement ORAUPA	-	125.22	2,224,362.77
989	CD	711682	10/21/19		756738038	Public Safety Crisis Solutions - Cash Disbursement PUSACR	-	1,137.50	2,223,225.27
989	CD	711686	10/21/19		756738039	Rosenbauer Motors, LLC - Cash Disbursement ROSMOT	-	330.69	2,222,894.58

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989	CD	711690	10/21/19		756738040	R and R Auto and Truck Parts - Cash Disbursement RRAUTR	\$-	\$31.13	\$2,222,863.45
989	CD	711695	10/21/19		756738041	The Sherwin Williams Company - Cash Disbursement SHEWIL	-	326.99	2,222,536.46
989	CD	711698	10/21/19		756738042	Besonson Tools LLC - Cash Disbursement SNONTO	-	309.79	2,222,226.67
989	CD	711705	10/21/19		756738043	Southern Tire Mart - Cash Disbursement SOTIMA	-	1,211.38	2,221,015.29
989	CD	711711	10/21/19		756738044	Staples Contract & Commerec.Inc - Cash Disbursement STACOM	-	3,961.59	2,217,053.70
989	CD	711728	10/21/19		756738045	Sunstate Equipment Co - Cash Disbursement SUNEQU	-	3,087.13	2,213,966.57
989	CD	711742	10/21/19		756738046	D.G.Shoemaker & Associates Inc - Cash Disbursement SUNSUP	-	507.69	2,213,458.88
989	CD	711745	10/21/19		756738047	The Hike Shack - Cash Disbursement THHISH	-	2,863.33	2,210,595.55
989	CD	711756	10/21/19		756738048	Thermo Scientific Portable - Cash Disbursement THSCPO	-	1,015.24	2,209,580.31
989	CD	711759	10/21/19		756738049	Town of Prescott Valley - Cash Disbursement TOPRVA	-	1,730.09	2,207,850.22
989	CD	711772	10/21/19		756738050	Unisource Energy Services - Cash Disbursement UNENSE	-	104.36	2,207,745.86
989	CD	711777	10/21/19		756738051	Vern Lewis Welding Supply Inc - Cash Disbursement VELEWE	-	8.46	2,207,737.40
989	CD	711780	10/21/19		756738052	Verizon Wireless - Cash Disbursement VERWIR	-	5,417.16	2,202,320.24
989	CD	711785	10/21/19		756738053	Yavapai Fleet Yavapai Machine - Cash Disbursement YAFLIN	-	531.12	2,201,789.12
989	CD	711809	10/21/19		756738055	Yavapai Regional Medical Cente - Cash Disbursement YAREME	-	300.00	2,201,489.12
989	CD	711813	10/21/19		756738056	APS - Cash Disbursement APS	-	1,232.15	2,200,256.97
988	PR	707353	10/22/19		12940	Abel, Todd D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,192.07	2,197,064.90
988	PR	707379	10/22/19		12941	Apolinar, Johnathan R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,286.22	2,195,778.68
988	PR	707403	10/22/19		12942	Baker, Mark A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,536.96	2,192,241.72
988	PR	707426	10/22/19		12943	Balsitis, Carolyn B. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	749.42	2,191,492.30
988	PR	707449	10/22/19		12944	Barnum, Josh M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,620.05	2,188,872.25
988	PR	707478	10/22/19		12945	Basurto-Cancino, Leobardo - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,076.89	2,186,795.36
988	PR	707498	10/22/19		12946	Beck, David W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,904.36	2,184,891.00
988	PR	707515	10/22/19		12947	Bliss, Scott D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,885.65	2,182,005.35
988	PR	707534	10/22/19		12948	Blum, Rodney A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,716.43	2,180,288.92
988	PR	707558	10/22/19		12949	Brookins, Patricia M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,062.31	2,178,226.61
988	PR	707580	10/22/19		12950	Brown, Dennis F. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,979.90	2,176,246.71
988	PR	707604	10/22/19		12951	Brunk, Jacob A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,766.19	2,174,480.52

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988	PR	707631	10/22/19		12952	Buchanan, Ben D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	\$-	\$7,817.44	\$2,166,663.08
988	PR	707654	10/22/19		12953	Bulters, Scott D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,899.54	2,163,763.54
988	PR	707677	10/22/19		12954	Buntin, Darrell R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,879.64	2,161,883.90
988	PR	707701	10/22/19		12955	Burch, Brian J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,841.97	2,159,041.93
988	PR	707721	10/22/19		12956	Burch, Bryten J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,142.10	2,157,899.83
988	PR	707747	10/22/19		12957	Burch, Caden C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,233.46	2,156,666.37
988	PR	707769	10/22/19		12958	Burch, Kylee C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	874.30	2,155,792.07
988	PR	707791	10/22/19		12959	Bushman, James V. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,211.81	2,153,580.26
988	PR	707815	10/22/19		12960	Butler, Jason - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,118.21	2,151,462.05
988	PR	707835	10/22/19		12961	Butler, Karen S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,373.26	2,150,088.79
988	PR	707863	10/22/19		12962	Butterfield, Jesse D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,225.09	2,148,863.70
988	PR	707883	10/22/19		12963	Carothers, Robert C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,192.19	2,145,671.51
988	PR	707902	10/22/19		12964	Chase, Rick D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,297.87	2,142,373.64
988	PR	707924	10/22/19		12965	Copenhaver, Douglas J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,536.87	2,140,836.77
988	PR	707946	10/22/19		12966	Cox, Phillip C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,972.88	2,137,863.89
988	PR	707969	10/22/19		12967	Croft, Adam J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,249.67	2,135,614.22
988	PR	707991	10/22/19		12968	Crossman, Eric L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,759.95	2,133,854.27
988	PR	708015	10/22/19		12969	Cruz, Steven R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,811.06	2,132,043.21
988	PR	708038	10/22/19		12970	Cunningham, Cody A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,607.37	2,130,435.84
988	PR	708060	10/22/19		12971	Curry, Robert C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,214.99	2,128,220.85
988	PR	708085	10/22/19		12972	Davidson, Glenn T. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,012.77	2,125,208.08
988	PR	708109	10/22/19		12973	Davis, Bradley M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	4,413.22	2,120,794.86
988	PR	708130	10/22/19		12974	DeJoria, Dana E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,005.14	2,119,789.72
988	PR	708153	10/22/19		12975	Deering, Andrew L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,146.59	2,118,643.13
988	PR	708179	10/22/19		12976	Dibble, Gordon L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,295.82	2,115,347.31

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988	PR	708204	10/22/19		12977	Dixon, Susanne M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	\$-	\$1,970.02	\$2,113,377.29
988	PR	708228	10/22/19		12978	Douglas, Ren W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,877.78	2,111,499.51
988	PR	708249	10/22/19		12979	Dowdy, Charles E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,629.28	2,109,870.23
988	PR	708266	10/22/19		12980	DuCharme, Zachary J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,509.12	2,108,361.11
988	PR	708292	10/22/19		12981	Duplessis, Robert A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,614.61	2,105,746.50
988	PR	708318	10/22/19		12982	Eckle, Kellan J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,424.27	2,104,322.23
988	PR	708339	10/22/19		12983	Edwards, David S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,167.99	2,102,154.24
988	PR	708359	10/22/19		12984	Feddema, John J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,668.07	2,099,486.17
988	PR	708385	10/22/19		12985	Ferris, Ryan M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,482.28	2,098,003.89
988	PR	708408	10/22/19		12986	Fields, Brody J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,228.85	2,095,775.04
988	PR	708434	10/22/19		12987	Fields, Zachary E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,100.58	2,092,674.46
988	PR	708463	10/22/19		12988	Fournier, Nick T. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,102.52	2,090,571.94
988	PR	708484	10/22/19		12989	Frawley, Teresa A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,032.95	2,089,538.99
988	PR	708506	10/22/19		12990	Frazier, Antonio - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,538.24	2,087,000.75
988	PR	708527	10/22/19		12991	Freeman, Michael - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,566.07	2,085,434.68
988	PR	708544	10/22/19		12992	Freitag, Scott A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,994.52	2,081,440.16
988	PR	708567	10/22/19		12993	Gallman, Timothy B. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,141.38	2,079,298.78
988	PR	708592	10/22/19		12994	Gillihan, Jim W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,500.33	2,077,798.45
988	PR	708617	10/22/19		12995	Ginn, James E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,837.51	2,075,960.94
988	PR	708639	10/22/19		12996	Gnagey, Daniel W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,541.43	2,074,419.51
988	PR	708656	10/22/19		12997	Goodman, Laurie K. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	364.55	2,074,054.96
988	PR	708685	10/22/19		12998	Gray, JT A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,525.37	2,072,529.59
988	PR	708709	10/22/19		12999	Grossman, Lucas J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,347.77	2,071,181.82
988	PR	708733	10/22/19		13000	Guzzo, Nicholas R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,289.30	2,069,892.52
988	PR	708761	10/22/19		13001	Hall, Jace R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,689.37	2,068,203.15

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10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
988	PR	708788	10/22/19		13002	Harper, Leslie R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	\$-	\$1,830.95	\$2,066,372.20
988	PR	708812	10/22/19		13003	Hlavacek, Evan - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,964.44	2,064,407.76
988	PR	708834	10/22/19		13004	Horstman, Stephen W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,145.33	2,062,262.43
988	PR	708857	10/22/19		13005	Hoyt, Jessica M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	930.36	2,061,332.07
988	PR	708879	10/22/19		13006	Huddleston, Michael B. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,196.00	2,059,136.07
988	PR	708906	10/22/19		13007	Hutchison, Ethan K. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,746.74	2,057,389.33
988	PR	708925	10/22/19		13008	Ingrao, Jory - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,190.42	2,054,198.91
988	PR	708951	10/22/19		13009	Jacobson, Terrence L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,068.95	2,052,129.96
988	PR	708975	10/22/19		13010	Jimenez, Valentin - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	875.79	2,051,254.17
988	PR	709003	10/22/19		13011	Jones, Shaun D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,603.85	2,049,650.32
988	PR	709028	10/22/19		13012	King, Jeremiah D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,291.84	2,047,358.48
988	PR	709054	10/22/19		13013	Kirk, Jaron J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,019.67	2,045,338.81
988	PR	709073	10/22/19		13014	Kohler, Travis W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,964.60	2,043,374.21
988	PR	709097	10/22/19		13015	Kontz, Michael V. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,141.67	2,040,232.54
988	PR	709118	10/22/19		13016	Kuykendall, Jeffery W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,563.25	2,037,669.29
988	PR	709138	10/22/19		13017	Lambrecht, Marci J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,108.83	2,036,560.46
988	PR	709160	10/22/19		13018	Legge, David B. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,291.49	2,034,268.97
988	PR	709185	10/22/19		13019	Litchfield, Ronald K. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,909.04	2,032,359.93
988	PR	709206	10/22/19		13020	Lopeman, Keith A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,992.86	2,030,367.07
988	PR	709233	10/22/19		13021	Lynch, Peter J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	4,972.40	2,025,394.67
988	PR	709258	10/22/19		13022	Lys, Damian P. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,429.65	2,022,965.02
988	PR	709284	10/22/19		13023	Mauldin, Mark E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	6,738.06	2,016,226.96
988	PR	709305	10/22/19		13024	Mayhall, Mathew T. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,768.06	2,013,458.90
988	PR	709327	10/22/19		13025	Mazzella, Marc A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,615.86	2,011,843.04
988	PR	709349	10/22/19		13026	McCarty, Daniel L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,466.31	2,010,376.73

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988	PR	709375	10/22/19		13027	McFadden, Matthew C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	\$-	\$1,365.85	\$2,009,010.88
988	PR	709403	10/22/19		13028	McFadden, Michael J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,681.88	2,007,329.00
988	PR	709427	10/22/19		13029	McGuire, Thaddeus J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,373.40	2,005,955.60
988	PR	709442	10/22/19		13030	McIntire, Jacob V. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,430.04	2,004,525.56
988	PR	709452	10/22/19		13031	McKinnon Jr., Alexander D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	682.13	2,003,843.43
988	PR	709477	10/22/19		13032	Merrill, Eric R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,268.43	2,001,575.00
988	PR	709501	10/22/19		13033	Mills, Brett S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,020.37	2,000,554.63
988	PR	709524	10/22/19		13034	Moore, Aaron J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,254.60	1,998,300.03
988	PR	709549	10/22/19		13035	Mowrer, Laura L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,710.54	1,996,589.49
988	PR	709576	10/22/19		13036	Muniz JR, Thomas E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,492.52	1,995,096.97
988	PR	709601	10/22/19		13037	Nelson, Michael J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,123.57	1,992,973.40
988	PR	709629	10/22/19		13038	Niemynski, Doug T. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	5,466.50	1,987,506.90
988	PR	709656	10/22/19		13039	Nolan, Jason K. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,836.82	1,985,670.08
988	PR	709684	10/22/19		13040	Olson, Rick C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	4,533.46	1,981,136.62
988	PR	709705	10/22/19		13041	Overmyer, Titus C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,401.45	1,979,735.17
988	PR	709725	10/22/19		13042	Parra, Dustin A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,229.98	1,977,505.19
988	PR	709752	10/22/19		13043	Parra, Payton S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,405.50	1,976,099.69
988	PR	709771	10/22/19		13044	Peckham, Christopher D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,548.57	1,974,551.12
988	PR	709795	10/22/19		13045	Pena, Christopher D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,629.43	1,972,921.69
988	PR	709824	10/22/19		13046	Perez, Anthony R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,276.19	1,971,645.50
988	PR	709850	10/22/19		13047	Perkins, Shane M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,318.13	1,969,327.37
988	PR	710990	10/22/19		13047	Perkins, Shane M. - Voided Payroll Bi-Weekly-Direct Deposit 10/22/2019	2,318.13	-	1,971,645.50
988	PR	709871	10/22/19		13048	Polacek, Jeff - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,199.53	1,968,445.97
988	PR	709894	10/22/19		13049	Poliakon, Brett M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,445.85	1,967,000.12
988	PR	709919	10/22/19		13050	Postula, Justin M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,713.82	1,964,286.30

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988	PR	709945	10/22/19		13051	Postula, Karl A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	\$-	\$2,734.74	\$1,961,551.56
988	PR	709966	10/22/19		13052	Prange, Ross L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,702.90	1,958,848.66
988	PR	709988	10/22/19		13053	Pruitt, Robert E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,049.15	1,956,799.51
988	PR	710012	10/22/19		13054	Rafters, William C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,462.08	1,955,337.43
988	PR	710028	10/22/19		13055	Redfern, Joshua L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,496.01	1,953,841.42
988	PR	710052	10/22/19		13056	Reeves, Katherine D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	790.64	1,953,050.78
988	PR	710075	10/22/19		13057	Rendl, Robert A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,818.29	1,950,232.49
988	PR	710100	10/22/19		13058	Reyes, Adam N. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,897.68	1,948,334.81
988	PR	710123	10/22/19		13059	Reyes, Charles A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	3,284.42	1,945,050.39
988	PR	710141	10/22/19		13060	Roberts, Jerry R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,671.69	1,943,378.70
988	PR	710167	10/22/19		13061	Rocha, Edgar O. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,225.90	1,942,152.80
988	PR	710192	10/22/19		13062	Roche, Benjamin H. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,002.68	1,940,150.12
988	PR	710204	10/22/19		13063	Rorick, Norman T. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	630.47	1,939,519.65
988	PR	710227	10/22/19		13064	Rose, Cody S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,630.56	1,936,889.09
988	PR	710257	10/22/19		13065	Runo, Kyle E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,309.99	1,934,579.10
988	PR	710285	10/22/19		13066	Ryan, Keith M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	646.19	1,933,932.91
988	PR	710307	10/22/19		13067	Scaife, Domenic J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,475.49	1,931,457.42
988	PR	710330	10/22/19		13068	Schuster Jr., Alan J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,794.07	1,928,663.35
988	PR	710352	10/22/19		13069	Seets, James W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,255.26	1,926,408.09
988	PR	710378	10/22/19		13070	Sheldon, Wesley K. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,450.36	1,924,957.73
988	PR	710401	10/22/19		13071	Sims, Lacie J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	888.02	1,924,069.71
988	PR	710425	10/22/19		13072	Sims, Michael H. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	5,136.29	1,918,933.42
988	PR	710446	10/22/19		13073	Slay, Marcie C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,051.46	1,917,881.96
988	PR	710470	10/22/19		13074	Smith, Andrea L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,940.20	1,915,941.76
988	PR	710488	10/22/19		13075	Smith, Jacob A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,242.74	1,914,699.02

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988	PR	710515	10/22/19		13076	Smith, Russell - Payroll Bi-Weekly-Direct Deposit 10/22/2019	\$-	\$1,549.11	\$1,913,149.91
988	PR	710539	10/22/19		13077	Smith, Travis L. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,587.41	1,910,562.50
988	PR	710562	10/22/19		13078	Snyder, Timothy E. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,909.22	1,908,653.28
988	PR	710583	10/22/19		13079	Spingola, Deborah S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,909.11	1,906,744.17
988	PR	710605	10/22/19		13080	Stewart, Jeff - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,655.19	1,905,088.98
988	PR	710631	10/22/19		13081	Stooks, Wallace C. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,451.75	1,902,637.23
988	PR	710650	10/22/19		13082	Tarver, Shawn S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,689.84	1,899,947.39
988	PR	710673	10/22/19		13083	Tharp, David S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,508.67	1,897,438.72
988	PR	710699	10/22/19		13084	Thompson, Jacob S. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,364.95	1,896,073.77
988	PR	710727	10/22/19		13085	Tillich, Timothy A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,281.76	1,894,792.01
988	PR	710749	10/22/19		13086	Trask, Ryan A. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,561.05	1,893,230.96
988	PR	710775	10/22/19		13087	Trujillo, Erik J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,946.43	1,891,284.53
988	PR	710798	10/22/19		13088	Tucker, Michael I. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,676.59	1,888,607.94
988	PR	710823	10/22/19		13089	Turner, Kenneth R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,589.02	1,887,018.92
988	PR	710843	10/22/19		13090	VanTuyl, Jonah D. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,516.61	1,884,502.31
988	PR	710867	10/22/19		13091	Vanatta, Justin B. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,116.64	1,883,385.67
988	PR	710887	10/22/19		13092	Viscardi, Karen W. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,197.16	1,882,188.51
988	PR	710916	10/22/19		13093	Weiland, Kayleen R. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	1,910.81	1,880,277.70
988	PR	710938	10/22/19		13094	Wittenberg, David J. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,183.38	1,878,094.32
988	PR	710964	10/22/19		13095	Zazueta, Robert P. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,557.71	1,875,536.61
988	PR	711016	10/22/19		13096	Perkins, Shane M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,318.13	1,873,218.48
988	PR	711042	10/22/19		13096	Perkins, Shane M. - Voided Payroll Bi-Weekly-Direct Deposit 10/22/2019	2,318.13	-	1,875,536.61
988	PR	711068	10/22/19		13097	Perkins, Shane M. - Payroll Bi-Weekly-Direct Deposit 10/22/2019	-	2,338.52	1,873,198.09
990	CR	711818	10/23/19		188166	ACOSTA, DEBRA -	71.69	-	1,873,269.78
990	CR	711820	10/23/19		2353	Newman, David and Leta -	498.51	-	1,873,768.29
990	CR	711821	10/23/19		2914	Newman, David and Leta -	27.00	-	1,873,795.29
992	CR	711892	10/29/19		13346	PLANS REVIEW -	306.00	-	1,874,101.29
992	CR	711894	10/29/19		13352	PLANS REVIEW -	916.00	-	1,875,017.29

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992	CR	711902	10/29/19		13353	PLANS REVIEW -	\$432.00	\$-	\$1,875,449.29
992	CR	711903	10/29/19		13357	PLANS REVIEW -	392.00	-	1,875,841.29
992	CR	711901	10/29/19		13358	PLANS REVIEW -	116.00	-	1,875,957.29
992	CR	711893	10/29/19		13359	PLANS REVIEW -	182.00	-	1,876,139.29
992	CR	711895	10/29/19		13361	PLANS REVIEW -	392.00	-	1,876,531.29
992	CR	711896	10/29/19		13362	PLANS REVIEW -	116.00	-	1,876,647.29
992	CR	711870	10/29/19		18162	RORICK, NORM -	105.00	-	1,876,752.29
992	CR	711871	10/29/19		18162	Muniz, Tom Sr. -	80.58	-	1,876,832.87
992	CR	711900	10/29/19		34308	PLANS REVIEW -	425.00	-	1,877,257.87
992	CR	711868	10/29/19		37748431	BUCKEYE VALLEY FIRE DISTRICT -	171.44	-	1,877,429.31
992	CR	711865	10/29/19		38138846	RUNO, KYLE -	106.92	-	1,877,536.23
992	CR	711869	10/29/19		40407998	YAVAPAI CO SHERIFF'S OFFICE -	8,354.75	-	1,885,890.98
992	CR	711872	10/29/19		510582238	MOORE, SCOTT -	15.46	-	1,885,906.44
992	CR	711863	10/29/19		6010	MCKINNON, ALEX -	597.77	-	1,886,504.21
992	CR	711867	10/29/19		706100686	VERDE VALLEY FIRE DISTRICT -	132.45	-	1,886,636.66
992	CR	711866	10/29/19		99518	MLADEJOVSKY, MICHAEL -	223.00	-	1,886,859.66
992	CR	711897	10/29/19		CASH	INCIDENT REPORTS -	10.00	-	1,886,869.66
992	CR	711898	10/29/19		CASH	MISCELLANEOUS INCOME -	10.00	-	1,886,879.66
992	CR	711899	10/29/19		CASH	Fire Prevention Permits -	315.00	-	1,887,194.66
994	CR	711952	10/31/19		13355	PLANS REVIEW -	160.00	-	1,887,354.66
994	CR	711953	10/31/19		13363	PLANS REVIEW -	182.00	-	1,887,536.66
994	CR	711954	10/31/19		13368	PLANS REVIEW -	89.00	-	1,887,625.66
994	CR	711951	10/31/19		190	PLANS REVIEW -	50.00	-	1,887,675.66
994	CR	711920	10/31/19		1927	CORDES, GARY -	1,310.96	-	1,888,986.62
994	CR	711928	10/31/19		308963	Town of Prescott Valley -	1,316.58	-	1,890,303.20
994	CR	711927	10/31/19		4038	PRESCOTT AREA WILDLAND URBAN I -	3,510.00	-	1,893,813.20
994	CR	711925	10/31/19		706100728	VERDE VALLEY FIRE DISTRICT -	1,772.79	-	1,895,585.99
994	CR	711923	10/31/19		706600274	Yarnell Fire District -	336.02	-	1,895,922.01
994	CR	711926	10/31/19		706850299	Williamson Valley Fire -	1,225.89	-	1,897,147.90
994	CR	711922	10/31/19		73353857	WALKER FIRE PROTECTION ASSOC. -	3,026.15	-	1,900,174.05
994	CR	711921	10/31/19		73389665	ELSWICK, DENNIS -	68.24	-	1,900,242.29
994	CR	711924	10/31/19		756720753	COPPER CANYON FIRE & MEDICAL -	120.83	-	1,900,363.12
985	GJ-JPA	703733	10/31/19		Cash w/County	Transfer in from CVFD & CYFD	198,792.56	-	2,099,155.68
1005	GJ	719966	10/31/19		Cash w/County	Interest General Fund	2,547.14	-	2,101,702.82
1011	GJ	719984	10/31/19		Cash w/County	Correct deposit posted to wrong bank	-	71.69	2,101,631.13
1011	GJ	719985	10/31/19		Cash w/County	Correct deposit posted to wrong bank	-	498.51	2,101,132.62
1011	GJ	719986	10/31/19		Cash w/County	Correct deposit posted to wrong bank	-	27.00	2,101,105.62
CASH WITH YAVAPAI COUNTY TOTALS:							\$1,112,923.53	\$2,635,862.77	\$2,101,105.62
TOTAL OF LEDGER:							\$1,112,923.53	\$2,635,862.77	\$2,101,105.62

CAFMA-Central Arizona Fire and Medical
GL Trial Balance Worksheet
For The Period of 10/1/2019 through 10/31/2019

Account	Description	Balances				Adjustments
		Beginning	Debits	Credits	Ending	
10.1100.0.0.000	Cash with Yavapai County	\$3,624,044.86	\$1,112,923.53	\$2,635,862.77	\$2,101,105.62	
TOTALS:		<u>\$3,624,044.86</u>	<u>\$1,112,923.53</u>	<u>\$2,635,862.77</u>	<u>\$2,101,105.62</u>	

* Inactive accounts are marked and appear in grey.

SAMPLE

Central Arizona Fire and Medical Authority

FIRE PROTECTION SERVICES AGREEMENT

This Fire Protection Agreement is made effective _____, between the Central Arizona Fire and Medical Authority, a political subdivision of the State of Arizona, hereinafter referred to as "AGENCY" and _____, hereinafter referred to as the "Applicant." The property under consideration is described as:

Street Address:

Mailing Address:

Contact Phone Number:

Yavapai County Assessor's Parcel Number:

IT IS THEREFORE MUTUALLY UNDERSTOOD AND AGREED AS FOLLOWS:

1) Purpose. AGENCY shall provide fire protection and limited emergency medical services under the terms of this Agreement.

2) Duration and Renewal. The effective term of this Agreement shall be from _____ through **June 30, 2019**. The provisions of this Agreement shall renew automatically on July 1 of each year for consecutive one-year terms, unless either party pursues termination of the Agreement pursuant to Paragraph 11.

3) Services Provided. Fire Suppression, Emergency Rescue, and limited Emergency Medical Services (collectively "Emergency Services") will be provided under this Agreement. Unless the Incident Commander (senior AGENCY Officer present) requests additional help, AGENCY shall provide a standard response as determined by AGENCY dispatch protocols on each emergency call from the Applicant, subject to conditions below.

It is intended that the Emergency Services provided under this Agreement shall be made available to the individuals residing at the property described in the Preamble above (the "Property") or invitees of said residents (collectively, "Service Recipients") in conjunction with the above-referenced Property irrespective of whether the Property is owner-occupied or leased. While the Applicant shall be responsible for all fees assessed under this Agreement, AGENCY also reserves the right to invoice any actual Service Recipient for the services provided under this Agreement, according to the fee schedule adopted by AGENCY, as amended from time to time. Said billing shall be in addition to the service fee charged under this Agreement.

In providing services under this Agreement, AGENCY reserves the right to involve such other jurisdictions and EMS or suppression service providers as it deems necessary, consistent with its then current protocol. No assurances are made as to

whether, or to what extent, any such third party providers will respond. Applicant and Service Recipients may be responsible for any additional charges assessed by such other service providers.

Applicant herein acknowledges that AGENCY alone will determine its response to any given incident and that AGENCY alone will determine the number of units and personnel responding to such incident. Applicant further acknowledges that such response is subject to, among others and without limitation, any unforeseen circumstance, a major fire, other accidents, conflicting concurrent calls, reduction in force, road closure, poor road conditions, acts of God, or other situations in which there is a shortage of manpower or equipment. Applicant understands that the response time will likely be extended beyond that which might be regularly expected elsewhere within the jurisdictional boundaries of AGENCY by reason of the distance to and isolation of the Applicant's Property, the limited manpower available, access limitations, road conditions, and the other calls within AGENCY that may take priority, and Applicant hereby consents to the same. In addition, Applicant acknowledges and agrees that AGENCY's response and effectiveness may be limited by a lack of adequate water supply.

Applicant acknowledges and agrees that AGENCY may, in its sole discretion, give priority to other emergency calls either within AGENCY's jurisdictional boundaries or outside AGENCY boundaries, potentially causing a delay in response time. Further, Applicant acknowledges and agrees that AGENCY may, in conjunction with any call to the Property, respond with insufficient equipment or manpower on occasion, either by reason of limited manpower, equipment availability, resource allocation, or by reason of the limited information having been made available to AGENCY in conjunction with the determination of the appropriate response.

Applicant hereby acknowledges that no assurances are given or warranties made as to the response time or service level that will be offered, and agrees to hold the AGENCY harmless from and indemnify AGENCY for any and all damages which might be incurred by Applicant, Service Recipient, to Applicant's Property or to any third party's property or person, including that of any Service Recipient, by reason of extended response times, reduced equipment or manpower response, the decision to involve other service providers, failure to involve other jurisdictions or service providers, AGENCY's decision to allocate resources elsewhere either inside or outside of AGENCY's jurisdictional boundaries, the allocation of manpower or equipment, or other operational decisions which might result in delay or additional loss of life or property.

Further, Applicant acknowledges and agrees that AGENCY shall not be liable for the negligent act or omission of any third party service provider. Applicant also agrees that AGENCY is under no obligation to transport any Service Recipient. Applicant acknowledges that AGENCY does not hold a Certificate of Necessity and does NOT provide ambulance or non-emergency transport services, and that transport services are typically provided through a third party. Applicant, Service Recipient, or both, shall be solely responsible for any and all expenses associated with any transport services utilized by either.

4) Response Time. AGENCY shall make reasonable efforts to respond to Applicant's emergency calls in a manner consistent with then-current agency protocol, subject to the terms and conditions set forth in this Agreement. Applicant hereby acknowledges that response times are subject to variations due to existing weather conditions, road conditions, travel distance, traffic conditions, property identification, conflicting responses, equipment and manpower availability or allocation, and access to Applicant's Property. Applicant acknowledges that because of the substantial distance involved, the minimum response time likely to be experienced by Applicant may exceed that of other recipients within the jurisdictional boundaries of AGENCY, and that no assurances are given by the AGENCY as to what ISO rating might apply to the Applicant's Property.

5) Routing Information. Applicant agrees that it shall provide AGENCY with current routing information to Applicant's Property in a form acceptable to AGENCY Fire Chief, and will endeavor to inform all occupants of subject Property of the proper procedures to follow in case of fire.

6) Access. Applicant hereby specifically acknowledges that standard access roads sufficient to allow AGENCY fire equipment to reach the scenes of emergency calls are a significant factor in AGENCY's ability to respond to emergency calls within a reasonable and expeditious time. If access roadways are not maintained by other public service agencies, the responsibility of providing and maintaining adequate access rests solely with Applicant. Applicant hereby agrees to hold AGENCY harmless from and to fully indemnify AGENCY for any liability or damages arising from any delay which might occur by reason of limited, inadequate or poorly maintained access, inadequate address or access description, or failure of Applicant or the Property to comply with applicable fire codes, building codes, zoning codes or recommendations or requirements made by any agency or AGENCY.

Applicant hereby grants to AGENCY the right of ingress and egress and to enter upon Applicant's Property for purposes of conducting inspections to determine accessibility, and to observe any other matters which may affect AGENCY's ability to provide services under this Agreement. Nothing herein shall be construed as requiring AGENCY to make any such inspection, or to require that AGENCY report to the Property owner in regard to any accessibility issues.

7) Compensation; Calculation; Payment. As consideration for AGENCY's provision of Emergency Services under this Agreement, Applicant shall pay to AGENCY a sum (the "Service Fee") equal to the amount which would be paid if the Applicant's Property was located in and taxable by the respective fire district (either the Central Yavapai Fire District or the Chino Valley Fire District) which would otherwise contract to provide such services to Applicant at that fire district's then current tax rate, any applicable bond debt servicing rates, plus an administrative fee equal to \$50.00 as modified from time to time. The Service Fee shall be owed to AGENCY by Applicant even if there is no current county tax assessed on the Property: by reason of the fact that the property is considered to be non-taxable; because no net assessed value has

been established; or for any other reason. In that event, for the purpose of calculating the Service Fee to be paid by the Applicant, 10% of the full cash value as indicated by the county assessor's office may be used as the assessed value, or if the full cash value is not available, the value of the property shall be established by way of appraisal conducted by a duly-licensed real estate appraiser provided by and solely at the cost of Applicant.

If the property is appraised, the assessed value will be 10% of the appraisal. The then current fire district tax rate shall be applied to said property value, plus any then-applicable bond debt service rates and an administrative fee equal to \$50.00. If for some reason the current assessed value information is unavailable, then the Service Fee under this contract, as renewed, will be equal to the Service Fee charged for the immediately preceding service year, plus 10%, until such time as the current property value information becomes available, at which time the fee for the then-current year shall be recalculated and an adjustment to the Service Fee made.

Payment shall be due when this Agreement is signed; alternatively, payment arrangements may be approved in the sole discretion of AGENCY for quarterly payments with the first payment being due and payable simultaneous with the execution of this Agreement and thereafter on the first day of each subsequent quarter. Any payment not received within 30 days of the due date will be considered in default and may result in the termination of this Agreement. For the initial term of the Agreement, the parties agree that the fee shall be \$«F17», but that such fee may be prorated (based on 12 months).

In the event of termination of this Agreement due to non-payment by Applicant of the agreed Service Fee within 30 days of due date, Applicant must reapply for Emergency Services pursuant to a new Agreement. In such event, the only option for payment under such new Agreement shall be for payment of all monies due in full at the time of execution of the new Agreement; other payment arrangements will only be considered upon renewal of the Agreement after completion of the initial term of the new Agreement.

The Service Fee paid to AGENCY by Applicant pursuant to this Agreement shall be considered earned by AGENCY when paid, and shall not be conditioned upon or modified by reason of the number of responses made by AGENCY to the Applicant's property during the term of this Agreement. While Applicant shall be responsible for all Service Fees assessed under this Agreement, AGENCY also reserves the right to invoice any actual Service Recipients for the services provided under this Agreement according to the then-current fee schedule adopted by AGENCY, as amended from time to time. Said invoice shall be in addition to any Service Fee due under the terms of this Agreement.

8) Insurance. Applicant shall provide AGENCY with a current certificate of liability and hazard insurance, together with the name and address of insurance agent, name of insurance company providing coverage, and insurance policy number.

9) Waiver and Disclaimer of Liability. Applicant agrees that AGENCY shall not be liable for any consequential damages to Applicant or any Service Recipient, including but not limited to any lost income or profits suffered by Applicant or any Service Recipient. In consideration of AGENCY's agreement to provide services under the terms of this Agreement, Applicant agrees to hold AGENCY harmless and hereby releases AGENCY from and indemnifies AGENCY for any and all claims, demands, liability and causes of action that may arise as a result of AGENCY providing the services described herein. Applicant specifically agrees to hold AGENCY harmless from, in addition to the foregoing, any claims, demands, liability or causes of action which might arise out of AGENCY's inability to provide, or any delay or limits in providing services, due in whole or in part to the conditions spelled out in Sections 3, 4, 5, and 6 of this Agreement.

10) No Third-Party Beneficiaries. This Agreement will be for the benefit of the parties named herein only and shall not be construed as having been entered into for the benefit of any third party.

11) No Warranties. Nothing herein shall be construed as a warranty by AGENCY against damages, whether to real property or personal property, which may result by way of fire, injury to a person, by accident or any other emergency occurring on Applicant's Property.

12) Limitation of Damages. In the event of breach or non-performance by AGENCY, Applicant's sole remedy shall be limited to the termination of this Agreement and refund of any unearned fees for that current contract year, the parties hereto having agreed that said fees are a reasonable amount of damages. This limitation of damages shall bind, without limitation, Service Recipients, family members, legal representatives, assigns and successors in interest of the Applicant. The waiver, hold harmless and indemnification provisions of this Agreement are for the benefit of AGENCY and shall survive the termination of this Agreement.

13) Termination. Either party may terminate this Agreement by thirty (30) days' written notice of termination delivered to the other party at these addresses:

For AGENCY:

Central Arizona Fire and Medical Authority
8603 E. Eastridge Drive
Prescott Valley, AZ 86314

For Applicant:

In the event of termination of this Agreement after the Applicant has paid the required payment due for that term, AGENCY shall return funds to the Applicant prorated on a per day basis for the period after the date of termination.

In the event Applicant sells the subject property or otherwise disposes of the same, this Agreement will terminate immediately upon notification from the Applicant of same; provided, however, that the indemnification requirements imposed on Applicant under this Agreement for incidents occurring during the term of this Agreement shall survive the termination hereof. Nothing herein shall prevent AGENCY from negotiating a new emergency services Agreement with the new owner of the subject property.

14) Cancellation Due to Conflict. AGENCY may cancel this Agreement pursuant to the mandates of A.R.S. §38-511.

15) Severability. If any provision of this Agreement shall be held to be unconstitutional, invalid, or unenforceable, it shall be deemed severable; however, the remainder of the Agreement shall not be affected and shall remain in full force and effect.

16) Fire Code Compliance. Applicant hereby specifically acknowledges that all operations and activities, as well as new construction, and remodel of structures when applicable, will be in compliance with AGENCY's adopted Fire Code.

The undersigned warrants to AGENCY that the Applicant has the power to enter into this Agreement and that all necessary acts have been taken to enter into this Agreement.

APPLICANT

By _____
Date

By _____
Date

CENTRAL ARIZONA FIRE & MEDICAL
AUTHORITY

Board Chair Date

ATTEST:

Board Clerk Date

2019

Ambulance Transport and Certificate of Necessity Concerns



Fire Chief Scott Freitag

EMS Captain Doug Niemynski

Central Arizona Fire and Medical Authority

11/25/2019

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Problem Statement

The Central Arizona Fire and Medical Authority (CAFMA) has documented extended ambulance response times for nearly four years. We believe that these extended times have led to untoward outcomes for at least five patients in late 2018 and early 2019. We also believe that the extended response times are contributing to our lower reliability ratings at our core Prescott Valley Fire Stations.

Note: American Medical Response (AMR) operates in the Prescott Basin under the name Lifeline Ambulance; however, the company is recognized by its parent company name AMR. To avoid confusion, this document will utilize the name AMR to represent Lifeline Ambulance and its parent company.

Executive Summary

The Central Arizona Fire and Medical Authority (CAFMA) and its parent organizations, the Central Yavapai Fire District (CYFD) and the Chino Valley Fire District (CVFD), have been contending with extended response times for transport ambulance services. In five instances between late 2018 and spring 2019, we experienced five untoward patient outcomes. Additionally, we believe the extended response times are a contributing factor to low reliability ratings for our engine companies, specifically in the heart of Prescott Valley.

American Medical Response (AMR), a national company owned by a private equity firm, now owns and operates Lifeline Ambulance. Because of the sale, we no longer have a local community tie to the owners.

CAFMA staff has maintained frequent dialogue over the years with local AMR managers concerning the extended response times. To date, there have been no changes and response times have continued to increase. In 2018, staff expressed concern directly to Terry Mullins, Bureau of EMS Chief (a division of the Arizona Department of Health Services). His advice was that we should start filing complaints. CAFMA has been submitting 60-80 complaints a month for response times in excess of 20 minutes, some much longer. We have filed five complaints with the Bureau as a result of untoward outcomes on calls with extended response times. As of November 2019, none of our complaints have been addressed. A couple of these complaints have been outstanding for nine months and counting.

Throughout the first part of 2019, CAFMA worked regionally with Prescott Fire Department to attract a different private provider to the area. Our hope was to engage with a company that would be willing to provide necessary transport services while meeting recognized and realistic

response standards. Ultimately, Prescott decided to seek a contract with AMR rather than find a different provider for the area. The provider we were working to attract stated that without the City of Prescott they would not be able to respond to a Request for Proposal (RFP) for CAFMA's jurisdiction alone. We also reached out to two non-profit providers in central and northern Arizona. Both declined stating expansion into our area did not fit their business model.

CAFMA staff does not recommend seeking a contract for services with AMR as they have historically not followed existing contracts with fire service agencies, municipalities, or hospitals in Arizona or other areas of the country. They walked away from a nearly \$1.2 million debt owed to the City of Scottsdale which resulted in a lawsuit. In short, contracts with AMR have not provided for improved services or response times. The State approves the contracts, but historically does not ensure adherence to the agreements.

We are now working at the state level to open the rules related to the Certificate of Necessity (CON) covered under Article 9. A CON is required to operate an ambulance transport service in the State of Arizona. The Bureau of EMS regulates CONs as part of DHS. The intent is to update the CON process and tighten response time requirements and oversight, as well as reporting requirements. As of this summary, there is no agreement from the state to open the CON rules for consideration of changes. A 1999 Auditor General's report, attached as Appendix A, stated in part that the CON process was antiquated, prevented competition, did not take into account patient care, and did not take into account community needs or growth. The report was also critical concerning the Bureau and DHS's delays in handling complaints, many of which had never been addressed. Nothing has changed in the 20 years since the report.

As of this writing, we have exhausted our efforts to attract another private or non-profit provider. We have worked with AMR to improve response times without success. AMR management has been less than forthright with CAFMA staff, and has denied that there are any issues with response times. According to many of the AMR crews, they are struggling to staff their units. This seems substantiated by their local and regional management's statements that they are unable to recruit necessary staffing.

The Bureau of EMS acknowledged that there is a significant difference between the raw data CAFMA provided and the reports that AMR provided relating to response times. AMR is required to self-report and has not, nor are they required to, provided any raw data. As a public entity, all of CAFMA's data is public. As of our last meeting, the Bureau had not audited AMR's data for comparison purposes, nor have they given any indication that they will audit AMR's reports.

State level associations have held meetings with AMR's CEO and upper-level managers who have refused to cooperate as well. Our agency, along with our regional partners, have worked directly with the Bureau of EMS to improve services without success. At this time, our final hope is to change the statewide standards. If that is unsuccessful, CAFMA officials will be left with few options – see Recommendations section.

Even if the standards are changed, it does not mean response times will improve. Firstly, there will be a potential delay of one to two years or longer to implement the new standards. Secondly, AMR already has difficulty staffing their units. It is highly probable that to meet new response standards they will need to add additional units and staffing. Adding units to meet the needs of our growing community will have a financial impact on their company, and will increase their need to recruit and retain employees.

Background

To operate an ambulance within the State of Arizona a company or governmental transport service must obtain a Certificate of Necessity (CON) from the Bureau of EMS, a division of the Department of Health Services (DHS). When a CON application is submitted to the Bureau, they send inquiries to surrounding CON holders asking if anyone has an objection. If another provider files an objection, the CON application is referred to an Administrative Law Judge (ALJ) for a hearing. The legal proceedings can be costly, e.g. \$1 million or more in some cases.

Once the ALJ hands down a ruling, the CON is reviewed by the Director of DHS. If the ALJ ruled against the applicant, but the Director feels there is a need, he/she can overturn the ruling. If the ALJ approves the application, but the Director disagrees with the ruling, he/she can overturn the ruling. A 1999 Auditor General's Report found the CON process was outdated, limited competition, that response standards did not reflect need, and that it did not take into account the best interest of the community. The report also found that the renewal process, lack of oversight, and lack of a process to update response standards was a detriment to the citizens of Arizona. Despite the report, nothing has changed in the last 20 years. Arizona is one of only three states that still utilizes a CON process. Kentucky utilized a CON process until February 2019 when it was challenged in court based on the same principles as the findings in the Arizona Auditor General's 1999 report, attached here as Appendix A.

The 1999 report was also critical of the Bureau's lack of follow-up on complaints submitted to the agency. According to the report, some complaints had been sitting for over a year and had not been addressed. CAFMA has submitted a number of complaints to the Bureau including complaints concerning calls with untoward outcomes. A couple of our complaints are nine months old as of November 2019 and have yet to be addressed.

When seeking a CON, especially one that may overlap another agency, the Bureau of EMS weighs the potential financial impact to the current provider. If in their opinion the impact would be too great, a CON may not be approved. They weigh their determination in part on the Ambulance Revenue and Cost Report (ARCR). According to transport providers in the state, as well as members of the Arizona Ambulance Association, the specific criteria for how to complete the ARCR is vague and open to interpretation. This means reports filed with the state can be inconsistent in regards to how revenues and expenditures are calculated and reported. The Bureau of EMS accepts the ARCRs as submitted and rarely, if ever, audits the reports for consistency and accuracy.

The Bureau holds governmental entities to the same reporting system as private entities despite each being governed by different financial accounting systems as defined by the federal government. The ARCRs need to be reformed to include reporting consistent with governmental accounting standards for governmental agencies. Additionally, the ARCRs need to contain a clearly articulated standardized reporting method that includes clear expectations as well as examples of how they expect the revenues to be calculated. As it stands, one company can utilize a method of reporting that shows a lower profit margin than they actually realize year-over-year, while another reports actual profit and loss. These issues can and should be addressed through the Article 9 rules process.

Lifeline Ambulance was founded in 1956. Prior to their purchase by American Medical Response (AMR) in 2013, Lifeline was owned and operated by Cheryl Smith, a local businessperson. AMR is a national company that has changed ownership at least three times, and is now owned by a private hedge fund. They operate under Certificate of Necessity (CON) 62 that includes our area. CON 62 encompasses nearly 2,000 square miles, including portions of several counties.

Response time standards outlined in an ambulance transport provider's CON are established when the CON is issued and they are rarely, if ever, updated. CON 62's response times have not been updated since 1985 based on the information available to us. For comparison purposes, the census data for 1980-1990 for the population of Yavapai County was estimated at 81,499. In 2018, the census estimate for Yavapai County was 231,993 with a majority of the populous living in the Prescott Basin. CAFMA's estimated population-based numbers provided by the agency's GIS/Statistician is approximately 100,000. During the same time frame CAFMA's (CYFD and CVFD combined) calls for service are estimated to have increased by 1000%.

The numbers illustrate significant growth in our area, yet the CON requirements for response times remain unchanged thereby not reflecting our community as it is today. The Bureau of EMS and AMR added the City of Williams to CON 62 at some point in the last 5-8 years. The City of Williams is afforded better response time standards than the urban/suburban areas within CAFMA's jurisdiction.

Response times were an issue when Lifeline Ambulance was owned by Ms. Smith, however, because she was a local businessperson fire department staff and local officials could approach her directly to discuss concerns. Since AMR purchased Lifeline in 2013, response times have steadily increased. We have repeatedly expressed CAFMA's concerns to AMR's local operations manager to no avail. It is not that the local manager does not recognize the issues. Rather, the local manager reports to people whom in turn report to corporate level officers who control the resources the local operation receives. Additionally, AMR has difficulty recruiting and retaining personnel. Some are hired by CAFMA, while others leave for a variety reasons, e.g. wages and working conditions. AMR has requested on numerous occasions that CAFMA not hire their personnel. This is not something that is within our purview, i.e. we cannot purposely exclude people from the hiring process because they work for AMR and AMR does not want to lose them.

In 2018, the *Daily Courier* wrote an article about extended response time concerns in the Prescott Basin. Lifeline employees were the catalyst for the story, however, CAFMA Chief Scott Freitag was the only one identified by name in the article. Within days of publication, the AMR Director of Operations in Arizona, John Valentine, contacted Chief Freitag. The conversation did not go well, and ended with Mr. Valentine threatening to write a letter to CAFMA's Board of Directors complaining about Chief Freitag. Mr. Valentine sent a letter to the CAFMA board leveling a series of allegations. The board determined all allegations to be without merit based on CAFMA staff documentation as well as statements from Prescott Fire Chief Dennis Light.

After the conversation with Mr. Valentine, Chief Freitag and EMS Captain Doug Niemynski had a meeting with Mr. Terry Mullins, Bureau Chief of EMS. Mr. Mullins recommended that we start documenting the extended response times via formal complaints to his office. Chief Freitag and Captain Niemynski initially made the decision that complaints would be filed for any response time greater than 30 minutes. In early 2019, the time was changed to reflect any response time over 20 minutes, which they felt more accurately depicted recognized standards as well as their concerns. Depending on the area, Prescott Valley for example, a 20-minute response time is over double any recognized standard. During the intervening time, CAFMA staff, specifically Captain Niemynski and Assistant Chief of Operations Jeff Polacek, continued to speak with AMR's local operations manager. Based on nationally recognized standards a reasonable response time within an area like Prescott Valley is under 10 minutes to the 90th percentile. Because CON 62 allows a response time for a transport ambulance between 0 and 75 minutes, our complaints filed with DHS are being noted, but not addressed.

Average response time numbers for reporting purposes are not calculated based on individual geographic areas, e.g. Prescott Valley or Chino Valley. Rather, they are based on the entirety of the CON. In the case of CON 62, response times are averaged for a nearly 2,000 square mile

area. To that end, a transport service's numbers can be extended in one community, but better in another, thereby technically meeting their response time standard. A more standardized way to assign and measure response times is based on geographic boundaries, and standard definitions based on populations, e.g. urban, suburban, rural, and frontier. For example, Prescott Valley would be geographically carved out by their municipal boundaries, defined under one of the aforementioned categories, and a response time standard assigned. It is possible for one community to fall into more than one category, e.g. urban and suburban, or suburban and rural. In those cases, areas are defined within the community's geographic boundaries and response times are assigned accordingly.

On June 23, 2017, CAFMA crews were on scene with a patient in Prescott Valley at approximately 0200. The Lifeline crew arrived within eight (8) minutes; however, the CAFMA engine had been advised Lifeline was in Code Red status, i.e. no ambulances available. The crew of the ambulance did not exit their vehicle so a CAFMA company officer went to the unit and asked if they were going to take over patient care and transport. The ambulance crew advised they were leaving for a higher priority call and proceeded to leave the scene. Given that there were no ambulances in the area, and Highway 69 was partially shut down for construction, the Engine crew transported the non-critical patient to the hospital in their vehicle.

A complaint was filed by CAFMA with the Bureau of EMS because the ambulance was on the scene in view of the patient, but then left the scene without interacting with the patient. The Bureau dismissed the complaint stating that it is within the purview of the company to redirect ambulances not already on scene to higher priority calls. While we recognize and practice the same, the fact was that the ambulance had arrived on scene; however, they had not communicated over the radio to their dispatch that they had arrived. We recognize that the patient was still under the care of one of CAFMA's paramedics, but feel that the ambulance leaving the scene at that point was inappropriate. Subsequently, AMR filed a complaint against CAFMA for transporting the patient that they, AMR, left on the scene. That complaint was dismissed.

On August 31, 2018, a CAFMA crew was working a patient in cardiac arrest in suburban Prescott Valley. The ambulance response time was 17 minutes thereby delaying transport to a definitive care facility, as well as limiting the resources needed on scene to work this type of call. The patient was initially responsive and did not go into cardiac arrest until just before the ambulance arrived on scene. Given the call was only five (5) minutes from the hospital, an argument can be made that earlier access to definitive care may have afforded the patient a better chance of survival. Unfortunately, the patient did not survive. In this case, the patient was too critical to be transported in the fire engine by the CAFMA crew.

In early 2019, four CAFMA patients had untoward outcomes that we believe were due, at least in part, to extended response times for ambulance care and transport. On February 22, 2019, a CAFMA crew worked on a patient in cardiac arrest in a densely populated part of Chino Valley. The crew provided advanced life support care for 20 minutes before terminating resuscitative efforts. No ambulance ever arrived on scene. Later that same evening, the grandson of the patient from the morning took an overdose of his grandmother's medications. The same CAFMA crew responded and performed advanced life support care for 19 minutes on the scene before an ambulance arrived to assist and transport. The patient did not survive. This delay meant the CAFMA crew did not have access to all of the human resources needed to run this type of call, and there was a significant delay in getting the patient to a definitive care facility.

On February 22, 2019, a CAFMA crew in rural Dewey-Humboldt, Arizona worked a cardiac arrest patient on-scene for 21 minutes before terminating resuscitative efforts. No ambulance arrived on scene. Same as before, limited personnel to work the arrest, and no opportunity for transport to definitive care.

On June 4, 2019, a CAFMA crew worked a cardiac arrest for 22 minutes on scene before an ambulance crew arrived. The patient was transported, but did not survive.

It is not for us as emergency responders to decide if any of these patients were viable. Our directive as emergency medical providers is to provide advanced life support in combination with rapid transport to a definitive care facility. If the ambulance is delayed, or never arrives on scene, rapid transport to a definitive care facility is not possible. Additionally, it takes a number of people to adequately execute resuscitative efforts in a cardiac arrest situation. A delayed response by the ambulance means that we are working with a crew of three instead of five thereby significantly reducing the number of people we have on hand to perform critical tasks.

Complaints were filed through the Bureau of EMS following each of the above instances.

Note: As of November 2019, there has been no update from the Bureau regarding the status of the complaints. Captain Niemynski has inquired, however the Bureau has not been able to provide an update.

In early 2019, Chief Freitag made personal phone calls to the Bureau speaking with Ithan Yanovsky, the Deputy Bureau Chief, about CAFMA's concerns. Some of these calls overlapped a February stakeholders meeting. Mr. Yanovsky assured the Chief that while the private company was operating within their CON standard, the Bureau recognized that some CON requirements, i.e. long response times, were not appropriate in more densely populated areas. He said that while their response times may technically fit within the standard outlined in CON 62, extended response times could still be addressed. For example, a 45-minute response time may be acceptable according to the CON, but the Bureau would not deem that acceptable for a

response within Prescott Valley given the community's population and density. Despite being provided this explanation, the Bureau has not addressed any of our concerns and states that *AMR is meeting their CON requirements*.

In February of 2019 Chief Freitag coordinated a meeting of key stakeholders from the City of Prescott, Town of Chino Valley, Town of Prescott Valley, Town of Dewey-Humboldt, Yavapai County, and concerned citizens. The meeting took place on February 25, 2019. Per the feedback from stakeholders in attendance, a meeting was scheduled with the Bureau of EMS. CAFMA requested a meeting with Dr. Cara Christ, Director of the Department of Health Services (DHS), however our request was denied and two deputy directors attended in her place.

Meeting attendees included:

- Town of Prescott Valley Mayor Kel Palguta
- Town of Chino Valley Mayor Darryl Croft
- Town of Dewey-Humboldt Mayor Terry Nolan
- City of Prescott Mayor Greg Mengarelli
- County Supervisor Jack Smith
- CAFMA Board Chair Julie Pettit
- City of Prescott Attorney John Paladini
- CAFMA Attorney Nick Cornelius
- CAFMA Fire Chief Scott Freitag
- CAFMA EMS Captain Doug Niemynski
- City of Prescott Fire Chief Dennis Light
- City of Prescott Division Chief Cory Moser

We met with the Bureau of EMS and DHS representatives on April 4, 2019. The intent was to present data and request improved response time standards based on increased population and call volume. The elected officials and attorneys expressed their concerns regarding extended response times and poor service. The Fire Chiefs and their staff representatives served as the subject matter experts clarifying the concerns, and providing data along with specific incident examples. Based on the concerns articulated in the meeting, the stakeholders group asked how we might act as interveners in the renewal process for CON 62. We were advised that there was no way to intervene and they described the process as more administrative in nature.

We left the meeting with little other than a commitment to look into our concerns. Bureau Chief Mullins stated they had a meeting already scheduled with AMR based on the issues we presented.

Subsequent to the April meeting, AMR officials had a meeting with the Town Manager and Mayor of Prescott Valley. During the meeting, they told the Town that there were over 300 instances in which an ambulance had waited on scene in Prescott Valley for a CAFMA engine to arrive in excess of 15 minutes. They indicated a date range in 2018. CAFMA EMS Captain Doug Niemynski pulled the raw data for all of 2018 and ran an analysis. He found 147 instances out of 7,000 calls in which CAFMA's response time was equal to or greater than 15 minutes for Code 3 responses in CAFMA's entire jurisdiction, not just Prescott Valley. A majority of those were in the more rural sections of our coverage area. As we do not have access to AMR's data there is no way for us to know when their ambulance arrived or even which incident numbers apply. It is possible that AMR received private calls via a seven-digit number directly to their dispatch center in Glendale which bypasses the 911 system. They do respond to calls without notifying CAFMA and then call for help after they arrive, which would mean they would be on the scene awaiting our arrival. However, in these circumstances it would be improbable that our response time once notified would exceed 15 minutes.

We provided our data to the Town reflecting that what AMR had claimed was not probable. We challenged AMR about the claim at an April meeting with DHS. They were unable to provide any data supporting their claims. Instead, they argued we were staying too long on scene after their ambulance arrived. Subsequently, EMS Captain Niemynski and Operations Chief Jeff Polacek evaluated the data and addressed those crews spending more time on the scene than reasonable.

DHS reached out to our group and scheduled another meeting for May 20, 2019 between the Bureau, the Deputy Directors, our stakeholders group, and AMR. Bureau Chief Terry Mullins prepared a presentation to review with the attendees. He showed a slide that included CAFMA's response data related to AMR along with data provided by AMR. There were clear discrepancies between the two sets, which Mr. Mullins acknowledged, but did not address. All response times for CAFMA as a public agency are a matter of public record. AMR is required to self-report, but is not required to provide raw data, and none of their data is public. The Bureau has the authority to audit AMR's response data, however to our knowledge has not performed an audit. Prescott had not submitted data to the Bureau so a good comparison between the City of Prescott FD and AMR was not available.

Mr. Mullins also showed AMR's Ambulance Revenue and Cost Report (ARCR). All EMS transport agencies in the State of Arizona are required to submit an annual ARCR. There are inconsistencies from agency to agency in the way the ARCR revenues and expenses are calculated and reported, which can create discrepancies between reported profit and loss vs. actual profit and loss.

For example, if AMR were to utilize the same reporting methodology as Maricopa Ambulance, their report for CON 62 would show profit in excess of 20% according to a report provided by a third party. However, using AMR's method of reporting they show only a 6% - 7% profit margin at the end of the year. This example illustrates the need for a more clearly defined reporting methodology to ensure an increased level of consistency and transparency. These reports can be a factor when the ALJ or DHS considers the financial impact to a current provider's bottom line, should they approve an overlapping CON. Because of the inconsistencies, we cannot say who is correct or incorrect in their reporting.

In the May meeting, DHS clarified their view regarding CON changes during review and renewal. However, they were unable to provide a path for the stakeholders group to act as interveners in the process. Based on the meeting, it did not appear DHS intended to request that AMR consider altering the response standards in CON 62 during the renewal process.

At the end of the meeting, DHS recommended that we meet with AMR again as they felt AMR was a "good company" and that we should work with them, e.g. obtain a contractual agreement. AMR has had contractual agreements across the country and throughout the State of Arizona for many years. Based on our research, and input expressly from Arizona cities and fire service agencies, the company has had some difficulties adhering to their agreements, specifically in relation to response time requirements. The company, for the most part, has paid fines associated with failure to perform. However, AMR stopped paying ride-in fees required under their contract with the City of Scottsdale. This was subsequent to the City issuing a Request for Proposal (RFP) seeking an alternate transport provider. The subsequent lawsuit was regarding approximately \$1.2 million owed to Scottsdale. The City and AMR did reach a settlement for some portion of the monies owed. Scottsdale now has a contract with Maricopa Ambulance for transport services.

Due to poor response times and coverage issues, the City of Goodyear, City of Glendale, and the City of Scottsdale each sought alternate transport providers. The City of Mesa, Lake Havasu City, and City of Casa Grande are also having issues with response times from AMR. Mesa is still deciding on a direction, while in October 2019 the City of Casa Grande gave direction for the fire department to seek a CON. Lake Havasu is still in the process of determining an appropriate direction. It is important to understand AMR's past, as well as current, practices regarding their contractual relationships and their issues with response times, as they appear consistent throughout the State of Arizona and across the country. In short, the contracts have not helped improve response times in any way, and the concerns we have about response times are not unique to our area.

During this time, Chiefs Light and Freitag worked with an alternate private provider in an attempt to attract them to the Prescott Basin. No other CONs currently exist in the area, which

means at present no other options for transport exist. To that end, any potential private provider would have to traverse the CON process as outlined in the opening of the Background section of this document. This means they would likely be subject to a court process with associated costs in excess of \$1 million. Private providers have to weigh the return on investment (ROI) when considering Arizona's CON process.

Subsequent to the April meeting, Prescott's elected officials gave Chief Light direction to seek a contract with AMR. As of the date of this document, November of 2019, they have not been able to finalize a contract. As a result of the City of Prescott essentially backing away from a regional approach to seeking a private provider, CAFMA was left to seek an alternate provider to cover just our jurisdiction. The private provider in question advised that the business model for a private company only works if the City of Prescott and CAFMA are included together. Without Prescott, they did not feel they would realize the return on investment (ROI) required for a successful operation. Other private and not-for-profit providers have also declined to consider expanding into the Prescott Basin stating that expansion into our area does not fit their business plan.

AMR did send Chief Freitag a draft copy of a contract which, in short, stated that they would follow their CON requirements. A copy of the contract between AMR and the City of Mesa was acquired as an additional template. However, the City of Mesa and their fire department does not recommend seeking a contract with AMR due to the issues they have faced with them as a transport provider. Mesa has experienced the same extended response times as our area to include at least one untoward outcome. AMR describes Mesa's concerns as a "semantics" issue. The City of Mesa, as well as Goodyear, Glendale, City of Casa Grande, Lake Havasu City, and Scottsdale disagree with AMR's description.

Understanding that we would not realize any changes through a contractual relationship, that working directly with AMR to seek improved coverage and services has not worked, and that the Bureau of EMS as a regulatory agency is working under an antiquated system, CAFMA staff decided to take a different approach.

As described earlier, a 1999 Auditor General's Report (attached as Appendix A) described the CON process as antiquated, a blockade to competition, inconsiderate of patient care, having a renewal process that lacked review, and not considering area growth as it relates to response time requirements. The report also pointed out that the Bureau of EMS was not properly dealing with or responding to complaints. CAFMA has experienced the same with complaints we have filed, as mentioned previously.

Chief Freitag has been working with Senate President Fann as well as state associations in requesting a rules change process for Article 9. The proposed changes would require DHS to

review and update CON's every 3-5 years to include updating response time standards based on population, area growth, and call volume. Changes sought would include a requirement to divide CON's into geographic areas. For example, CON 62 would segregate Prescott Valley, Chino Valley, and the City of Prescott by geographic boundaries. The areas would be defined based on nationally recognized definitions, e.g. urban, suburban, rural, and frontier. Response times would then be assigned accordingly. At renewal, the areas would be re-evaluated and updated as necessary based on growth, population, and call volume.

These standards do not consider profit; rather they focus on patient care. For example, if meeting the response requirements necessitates four ambulances instead of three, then a fourth ambulance would need to be added to the system. Despite the additional costs, other private not-for-profit transport providers in the State of Arizona already add additional units based on these standards.

The Bureau of EMS sent out a statewide survey on or about September 4, 2019, asking emergency services providers if they felt change is needed regarding ambulance CON response times. The survey closed October 4, 2019, and results were released on October 24, 2019. Respondents overwhelmingly recommended that Article 9 be opened for rule changes in line with what is outlined above. The Bureau has requested additional input from across the state due no later than November 18, 2019. They will then seek approval from the Governor's office to open Article 9 for rule changes.

Another area of concern was identified by the Bureau of EMS when some of the private ambulance transport companies in Arizona began to fail some years ago. They acknowledged that having only one private service provider in an area can create a problem should said provider have financial difficulty at any point, or should they decide not to service an area. While many other densely populated areas in the state now have overlapping CON's for service, the Prescott Basin remains with only one option and zero backup, i.e. no redundancy, in the system.

As of this writing, CAFMA continues to file complaints with the Bureau of EMS on a monthly basis and remains active in promoting change at the state level. The agency has obtained two retired ambulances via donation from other fire service agencies that will be used as Rescues. This is a short-term stopgap measure to better care for our constituents in times when an ambulance is not available, or when response times extend beyond a reasonable period as determined by CAFMA paramedics on scene. Utilizing the Rescues is not a solution, but will ensure some level of improved service in the short-term.

Recommendations

Without changes in Article 9 as they relate to response time criteria, geographical designation, renewal, oversight, regulatory authority, etc., our area will remain without competition, without coverage, and with extended response times. As stated earlier, without a regional Request for Proposal (RFP), i.e. Prescott and CAFMA together, another private provider will not take the steps necessary to obtain approval for operations in our area. If there are changes to Article 9 we will at least have a stricter set of standards for response times, and potentially more regulatory authority for the Bureau of EMS to hold transport companies accountable for the services they provide. However, there are no guarantees as to what the changes will be, nor do we know if the changes will have a significant impact regarding the challenges we face in our area. Based on the background and our efforts to date, the staff has four recommendations that we would submit for board consideration:

Option One: Do nothing. Accept the extended response times, accept that we will have an occasional untoward outcome, accept that our reliability ratings will be impacted, and continue business as “normal.” A reliability rating is the percentage of time that a fire engine is available to respond for an emergency within its first due area.

Option Two: Do not staff, but utilize Rescues to fill in when AMR has an extended response time. This option is not without its challenges. It is a good fail-safe; however, we cannot charge for services provided and we cannot afford to staff them regularly, which means potentially taking an additional engine out of service when needed. We are currently using retired ambulances donated to CAFMA as Rescues. This serves as a good stopgap measure, but is not a long-term solution.

Option Three: Purchase and staff rescues. This option would provide a reliable means of transportation when needed. The units may also be used for low acuity calls when not utilized for transport. Rescues could be staffed with civilian paramedics and EMTs. We cannot charge for any services under this option, and transports would be statutorily limited, i.e. we can only transport if the CON holder has an extended response time or is in Code Red Status (no units available).

Option Four: If the above are not viable options to the board and community, CAFMA could consider an overlapping CON for 911 responses only. This would dedicate additional resources for emergency response, supplement private resources, and ensure a closest unit response system within our jurisdictional boundaries. Unlike private for-profit providers, fire-based EMS systems are not concerned with profit margin, which means service expands based on call volume, response time analysis, and critical tasking. The Bureau of EMS and other state level

officials, including elected officials, have inquired as to why CAFMA has not submitted a CON application.

Option four is not without its political and financial challenges. Politically, some believe that a fire department running transport ambulances is tantamount to public vs. private. This is not the case. Ultimately, we should view it as public and private working together to ensure appropriate response times are met based on recognized standards, that patient care is the priority, and that there are appropriate response resources in our area. It balances the system in the best interests of those we serve. The second challenge is financial, which falls under the political category as well.

There are two ways to establish fire-based EMS in Arizona. One way is to run it as we do the fire response side. This means that the purchase of equipment and salaries of employees come from the general fund. Revenue realized through ambulance transport is routed back into the general fund as revenue and is used offset, or cover expenses. This is not a tax increase as the ambulance revenues cover ambulance operations. Many fire departments with transport services utilize this method. As an example, the Peoria Fire Department has generated revenue enough through their transports to add additional personnel and units to their system. Ambulance revenue in the City of Peoria is accounted for in the City's general fund.

The alternative is to establish an enterprise fund. An enterprise fund is required to generate its own funding once it is operational. Generally, an enterprise fund is established with a short-term infusion of monies from the parent agency that is paid back through the fund over a prescribed period of time. For example, the City of Tempe provided the monies to establish their ambulance services within the fire department. The monies generated from transports exceeded expectations and paid the initial funds back earlier than anticipated. Tempe Fire Department uses monies generated by the enterprise fund to add additional units and crews. This does add an additional layer and level of complexity.

The examples above utilize civilian paramedics and EMTs to staff their ambulances. To that end, they are not compensated at the same level as firefighter/paramedics or firefighter/EMTs. Additionally, because they are non-sworn the employees are in the ASRS retirement system rather than PSPRS.

Conclusion

The Prescott Basin, and specifically CAFMA's area, continues to experience rapid and significant growth. More hotels, apartment complexes, senior living facilities, master-planned communities, etc., are all on the drawing table. In addition, Banner Health is building a facility in Prescott and there is potentially another large hospital system looking at the area. In short,

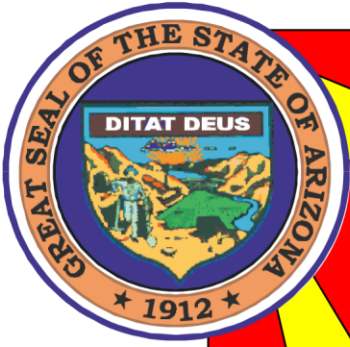
we are growing. The growth increases opportunities for our emergency services system, but also increases the burden on current resources.

Our current transport provider is not keeping up with demand for services in our area, and we are unable to attract a second private for-profit or not-for-profit provider. Systems and rules within the Bureau of EMS have not kept up with growth in our area, or across the state. While changes in the rules related to ambulance transport may be forthcoming, they are still likely one to two years out. Additionally, we do not know what recommendations will actually find their way into the updated rules.

CAFMA has identified a problem with transport services for our residents, a problem that has only grown worse over the last several years. We have worked for the last four years in earnest to affect change within the existing systems without success. Based on projected growth, we see the problem degrading further with time which is a detriment to our citizens as well as our agency.

As staff, we have provided this overview as well as recommendations for the board to consider. Hopefully it provides what you need to make the best decision for our community and agency as we look to the future.

Appendix A



State of Arizona
Office
of the
Auditor General

PERFORMANCE AUDIT

**DEPARTMENT OF
HEALTH SERVICES,
BUREAU OF
EMERGENCY
MEDICAL
SERVICES**

**Report to the Arizona Legislature
By Douglas R. Norton
Auditor General**

**April 1999
Report No. 99-6**



DOUGLAS R. NORTON, CPA
AUDITOR GENERAL

**STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL**

DEBRA K. DAVENPORT, CPA
DEPUTY AUDITOR GENERAL

April 19, 1999

Members of the Arizona Legislature

The Honorable Jane Dee Hull, Governor

Dr. James Allen, Director
Department of Health Services

Transmitted herewith is a report of the Auditor General, A Performance Audit of the Department of Health Services, Bureau of Emergency Medical Services. This report is in response to a May 27, 1997, resolution of the Joint Legislative Audit Committee. The performance audit was conducted as part of the Sunset review set forth in A.R.S. §§412951 through 41-2957. This is the third in a series of reports to be issued on the Department of Health Services.

This report addresses why the State needs to consider changing its current statutory approach to regulating ambulance services, how the Bureau can improve its handling of complaints against various certificate holders, including emergency medical technicians, and how the Department handled the Bureau's former Medical Director's potential conflict of interest. First, Arizona's statutory Certificate of Necessity (CON) system provides more regulation than is necessary for overseeing ambulance service, does not meet its goals, and limits competition. We recommend that the Legislature consider directing the Bureau to form a study group to advise the Legislature on developing a new system for helping to ensure quality service, while increasing the potential for competition within the industry. Second, the Bureau has taken steps since August 1998 to ensure that complaints against certificate holders are resolved more quickly. However, it still needs to improve complaint handling by providing adequate staff training, expediting some complaint resolutions, adequately tracking complaint files, and adopting an appropriate computer-tracking system. Finally, the report also provides information about how the Department handled the Bureau's former Medical Director's potential conflict of interest.

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April 19, 1999

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As outlined in its response, the Department notes that the decision to review the need for the CON system rests with the Legislature. The Department agrees with, and has agreed to implement, all recommendations addressed to it.

My staff and I will be pleased to discuss or clarify items in the report.

This report will be released to the public on April 20, 1999.

Sincerely,

A handwritten signature in dark ink, appearing to read "Douglas R. Norton", is written over a light gray rectangular background. A vertical line is positioned to the right of the signature.

Douglas R. Norton
Auditor General

Enclosure

SUMMARY

The Office of the Auditor General has conducted a performance audit of the Department of Health Services, Bureau of Emergency Medical Services, pursuant to a May 27, 1997, resolution of the Joint Legislative Audit Committee. The audit was conducted under the authority vested in the Auditor General by A.R.S. §§41-2951 through 41-2957. This is the third in a series of six audits relating to the Department of Health Services.

The Bureau of Emergency Medical Services (Bureau) is responsible for protecting the health and safety of people requiring emergency medical services. With 34 full-time equivalent positions located in one administrative and four regional offices, the Bureau certifies emergency medical technicians, regulates ambulance service through the statutory Certificate of Necessity (CON), and handles complaints against individuals and ambulance companies. The Bureau also oversees statewide emergency medical services by administering a computerized database of trauma cases and supporting three advisory boards and four regional councils.

The Certificate of Necessity Is An Unnecessary Form of Regulation (See pages 5 through 10)

This audit found that the statutory Certificate of Necessity (CON) provides more regulation than is necessary for overseeing ambulance service and limits competition. Arizona's current system of regulation dates from 1982 and is generally intended to ensure ambulance coverage throughout the State and to provide assurance of quality services. It statutorily requires that companies or local governments obtain a Certificate of Necessity to operate an ambulance service in each geographic area they intend to serve. Arizona is one of only seven states using a CON system for ambulance regulation.

The CON system does not guarantee that all areas of the State have adequate ambulance coverage or that CON holders provide quality service sufficient to meet basic safety requirements. Some locations in the State are not in any provider's service area. Under the CON system, the Bureau has no authority to compel providers to provide service to these locations. Examples include Highway 89 from Flagstaff to Page and Highway 93 from Wickenburg to Wikieup. As a result, unregulated rescue services and costly air ambulances are often used in place of ambulances in those and other areas that have inadequate coverage. Even within CON service areas, the system is ineffective for ensuring quality. The Bureau does not systematically monitor key quality indicators, including ambulance response times. Furthermore, quality can be monitored without a CON system. Arizona has several regulations for controlling the quality of ambulance services that are separate from the CON system.

The Certificate of Necessity system limits competition by creating a barrier to those individuals or companies wishing to enter the ambulance service market. In addition to demonstrating their own qualifications, CON applicants can be required to demonstrate that the existing ambulance service provider does not meet the provisions of its CON. If existing CON holders are meeting the response

times specified on their certificates and responding to all calls, the Department may decide there is no need for new service, even if applicants can demonstrate faster response times or other service improvements. The CON system also prevents local governments from finding ambulance service that might better and more affordably meet their communities' needs, including possibly providing services through their own fire departments.

The Legislature could consider directing the Bureau to form a study group to advise it on the need to reevaluate the CON system in light of its limitations in meeting state regulatory goals and its adverse impact on competition. Other forms of regulation used by other states might be effective without the problems that accompany the CON system. For example, the Department could license and regulate the quality of ambulance service without limiting the number of providers, or the Department could establish minimum service standards and allow local governments to determine appropriate levels of service.

If the CON is continued, quality and coverage oversight should be improved. The Bureau could more thoroughly use CON regulatory mechanisms to monitor quality, update and improve response time measures and accountability, and create easily accessible documentation of provider information.

The Bureau Does Not Adequately Handle Complaints (See pages 11 through 17)

Although the Bureau's current complaint-handling process has improved since the Office of the Auditor General's last report in 1988 (see Auditor General Report No. 88-12), the Bureau still needs to improve its handling of complaints against emergency medical technicians, paramedics, ambulance companies, and related entities. Under A.R.S. §36-2204, the Bureau is responsible for investigating and resolving complaints of substandard patient care and unprofessional conduct against emergency medical technicians; and complaints regarding fees, response times, and territorial infringement against ambulance companies. The Department's Office of Special Investigations formally investigates all complaints against emergency medical technicians or paramedics, complaints involving patient care allegations, and appealed informal complaints. Other complaints are handled informally by Bureau staff.

Since August 1998, the Bureau has taken steps to ensure that final resolution decisions are made in a more timely manner. However, Auditor General staff found that 22 complaints from the period prior to August 1998 remained open for more than two-and-a-half years, awaiting a final decision after the investigations had been completed in a timely manner.

The delay compromised the Bureau's ability to resolve complaints and, in some cases, impose appropriate discipline.

Other problems are related to the Bureau's procedures for handling complaints, both informally and formally. Informal complaints are hampered by a lack of monitoring and a lack of complaint investigation training on the part of Bureau staff, who handle all such complaints. Formal complaints continue to be

hampered by slow processing, poor tracking of files, an inadequate database, and inadequate notification provided to complainants about the status of their cases.

The Bureau has recognized some of these complaint-handling problems and has begun to make improvements. It plans to implement a new case management plan, which includes policies and procedures for complaint handling. The Bureau has also recognized the need for an improved complaint tracking system for these complaints and is taking steps to address some of the problems. Further changes, however, are still required to correct problems. These changes include better tracking and management of complaints that are handled informally, training for personnel who investigate such complaints, and better communications with complainants.

Other Pertinent Information (See pages 19 through 20)

The Bureau's former medical director faced a potential conflict of interest because her spouse works for the State's largest for-profit ambulance service provider. The Bureau sought legal direction on the matter and subsequently wrote, but did not consistently follow, an internal policy directing the former medical director to refrain from reviewing any complaints against the spouse's employer or any of its competitors, including complaints against individual employees of such companies. The former medical director participated or made decisions in several complaint cases, although the audit staff found no inappropriately resolved complaints. To avoid this situation in the future, the Department of Health Services reports that it now closely scrutinizes potential conflicts of interest prior to hiring Bureau managers. Auditor General staff reviewed the Statements of Independence of the Bureau's new Chief and Medical Director and found that both should be able to impartially perform their duties.

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Agency Response

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INTRODUCTION AND BACKGROUND

The Office of the Auditor General has conducted a performance audit of the Department of Health Services, Bureau of Emergency Medical Services, pursuant to a May 27, 1997, resolution of the Joint Legislative Audit Committee. The audit was conducted under the authority vested in the Auditor General by A.R.S. §§41-2951 through 41-2957. This is the third in a series of six audits relating to the Department of Health Services.

Bureau of Emergency Medical Services' Responsibilities

The Bureau of Emergency Medical Services plans and coordinates the State's emergency medical care system. Federal estimates indicate that the average American will need ambulance service at least twice in his or her lifetime. The Bureau's mission is to protect the health and safety of people requiring emergency medical services through certification, licensure, and promotion of Arizona's emergency medical service systems.

The Bureau has three main areas of responsibility: ■ **Emergency Personnel** — The Bureau certifies emergency medical technicians and technician training programs, handles complaints against emergency medical technicians (EMTs), and disciplines violators. There are currently 9,044 certified basic and intermediate emergency medical technicians and 2,360 certified paramedics in Arizona. ■ **Ambulance Services** — The Bureau regulates ambulance service by setting ambulance service rates and issuing Certificates of Necessity to ambulance providers. These Certificates establish providers' geographic service areas and required response times. The Bureau also inspects all air and ground ambulances, investigates complaints against ambulance providers, disciplines violators, and certifies hospitals that provide medical direction to ambulance providers and receive emergency patients. Currently, 74 ambulance service providers hold 83 Certificates of Necessity and operate approximately 533 ambulances in Arizona. ■ **Statewide Oversight** — The Bureau provides statewide oversight of emergency medical services through several means. It maintains the State Trauma Registry, a computerized database of the incidence of, causes, severity, outcomes, and operation of trauma system cases. In addition, it provides administrative support to several advisory committees including the State Trauma Advisory Board, the State Emergency Medical Services Council, the Medical Direction Commission, and four regional councils. These seven bodies guide the Bureau in developing policy and programs. The Bureau also administers a grants program for emergency medical service providers to purchase supplies and capital equipment.

Bureau of Emergency Medical Services Organization and Staffing

The Bureau of Emergency Medical Services is a unit within the Department of Health Services, Public Health Division. It has a total of 34 full-time equivalent employees (FTE). Fourteen FTEs staff a Phoenix-based administrative office that regulates ambulance services statewide and oversees a reorganized

structure of four regional offices.¹ The regional offices are responsible for certification, ambulance inspection, grant making, informal complaint handling, and some hospital oversight. The Central Region office is in Phoenix and has a staff of 8. The Southeastern Region office, in Tucson, has 5 FTEs. The Northern Region office is in Flagstaff and has 4 FTEs. The Western Region office is housed in Phoenix and is staffed by 3 FTEs. The Department of Health Services supports the Bureau, particularly through the Office of Special Investigations, which investigates formal complaints against emergency medical technicians and ambulance providers.

Budget

The Bureau is financially supported by a portion of a surcharge on fines charged for criminal offenses and traffic violations and by 0.3 percent of the Telecommunications Services Excise Tax. Expenditure of these monies requires legislative authorization. Table 1 (see page 3) illustrates the Bureau's actual and estimated revenues and expenditures for fiscal years 1997-1999.

Audit Scope and Methodology

Audit work was conducted to determine whether the Bureau effectively regulates ambulance services through the Certificate of Necessity program, and whether the Bureau adequately tracks, investigates, and resolves complaints. The audit presents findings and recommendations in two areas:

Table 1

Department of Health Services Bureau of Emergency Medical Services Statement of Revenues, Expenditures, and Changes in Fund Balance Years Ended or Ending June 30, 1997, 1998, and 1999 (Unaudited)			
	1997	1998	1999
	(Actual)	(Actual)	(Estimated)
Revenues:			
Fines and forfeits ¹	\$3,312,692	\$3,618,552	\$3,908,000

¹ Previously, the Bureau had separate sections handling emergency personnel certification, the Certificate of Necessity program, and the statewide trauma system. The sections operated primarily from the Phoenix office. The Tucson and Flagstaff offices employed ambulance inspectors and administrative staff. The Flagstaff office also monitored hospitals who oversee emergency medical personnel.

Use taxes ²	<u>1,584,624</u>	<u>1,815,626</u>	<u>2,035,000</u>
Total revenues Expenditures:	<u>4,897,316</u>	<u>5,434,178</u>	<u>5,943,000</u>
Personal services	797,110	823,735	1,015,300
Employee related	186,391	191,227	231,900
Professional and outside services	110,621	326,912	241,200
Travel, in-state	46,609	50,232	51,500
Travel, out-of-state	4,701	6,180	5,600
Aid to organizations ³	1,874,012	2,020,204	2,028,300
Other operating	495,751	434,758	481,500
Capital outlay	<u>392,588</u>	<u>199,364</u>	<u>166,100</u>
Total expenditures	<u>3,907,783</u>	<u>4,052,612</u>	<u>4,221,400</u>
Excess of revenues over expenditures	989,533	1,381,566	1,721,600
Fund balance, beginning of year	<u>1,844,095</u>	<u>2,833,628</u>	<u>4,215,194</u>
Fund balance, end of year ⁴	<u>\$2,833,628</u>	<u>\$4,215,194</u>	<u>\$5,936,794</u>

² The Department receives 0.3 percent of Telecommunication Services Excise Tax revenue to fund the University of Arizona Poison Control Center and poison control services in Maricopa County. This revenue is passed through to other entities and is included in "Aid to organizations."

³ Includes amounts passed through to other entities for poison control and grants awarded to emergency medical service providers for ambulance purchases and services, emergency receiving facilities, and rescue services.

⁴ The Department must receive legislative authorization to spend the Bureau's fund balance.

Source: The Uniform Statewide Accounting System *Revenues and Expenditures by Fund, Program, Organization, and Object* and *Trial Balance by Fund* for the years ended June 30, 1997 and 1998; the *State of Arizona Appropriations Report* for the years ended or ending June 30, 1997, 1998, and 1999; and Division-estimated revenues and expenditures for the year ending June 30, 1999.

¹ The Department receives a portion of fines charged for criminal offenses and traffic violations to fund various statewide emergency medical services, including Bureau operations.

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- The need for the Bureau to address problems in its regulatory approach to ambulance service provision; and
 - The need for the Bureau to improve its complaint-handling process.

Major audit methods included: ■ An analysis of the electronic complaint database containing information on the 360 formal complaints filed between fiscal years 1993 and 1998;⁵ ■ An in-depth telephone survey of the emergency medical services agencies of 14 states that are geographically and demographically similar to Arizona or were identified by emergency medical services experts;⁶ ■ A survey of the remaining 35 states regarding whether or not they have a Certificate of Necessity system; ■ A review of relevant Arizona statutes; other states' emergency medical services agency literature, statutes, and rules; recent legal rulings on ambulance service; and current literature on ambulance and public utility regulation and deregulation; ■ An analysis of all 15 initial Certificate of Necessity applications filed between 1994-1998; and

- Interviews with emergency medical services experts, legislative staff, a Governor's Office representative, five professional association representatives, Department of Public Safety representatives, five current Certificate of Necessity holders, a rescue service provider, and three emergency medical service providers who do not have a Certificate of Necessity, but are interested in obtaining one. Industry representatives came from rural, urban, and suburban areas.

This audit was conducted in accordance with government auditing standards.

⁵ Database was verified through a statistical sample of 70 complaint files.

⁶ California, Colorado, Connecticut, Florida, Illinois, Kansas, Missouri, Montana, Nevada, New Mexico, Oregon, Texas, Utah, and Washington.

The Auditor General and staff express appreciation to the Department of Health Services Director and the Bureau of Emergency Medical Services' Chief, Medical Director, and staff for their cooperation and assistance throughout the audit.

FINDING I THE CERTIFICATE OF NECESSITY

IS AN UNNECESSARY FORM OF REGULATION

Arizona's Certificate of Necessity (CON) system provides more regulation than is necessary for overseeing ambulance service. CON systems are intended to ensure ambulance coverage throughout the State and to provide quality assurance. Arizona's CON system does not guarantee either of these outcomes, and further, limits competition in the provision of ambulance services. By limiting the ability of new ambulance services to enter a particular geographic area, the CON system may also prevent the introduction of service improvements that would better meet a community's needs. The system should be reevaluated, and other forms of regulation should be considered.

The Certificate of Necessity System

Arizona's current system for regulating ambulance services dates from 1982, when voters approved a Constitutional amendment to reinstate ambulance regulation. The resulting amendment provides for the Legislature's regulatory authority over ambulances in "all matters relating to service provided, routes served, response times and charges."⁷ To fulfill this authority, the Legislature enacted statutes establishing the CON system. Only seven states, including Arizona, now use a CON system for ambulance regulation.

Under A.R.S. §36-2233, companies or local governments must apply to the Bureau for a Certificate of Necessity to operate an ambulance service in each geographic area they intend to serve. Applicants must meet criteria demonstrating that they are qualified to offer service. The Department must also find public need for the service, based on demand and the effect upon any existing providers in the geographic area. The application is heard before an administrative law judge if it is an initial application, the Bureau intends to oppose the application, or somebody requests a hearing. The judge makes a recommendation to the Department of Health Services Director, who has ultimate approval authority. If the Director approves the application, the Bureau issues a Certificate of Necessity that delineates locations of the central and sub-operation ambulance stations, the types of service to be provided, average response times, and the geographic area to be covered.

⁷ Constitution of the State of Arizona, Article XXVII, *Regulation of Public Health, Safety and Welfare*.

Current Approach Does Not Meet Goals and Is Unnecessary

The CON system as established in statute does not fulfill its intended goals and is not necessary for the fulfillment of these goals. First, the CON system does not ensure all areas of the State are covered by a ground ambulance service. Specifically, it does not oblige ambulance services to cover remote or unprofitable areas outside the area delineated in their CON. In areas with insufficient coverage, unregulated services sometimes substitute for ambulance providers. Second, because the Bureau does not effectively monitor and enforce the quality requirements that are contained within the CON, the current CON system does not adequately ensure quality ambulance service to the public. Additionally, the CON system is unnecessary for meeting such regulatory goals as quality assurance and fee regulation.

CONs do not guarantee coverage—The CON statutes do not provide the Bureau the authority to compel providers to cover remote or unprofitable areas or to improve response times to these regions. Bureau officials indicated that some sections of the State are not included in any provider’s CON service area or lack adequate coverage. If the area is uncovered, a CON holder in an adjacent region normally provides service. In these situations, the provider is not required to meet response time standards because these regions are not within its CON. Uncovered and underserved areas include some stretches of state highways, such as Interstate 89 from Flagstaff to Page, and Highway 93 from Wickenburg to Wikieup.

Additionally, the Bureau’s method of storing CON information does not ensure that agencies handling emergencies know which service is located closest to the emergency or can respond in the shortest time. Although each CON contains important information about the provider’s base of operation, service area, and response times, the Bureau does not delineate this information on a map or other standardized format. As a result, this information cannot be easily shared with other agencies. For example, the Department of Public Safety (DPS) often has the responsibility of placing a call for an ambulance after highway accidents. Because the Bureau does not maintain CON information in a readily accessible format, DPS develops and maintains its own ambulance provider lists and does not cross-reference its lists with information from the Bureau. Providing standardized information could help DPS and other local and state agencies ensure that the ambulance services called are CON holders, and the fastest and closest service to the accident.

Unregulated services and costly air ambulances fill deficiencies—Rescue services and air ambulances are often used in place of ambulances for areas that have inadequate ambulance coverage. While rescue services may represent the only feasible alternative for emergency transport in undercovered areas, the State does not regulate these providers. Under A.R.S. §36-2217(A)(4), rescue vehicles are exempt from CON regulations because they “are primarily used to provide on scene stabilization.” However, in uncovered or undercovered areas, where immediate ambulance transport is not possible, rescue services can either transport patients to rendezvous with the nearest ambulance or directly to a hospital.

Moreover, because rescue services are exempt from regulation, they can use this exemption as a way to provide unlicensed ambulance transport and avoid the CON application process. Because they are unregulated, the Bureau cannot directly monitor rescue service quality. Similarly, air ambulances have helped alleviate some of the difficulty covering remote areas, particularly if it is evident that ground transport will result in especially lengthy response times. However, air ambulances are more expensive than ground transports and are unnecessary for some types of inter-facility transports in which the patient is stabilized.

CONs ineffective for ensuring quality— In addition to not guaranteeing ground ambulance coverage, the CON system does not meet its goal of providing an effective method for ensuring quality service. Although providers' certificates contain required response times for their service areas, and although ambulance providers must record this information and submit it to the Bureau, there is no standardized definition of "response times" in Bureau statutes or rules. As a result, CON holders may be calculating response times differently. Further, the Bureau does not consistently conduct analysis of this data. Currently, the Bureau conducts a review of dispatch logs only if complaints have been made against the provider. Moreover, required response times reflected on the CONs are estimates the providers calculate at the time they submit their initial application. Consequently, response times may be out-of-date because they do not reflect population growth or other changes in an area's demographics.

Other quality indicators, such as patient outcomes, are not incorporated in CONs or reviewed in the CON application and renewal processes. In fact, although CON holders are required to renew their certificates every three years, the Bureau does not conduct performance reviews and rarely denies a request for renewal.

CONs unnecessary for ensuring quality and regulating fees— Ambulance service quality and charges could be regulated without the CON system. Many emergency medical service agencies, in states without a CON system, monitor response times and suspend provider services. Furthermore, the Bureau has quality control regulations that do not depend on the CON system. For example, it has regulations regarding how hospitals oversee emergency medical personnel, ambulance design requirements, inspections of EMT/paramedic certifications, and vehicle inspections. Additionally, the fees ambulance providers charge can be regulated without the CON system. Currently, the Bureau sets ambulance provider fees based on the CON service area. However, this is not required by statutes or rules.

CON System

Limits Competition

While the CON system does not meet its intended goals, it also limits competition in the ambulance industry. The Certificate of Necessity system creates a barrier to other service providers wishing to enter the market, and the application process upon which it is based is perceived as favoring current CON holders. Moreover, because the Bureau administers the CON at the statewide level, local governments are denied a role in choosing ambulance service.

CON system creates a barrier to entering the market—Companies and local governments that wish to provide ambulance services in Arizona face substantial barriers. In addition to demonstrating their own qualifications for providing services, applicants can be required to demonstrate that the existing ambulance service provider does not meet the provisions of its Certificate. After the applicant submits all required information, the Department of Health Services establishes a public hearing date and notifies all existing ambulance services in the proposed service area. If existing services or other interested parties file an intervention, the applicant may need to demonstrate at the hearing that the current CON holder is not adequately meeting demands for service in the area.

Because the Bureau can require the applicant to demonstrate that current ambulance services are not meeting public need, the system tends to work in favor of existing CON holders. If existing CON holders are meeting the response times specified on their certificates, and responding to all calls, the Department Director may decide there is no need for new service, even if applicants can demonstrate faster response times or other service improvements. For example, Yuma’s fire department applied to the Bureau for a CON. After a long and controversial process, the fire department eventually withdrew its application, citing as reasons the existing provider’s opposition, the lengthy and legally expensive application process, and overall lack of support from the Bureau. Several other city fire departments are also interested in applying for a CON but are reluctant to do so, because they expect to face strong opposition from the current CON holders in their areas.

In addition to limitations imposed by the CON system, competition within the ambulance industry may decrease even further because of industry changes. Specifically, the State’s two largest private ambulance providers have merged. This merger will significantly concentrate the number of providers owned by one company. Currently, the merged company holds CONs for Maricopa, Pima, and Yuma Counties as well as for other areas of the State, and controls approximately 41 percent of the State’s registered ground ambulances. Combined with the CON system, these industry changes could make it even more difficult for new providers to enter the market.

Denies local governments a role—At the local (county or municipal) level, limiting competition through the CON system denies local governments a role in selecting ambulance providers. Local governments may be in a better position to find ambulance services that are suitable to their communities’ needs, including the possibility of providing services through their own fire departments.

CON System Should

Be Reevaluated

Given that the CON system does not meet its goals, but limits competition, other methods of protecting public health and safety should be considered. Specifically, the Legislature should consider whether other types of statewide or local ambulance regulation might be more effective. Regardless of whether the Legislature maintains or eliminates the CON system, the Bureau could improve efforts to ensure quality.

Legislative guidelines for regulation suggest that state governments consider whether the “benefits to the public outweigh” the effects of reduced availability of services. These guidelines also recommend

that governments provide minimum levels of regulation to meet public need. The Legislature could consider these factors when deciding the future of the CON system.⁸

The Legislature should consider other forms of regulation—A 50-state survey revealed that only 7 states, including Arizona, use the CON system. It is more common for states to license ambulance providers. Additionally, some states supplement statewide regulation with local regulation, allowing the county or municipality to determine the amount of service that is appropriate for their area. These regulatory approaches allow for more competition and/or local control. For example: ■ **Strictly licensure**—Providers are licensed by the state to offer ambulance service. The state does not limit competition by controlling the number of ambulance providers. Quality of services is still regulated by the state or local EMS agencies through inspections of EMT/paramedic certifications, inspections of ambulances, collection and monitoring of response time data, and other quality controls. States that use a similar model include Illinois, Kansas, Montana, and Texas. ■ **Licensure combined with local control**—The state licenses the ambulance service. Counties determine appropriate levels of service and issue request for proposals to establish exclusive operating areas for providers through a competitive process. Quality control measures are contained within state regulations and local plans or they are contained entirely in the local plans, but are based on state guidelines. Alternatively, regional councils can administer local plans. States that use a similar model include California, Colorado, Oregon, and Washington.

Arizona's Bureau of Emergency Medical Services has already implemented steps that enhance the duties of regional offices. If the Legislature were to remove the CON system, this regionalization effort could be used as the first step toward increasing the regulatory authority of local agencies over ambulance services.

Given the variety of regulatory approaches available, the Legislature may want to direct the Bureau to form a study group to advise it on the future of Arizona's ambulance regulatory system. Any study group should be composed of a wide variety of stakeholders, including regulators and governmental ambulance and rescue service providers, as well as representatives of the for-profit ambulance industry.

If the CON is continued, quality and coverage oversight could be improved—Regardless of whether the Legislature continues the CON system, the Bureau should improve its efforts to monitor quality by: ■ More thoroughly using the regulatory mechanisms that are part of the CON, such as the power to revoke or suspend a CON or deny a CON renewal, to monitor quality. ■ Updating and improving response time measures, and holding providers accountable for these response times. The Bureau may also develop and systematically monitor other quality measures. ■ Creating easily accessible documentation that lists or maps information contained in the CON about provider service

⁸ Shimberg, Benjamin and Doug Roederer. *Questions a Legislator Should Ask*. The Council on Licensure, Enforcement, and Regulation/Council of State Governments. Lexington KY, 1994.

areas and response times. Other emergency agencies can use this information to verify that they dispatch the appropriate and/or nearest ambulance service.

Recommendations

1. The Legislature should consider directing the Bureau to form a study group to evaluate possible changes in the manner in which Arizona regulates ambulance services. This group should study various options, including the following:
 - a. Licensing providers to ensure quality, without limiting competition by controlling the number of providers; or
 - b. Licensing providers and allowing local governments to establish operating areas through a competitive process.
2. Whether or not the CON system is continued, the Bureau should use its regulatory authority to enforce quality controls such as response times.
3. The Bureau should assemble the information it has regarding providers and their service areas into easily accessible lists or maps so that this information can be used by other agencies.

FINDING II

THE BUREAU DOES NOT ADEQUATELY HANDLE COMPLAINTS

The Bureau's system for investigating and resolving complaints against EMTs, paramedics, ambulance companies, and related entities needs further improvements. Since August 1998, the Bureau has taken steps to ensure final resolution decisions are made in a more timely manner. However, the Bureau continues to have systematic problems in how it handles informal and formal complaints, including a lack of appropriate staff training, long delays, inadequate file tracking, and an inappropriate computer tracking system. The Bureau recognizes many of these problems and is beginning to make further improvements in some areas.

Current Complaint-

Handling Process

Under A.R.S. §36-2204 and §36-2245, the Bureau is responsible for investigating and resolving complaints against EMTs, paramedics, ambulance companies, emergency personnel training programs, and hospitals that oversee the work performed by EMTs and paramedics. Complaints against individuals include such matters as substandard patient care and unprofessional conduct, while complaints against ambulance companies include billing disputes, response times, and territorial infringement.

The Bureau's complaint-handling process differs according to the nature of the complaint. Bureau staff informally handle some complaints, including non-patient care complaints against ambulance companies, hospitals that oversee emergency medical personnel, and training programs. The Bureau does not maintain a log or written reports regarding complaints handled informally. In contrast, all complaints against EMTs or paramedics, complaints involving patient care allegations, and appealed informal complaints are handled formally, under the following steps: ■ Bureau staff refer the complaint to the Department of Health Services' Office of Special Investigations. ■ The Office of Special Investigations logs the complaint and investigation information into its Complaint Tracking System database. ■ The Office of Special Investigations conducts interviews and other investigative activities and prepares a report containing all pertinent information.

- The complaint and investigative report are submitted to the Bureau's Medical Director or Bureau Chief for a hearing, if necessary, and resolution.

The Bureau has a wide range of options for formal complaint resolution, including no action, censure, civil penalties, probation, requiring additional training, and suspending or revoking licenses.

Some improvement since 1988 audit report— Although problems remain, the Bureau's current complaint-handling process includes some improvements since the Office of the Auditor General's last report in 1988 (Auditor General Report No. 88-12). That report noted severe problems, including the lack of any system for tracking complaints and the failure to investigate or take action on even serious patient care complaints. The current audit found that although timeliness remains a problem and other improvements are still needed, progress has resulted from the Bureau's current practice of referring certain types of complaints to the Office of Special Investigations, and the Office's consistent, formal approach to complaint tracking, investigation, and reporting. Furthermore, in contrast to the 1988 findings showing that few actions were taken, the Bureau took action to revoke, suspend, or otherwise decertify 26 licensees between fiscal years 1993 and 1998. Likewise, it placed 18 licensees on probation during the same period.

Final Resolution Decisions

Delayed in the Past

Although since August 1998 the Bureau has taken steps to ensure final resolutions are not unnecessarily delayed, previous delays compromised the Bureau's ability to resolve complaints and in some cases impose appropriate discipline.

The Bureau was slow to make final resolution decisions on a significant number of complaints prior to August 1998. For example, Auditor General staff found 22 complaints that were open for more than two-and-one-half years, and in which the complaint investigations were completed in a timely manner. However, the files were held awaiting a final decision for an average of more than two years. These cases were finally closed when a new interim Bureau Chief reviewed the case backlog and took action.

These delays negatively impacted the Bureau's handling of complaints. For example, the Bureau did not resolve 8 complaints that included a total of 21 separate allegations. These allegations included failure to dispatch ambulances closest to the scene, and that substandard care resulted in patient deaths. By the time the cases were discovered, up to four years had elapsed since the investigations were completed. The interim Bureau Chief closed the complaints without taking punitive action. In at least one of the cases, this lack of action was directly attributed to "the considerable period of time that has passed."

Other Complaint-Handling

Problems Still Exist

The Bureau's handling of complaints continues to be hampered by other factors. Informal complaints are hampered by the lack of monitoring and by the lack of training for staff who handle these complaints. Formal complaints are hampered by long delays, inadequate file tracking, an inadequate computer system, and insufficient communication with complainants.

Informal complaints not tracked and most staff not trained—The Bureau's handling of informal complaints has been hampered by a lack of tracking. The Bureau does not note the complaint or resolution in a centralized database or log. As a result, management cannot determine whether these complaints are resolved in a timely manner and cannot monitor the quality of investigations or ensure that problematic providers are easily identified. While informal resolution is appropriate for some complaints, and in fact is required by statute A.R.S. §36-2245(E) for complaints involving ambulance company rates and charges, the Bureau's failure to track such complaints prevents it from ensuring that such complaints are handled appropriately or from discerning repeated problems or industry-wide trends.

Lack of tracking is also a problem because the Bureau cannot assess its compliance with timeliness standards established in statutes for some of these complaints. A.R.S. §36-2245 contains specific processing deadlines for complaints against ambulance companies. For example, the Bureau must respond to a complainant within 15 days after receiving a written complaint, determine if the complaint

has merit within 45 days of receiving ambulance company records, and notify all parties within 5 days if a complaint is resolved. However, when informal complaints are investigated and resolved by Bureau staff, they are not entered into the Bureau's complaint tracking system or tracked otherwise, so that the Bureau's compliance with the statutory deadlines cannot be monitored.

A second problem is that informally handled complaints may not receive the same level of investigative expertise as formal complaints. Bureau staff who handle informal complaints have not received formal training in complaint investigation. As a result, they may not be optimally knowledgeable about interviewing complainants, identifying potential evidence, and drawing legally defensible conclusions. In contrast, formal complaints are investigated by the DHS Office of Special Investigations, whose certified investigator has received nationally recognized training in investigating complaints.⁹

Formal system also contains problems— The Bureau also continues to have problems handling formal complaints. Specifically, formal complaint-handling problems include: ■ **Slow complaint handling**— While the Bureau has made progress since the 1988 Auditor General's report, this audit found that many complaints were still not resolved in a timely manner. The Bureau has not established target time frames for complaint resolution, but like other medical regulatory boards in Arizona, it should be able to resolve complaints within 180 days. However, the Bureau does not meet this standard. The analysis covered complaints received during fiscal years 1992-93 through 1997-98. During the six-year period reviewed, the Office of Special Investigations investigated 152 complaints against ambulance companies and 135 other complaints, and conducted 73 recertification background checks.¹⁰ As shown in Table 2 (see page 15), about 40 percent of all complaints required more than 180 days to resolve. Additionally, although Bureau officials regard patient care complaints as the most important, 33 complaints required more than 180 days to complete. Four of these complaints took more than 720 days, or almost two years, to complete. ■ **Complaint file custody not adequately tracked**— Once the Office of Special Investigations returns complaint files to the Bureau, the locations of the files are not adequately tracked. For example, during the course of the audit, Bureau staff were initially unable to provide six complaint files to auditors because the files were in the custody of different staff than those originally thought to have them. Some of these complaints included serious allegations, including patient care problems and impersonation of an EMT. Although all files were eventually located and provided to audit staff, even a temporary loss can cause problems.

Complaint files need to be consistently tracked and their location known. They serve as the sole repository for investigation reports, interview results, and supporting documentation, so loss of a file can seriously compromise the Bureau's ability to appropriately resolve complaints in a timely manner. Despite the importance of complaint files, the Bureau still lacks practices to track them. It does not have a formal process for transferring custody of files among Bureau staff, and its tracking system does not

⁹ The Council on Licensure, Enforcement, and Regulation (CLEAR) provides investigators/inspectors training specifically for licensing and regulatory boards. CLEAR's National Certified Investigator/Inspector Training curriculum offers training in interviewing techniques, evidence development, administrative law, and report writing.

¹⁰ Background checks are initiated when the Bureau receives information suggesting it may not be appropriate to renew an individual's certification. According to Bureau staff, these allegations typically come from coworkers who believe the individual to be incompetent or unreliable.

flag complaints when they reach an excessive age to alert staff that files may be misplaced or languishing in the process. ■ **Computer tracking system inadequate**— The computerized complaint tracking system database used for tracking the Bureau’s formal complaints is inadequate for the Bureau’s needs. This complaint tracking system was developed for use by another DHS division and has not been modified to fit the requirements of the Bureau’s complaints.

Some critical fields are either missing or do not apply to Bureau complaints. For example, the complaint tracking system does not track statutory processing deadlines for complaints against ambulance companies.

The complaint tracking system also makes it difficult to monitor different types of investigations. It does not distinguish among the different types of investigations (initial certification and recertification background investigations, complaints against EMTs and paramedics, and complaints against ambulance companies). Therefore, users cannot easily query it for basic certification, recertification, or complaint-handling trends or statistics.

Table 2

**Department of Health Services
Bureau of Emergency Medical Services
Days Needed to Resolve Complaints
Years Ended June 30, 1993 through 1998**

Days to Resolve ¹	Type of Complaint			Total Complaints	Percentage of Resolutions by Number of Days
	Recertification	Ambulance	All Other		
	52	93	70	215	60%
0-180	16	19	31	66	18
181-360	5	19	27	51	14
361-720	0	21	7	28	8
Over 720 Total	73	152	135	360	100%

¹ Resolution calculated from the date the complaint is received to its closure.

Source: Auditor General staff analysis of Department of Health Services, Bureau of Emergency Medical Services’ Complaint Tracking System data for years ended June 30, 1993 through 1998.

Complainants dissatisfied with process— The Bureau’s complaint-handling process and untimely complaint resolution has caused complainant dissatisfaction, according to complainant letters and interviews. For example, one complainant wrote a letter to DHS investigators stating the following about the amount of time needed to address the complaint:

"It appears...you did little actual investigation into the incident despite the extensive time you took....I would have presumed that, given the amount of time you had to conduct your investigation it would have been more thorough. I am disappointed and believe that if this simple matter took this long (and produced this little) then someone needs to take a closer look at this agency."

Further, although the Bureau complies with A.R.S. §36-2245, which requires it to notify complainants that their written complaints have been received and are being investigated, it does not adequately keep consumers informed throughout the complaint process. In some cases, complainants do not receive any further information until the Bureau notifies them that their complaint has been closed.

Bureau Beginning to Make Some Improvements

The Bureau has recognized some of these complaint-handling problems and is beginning to make improvements, although additional work is needed. The Bureau plans to implement a new case management plan, which includes policies and procedures for complaint handling. Further, the Bureau and the Office of Special Investigations have recognized the need for an improved complaint-tracking system and are taking steps to resolve some of these problems. However, additional changes are required to correct problems.

Bureau plans to implement new case management plan for formal complaints— In order to address problems with complaint handling, the Bureau is currently drafting a new case management plan. This plan covers all aspects of complaint handling, including receiving and processing complaints, complaint tracking, and file location. As part of this new approach, the Bureau has hired an ombudsman. This position's duties will include receiving, routing, and tracking complaints from receipt to resolution. Bureau management believes this position will help the Bureau route complaints to the appropriate investigator or staff person, track complaint progress, and ensure complaints are resolved in a timely manner. The plan also establishes a standard of 180 days to resolve complaints.

Need for improved complaint-tracking system identified— Both the Bureau and the DHS Office of Special Investigations recognize the need for an improved complaint-tracking system. For example, an improved system could capture processing deadlines mandated by A.R.S. §36-2245 for informal complaints against ambulance companies, "flag" complaints that are not progressing, and allow staff to easily obtain critical information and trends through data queries.

The Office of Special Investigations is currently considering its needs and investigating both commercially available software and complaint-tracking systems used by other Arizona investigative agencies. Until a new computerized tracking system is identified and purchased, the Bureau and Office of Special Investigations are conducting bi-weekly meetings to manually track complaints and ensure they are resolved in a timely manner.

Although the Bureau's plans to improve complaint handling represent an improvement, DHS should make it a priority to follow through on these plans, and monitor the effect of these changes. Also, in

addition to the improvements covered by the plan, the Bureau should require that informal complaints be entered into the complaint tracking system for monitoring purposes and address staff training needs.

Recommendations

1. The Bureau should continue to develop and eventually adopt its case management plan, including the standard of resolving complaints within 180 days.
2. The Bureau should continue efforts to identify and eventually obtain the type of complaint-tracking database needed and available. Specifically, this database should include key fields to handle complaints unique to the emergency medical service industry, track statutory time frame processing requirements, identify the current location of complaint files, and differentiate between types of investigations.
3. The Bureau should develop a mechanism to note information on informally handled complaints. At a minimum, this information should be used to ensure that the Bureau meets statutory processing deadlines for ambulance company complaints, handles informal complaints appropriately, and identifies industry-wide problems.
4. The Bureau should provide investigative training for staff who handle informal complaints.
5. The Bureau should develop procedures for transferring and tracking complaint files, to ensure that their location is always known and the cases do not languish.
6. The Bureau should provide complainants an explanation of the complaint-handling process and periodically update the status of their complaints.

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OTHER PERTINENT INFORMATION

During the audit questions arose as to whether the Bureau's former Medical Director had a potential conflict of interest and, if so, whether it affected the Bureau's handling of regulatory matters.

Questions were raised regarding whether the former Medical Director had a potential conflict of interest as a result of her husband's employment with an ambulance company. Because statutes require the Medical Director to be an active emergency physician, all Bureau Medical Directors face conflict situations when their decisions would affect the hospitals they work in, and as a result they must recuse themselves from such decisions. The official in question had a wider range of potential conflicts, since her husband's company and its competitors provide much of the ambulance service in the State. Although the Bureau did not consistently follow its own policies regarding this official's participation in decisions, the Auditor General staff's review of available files revealed no inappropriately resolved complaints.

Former Medical Director faced potential conflict of interest— Industry representatives, Department personnel, and legislative staff raised questions during the audit regarding whether the Bureau’s former Medical Director had a potential conflict of interest. The official in question served from November 1, 1993, until her resignation effective October 30, 1998. Questions arose because beginning in 1994, her spouse worked for the State’s largest forprofit ambulance service provider.

Under state statutes and Bureau procedures, the Medical Director is responsible for many aspects of regulating the emergency services industry, such as reviewing complaints against ambulance companies, emergency medical technicians, and paramedics. Additionally, the Medical Director consults on virtually every aspect of the Bureau’s activities. These responsibilities placed the former Medical Director in the position of making decisions that could potentially impact or be impacted by her spouse’s employer.

Bureau did not consistently follow its policy— In response to this potential conflict, the Bureau obtained legal advice in 1995. The Bureau’s Attorney General representative advised that the former Medical Director did not have a legal conflict of interest because her husband did not hold a financial interest in his employer’s company. However, the attorney recommended exercising caution because there could be an appearance of conflict of interest, which could expose her to scrutiny and criticism. As a result, the Bureau wrote an internal policy directing the former Medical Director to refrain from reviewing any complaints against her husband’s employer or any of its competitors, including complaints against individual employees of such companies. According to the policy, “None of these items should be routed to” the former medical director, and she should review copies of public records on matters covered by the policy only after the record became public.

The Bureau did not consistently follow its own policy for handling the potential conflict of interest. First, the Bureau continued to route some complaints to the former Medical Director that involved companies or employees affected by the policy. For example, she resolved some complaints against individual emergency medical technicians and paramedics employed by the affected companies. According to the former Medical Director, the Attorney General representative verbally approved her participation in each of these cases (current and former attorneys recall these conversations). In addition, in all such cases reviewed by Auditor General staff, another Bureau or Department official also reviewed the case and came to the same conclusion as the former Medical Director. However, according to the policy, these cases should not have been submitted to the former Medical Director at all. Second, although the policy required the Bureau to compile a list of affected ambulance companies every quarter, the Bureau compiled only two such lists. According to the former Medical Director, the list would not have changed so there was no need to follow the policy and create new lists.

Department reports attempts to avoid similar situations— To avoid this situation in the future, the Department of Health Services reports that it now closely scrutinizes potential conflicts of interest prior to hiring Bureau managers. For example, both the Bureau’s new Medical Director and Bureau Chief’s potential conflicts of interest were reportedly reviewed prior to their hiring. Additionally, Auditor General staff reviewed their conflict-of-interest statements. The new Bureau Chief relocated to Arizona and, therefore, has no potential conflicts. The new Medical Director has only a limited potential conflict because he is a licensed, practicing emergency medicine physician. This is consistent with statutory requirements placed on the part-time, Medical Director’s position. As a result, both Bureau managers should be able to impartially perform their duties.

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JANE DEE HULL, GOVERNOR
JAMES R. ALLEN, MD, MPH, DIRECTOR

Mr. Douglas R. Norton, CPA
Auditor General
Office of the Auditor General
2910 North 44th St., Suite 410

Phoenix, AZ 85004 Dear Mr.

Norton:

Thank you for the opportunity to review the report of the Performance Audit, conducted as part of the Sunset Review set forth in A.R.S. §41-2951 through 41-2957, of the Arizona Department of Health Services (ADHS), Bureau of Emergency Medical Services.

The findings and recommendations contained in your report have been carefully reviewed by the staff of ADHS, and in accordance with the instructions contained in your letter of April 2, 1999, the enclosed response is provided.

ADHS greatly appreciates the hard work and professionalism shown by your staff during the conduct of their audit. We also appreciate the insights provided by your staff during the audit process and through the audit's findings and recommendations. From the knowledge gained as a result of your efforts, we will be able to significantly improve the work processes that relate to the certification and regulation of emergency medical services. As a result, we will be able to better serve both the regulated community and consumers of emergency medical services within the State of Arizona. Sincerely,

James R. Allen, M.D., M.P.H. Director

JRA:SPH:df

Enclosure

Leadership for a Healthy Arizona

ADHS Response to the Performance Audit on the Bureau of Emergency Medical Services

Overview:

The Arizona Department of Health Services (ADHS) agrees in general with the recommendations and conclusions of the audit team.

We feel it is important to point out that Finding I relates to a legislatively mandated activity. We recognize there are other ways used in other states to regulate ambulance services; the CON process has been prescribed by state lawmakers as the method for use in Arizona.

With respect to Finding II, ADHS management had recognized the need for improvement, and had undertaken major steps toward overall improvement as well as developing specific strategies for the issues identified within the report. Already, significant changes had been made in the leadership, structure and operations of the Bureau:

§ The Bureau has been changed from a centralized organization of specialists to a regionalized organization of generalists. This change allows for improved relations and communication with our regulated clients.

§ A new Medical Director, Bureau Chief, and Paralegal Investigator have been hired.

These changes should be seen as a major and ongoing commitment on the part of ADHS to address the findings cited in the report and to improve upon the Bureau's ability to serve and protect the public.

Finding I - A The Certificate of Necessity is an Unnecessary Form of Regulation@

(A) Current Approach Does Not Meet Goals and Is Unnecessary

This section of the report comments upon the existing Certificate of Necessity approach to approving ambulance operations. Specifically:

CONs do not guarantee coverage - The report finds that some areas of the state are not covered, and that ADHS cannot compel providers to offer service in remote or unprofitable areas. While we are aware this is true, we do not know of a system that is able to accomplish this. In any system there are some areas that simply cannot support ambulance services. These reasons may be economic in part, but it is also difficult to attract and retain qualified personnel for an ambulance service with a paucity of calls. In order to address some of the problems faced by certain areas within Arizona, ADHS is supporting legislation to allocate funding for the improvement of rural emergency medical services.

This section also raises a concern about whether ADHS has assured that the Department of Public Safety (DPS) has correct and current information on the location and capabilities of ambulance providers. While we can provide DPS with such information, ambulance dispatching is conducted under the color of local authority, not through DPS.

Unregulated services and costly air ambulances fill the gap - The report finds that rescue and air services are often used in place of ambulances for areas that have inadequate ambulance coverage. ADHS shares the concern of the auditors that rescue vehicles occasionally and perhaps improperly cross the line into the

provision of ambulance service. While this may be symptomatic of unmet need, there are also local political issues at play. ADHS will consider approaches to integrate rescue services and personnel into the emergency medical services system.

Upon completion of the new ground ambulance rules, the Bureau will begin working on drafting new regulations for air ambulance services. Opportunities exist within that context for developing air ambulance utilization criteria.

CONs ineffective for ensuring quality - The observation is made that the CON system does not meet its goal of assuring quality services because the Bureau does not routinely conduct analyses of response time data. We recognize opportunities exist to improve upon this. Response time is not uniformly calculated nor reported. It is important to note the Bureau is taking measures now, in concert with the EMS community, to establish a regulatory definition of Aresponse time.@ A second critical step is the establishment of electronic reporting of this data to facilitate its analysis. We are considering all options in regard to electronic reporting.

It is also important to recognize that response time alone is an inadequate expression of quality. The total amount of time between the event and the administration of definitive care at a hospital may be meaningful to patient outcome, but the ambulance response time is a single parameter within this timeframe (See table 1. below.) ADHS is committed to finding more effective and reliable ways to evaluate quality.

System Reaction Time		Total Run Time			Care Time
Access Time	Processing Time	Response Time	Scene Time	Transport Time	Definitive Care

Table 1.

Time

Access Time is the amount of time between the event and the call for help.
Processing Time is the amount of time between the call for help and when the ambulance is dispatched.
Response Time is the amount of time between when the ambulance is dispatched and when the ambulance arrives on the scene.
Scene Time is the amount of time between when the ambulance arrives on the scene and when the ambulance departs the scene.
Transport Time is the amount of time between when the ambulance departs the scene and when the ambulance arrives at its destination.
Definitive Care Time is the amount of time between when the ambulance arrives at the facility, and definitive care is rendered.

CONs unnecessary for ensuring quality and regulating fees - The report finds that ambulance service quality and charges could be regulated without the CON system. Certainly other methods for evaluating service quality

or establishing rates could be used with or instead of the CON process. The regulation of fees has been coupled with the CON process because the CON describes a population base within a distinct geographic area. This facilitates the ability to accurately project costs and revenues and to determine appropriate rate structures.

(B) CON System Limits Competition

This section of the report comments upon the effect of CON on the market. Specifically:

CON System creates a barrier to entering the market - The observation is made that CON makes it difficult for new services to enter the market and discourages competition. The CON process is built, in part, on the premise that entities will be willing to provide services in otherwise economically unattractive areas, if they are guaranteed that there will be limited or no competition in the particular market as a result of (1) limitations in the awarding of CONs and (2) service restrictions on those entities not awarded a CON (for the particular area) who would otherwise have been competitors. The concept is that Aguaranteed@ market control over a service area can create sufficient economic incentive for a private entity to be willing to furnish services. Obviously, the incentive would be even stronger if Amarket control@ involved the independent setting of fees by the CON holder as opposed to the rate regulation done by the Bureau (and, in effect, by third party payors).

Denies local governments a role - The report states the CON process denies local governments a role in selecting ambulance providers, when they may be in a better position to determine their community=s needs. Local governments can choose to pursue a CON, but the decision-making authority rests exclusively with the state in the CON model for the ostensible reason that the state is in the best position to assure the complete integration of the provider community into a statewide EMS system.

(C) CON System Should Be Reevaluated

This section of the report suggests a more effective means of regulation should be considered. Specifically:

The Legislature should consider other forms of regulation - Should the legislature choose to pursue this we will assist in any way possible.

If the CON is continued, quality and coverage oversight could be improved - The report finds that quality could be improved through increased use of the authority to revoke or suspend, holding providers accountable to response time, and creating documentation that lists or maps information about provider service areas and response times. We agree that quality should be continually improved, but as previously mentioned, response time is only one aspect of that. ADHS is considering all options in developing improved quality and outcome monitoring.

Finding I Recommendations

1. AThe Legislature should consider directing the Bureau to form a study group to evaluate possible changes in the manner in which Arizona regulates ambulance services. This group should consider various options, including the following:
 - a. Licensing providers to ensure quality, without limiting competition by controlling thenumber of providers; or
 - b. Licensing providers and allowing local governments to establish operating areas through a competitive process.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented pending approval from the Governor and/or the Legislature before proceeding.

2. AWhether or not the CON system is continued, the Bureau should use its regulatory authority to enforce quality controls such as response times.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

3. AThe Bureau should assemble the information it has regarding providers and their service areas into easily accessible lists or maps so that this information can be used by other agencies.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

Finding II - AThe Bureau Does Not Adequately Handle Complaints@

(A) Final Resolution Decisions Delayed In the Past

This section of the report comments upon the Bureau=s ability to resolve complaints and in some cases impose appropriate discipline. Specifically, the observation is made that some complaints were open for an extended period of time even though the investigations had been concluded. The report also mentions that the majority of cases have been handled promptly, and that the Bureau has made significant improvements since the last audit.

The new Bureau Chief is certified by the Council on Licensure, Enforcement and Regulation as an investigator. The new Bureau Chief=s background and certification will prove valuable as the Bureau seeks to improve its training and investigative procedures. In addition, a Paralegal Investigator has now been hired by the Bureau to manage and track complaint investigations.

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(B) Other Complaint-Handling Problems Still Exist

This section of the report finds the Bureau to be hampered by other problems. Specifically:

Informal complaints not tracked and most staff not trained - The auditors observe that lack of an effective tracking methodology may prevent it from ensuring complaints are handled appropriately or discovering industry-wide trends. A further observation is made that the staff handling informal complaints have no formal investigative training. A new complaint-tracking procedure is under development, planning for a computer-based complaint tracking program is under way, and the new Paralegal Investigator works directly with the Bureau Chief and the Medical Director in conducting investigations.

Formal system also contains problems - Four observations are made: slow complaint handling, complaint files custody inadequately tracked, inadequate computer tracking system, and complainants are dissatisfied with the process.

The report finds that the majority of complaints were handled in a timely fashion. Up to 22% of the investigations may have taken more than one year to complete, and 8% took considerably longer. It must be recognized that while ADHS agrees improvement is needed, some cases are extremely complicated,

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necessitating interagency coordination, interviews with uncooperative or hard to locate witnesses, or a need to await the outcome of related legal proceedings. In some instances, because of pending legal action or other considerations, a rapidly concluded investigation does not guarantee timely resolution and *closure* of a case.

The report indicated six complaint files were initially difficult to locate. On November 19th, a request was made that these six files be located by November 25th. The location of these files was determined and made known to the audit team on November 20th.

The report finds that the current computer complaint-tracking system makes it difficult to monitor different types of complaints, and does not track statutory deadlines. We are aware of this and are actively engaged in replacing this system.

Complainants have expressed dissatisfaction with complaint-handling, and are not informed throughout the complaint process. The new case-management system will address this need.

We expect that the new Paralegal Investigator will significantly reduce the workload of investigations being handled by OSI, and the development of appropriate software will significantly improve operations.

(C) Bureau Beginning to Make Some Improvements

This section of the report recognizes some of the Bureau's efforts to improve. Specifically, the development of the new case management plan, the semimonthly status meetings, the addition of the

Paralegal Investigator (ombudsman) and the identification of the need for improved computerized complaint tracking are recognized.

Finding II Recommendations

1. AThe Bureau should continue to develop and eventually adopt its case management plan, including the standard of resolving complaints within 180 days.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

2. AThe Bureau should continue efforts to identify and eventually obtain the type of complaintracking database needed and available. Specifically, this database should include key fields to handle complaints unique to the emergency medical service industry, track statutory timeframe processing requirements, identify the current location of complaint files, and differentiate between types of investigations.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

3. AThe Bureau should develop a mechanism to note information on informally handled complaints. At a minimum, this information should be used to ensure that the Bureau meets statutory processing deadlines for ambulance company complaints, handles informal complaints appropriately, and identifies industry-wide problems.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

4. AThe Bureau should provide investigative training for staff who handle informal complaints.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

5. AThe Bureau should develop procedures for transferring and tracking complaint files, to ensure their location is always known and the cases do not languish.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

6. AThe Bureau should provide complainants an explanation of the complaint-handling process and periodically update the status of their complaints.@

The finding of the Auditor General is agreed to, and the audit recommendations will be implemented.

AOther Pertinent Information@

This section of the report contains no findings, but comments upon an alleged conflict of interest on the part of the past Medical Director of the Bureau. It is observed that the previous Medical Director was placed by her work responsibilities in the position of making decisions that could potentially impact or be impacted by her spouse=s employer.

ADHS is pleased that the Auditor General recognizes the fact that no actual conflict ever arose as a result of the former Medical Director=s ties with the provider community. The facts demonstrate that in practice, the Bureau adopted a self-policing approach to the problem.