

AGENDA

**Central Arizona Fire and Medical Authority
Central Arizona Fire and Medical Authority Board of Directors
CA Regular Meeting
Monday, January 25, 2021, 5:00 pm - 6:00 pm
Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge Drive,
Prescott Valley**

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, January 25, 2021 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. CORRESPONDENCE AND PRESENTATIONS

A. Analysis of Fiscal Year Ending June 30, 2020 Audit and Review of Equity of the Respective Agencies

B. Letters from the Public and Board Recognition

4. REPORTS

Reports are informational only. Any item articulated in the reports is subject to clarification, discussion, and direction by the Board; no action will be taken.

A. Board Member Reports

B. Division Reports

C. Status Report on Fiscal Year 2021 Goals and Objectives

5. CALL TO THE PUBLIC

In accordance with A.R.S. §38-431.01(H) the Central Arizona Fire and Medical Authority Board has decided to allow public comments as time permits. Those wishing to address the Board regarding an issue within the jurisdiction of this public body may do so by completing a *Call to the Public* form and submitting it to Staff. Speakers are limited to three (3) minutes, but may submit written comments for Board records. Call to the Public shall not exceed 30 minutes per meeting. Board members shall not discuss or take legal action on matters raised during an open call to the public, but may ask Staff to review a matter or may ask that a matter be placed on a future agenda.

6. 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 - December 17, 2020
 - B. Approve Joint Work Study Session Minutes - December 17, 2020
 - C. Approve General Fund Financial Statements
 - D. Approve Fire Protection Agreements: Buffaloe and Osborn
 - E. Approve Policy Amendments: 121 Policy Committee and 201.01 Pre-Employment Psychological Evaluation
7. VOTE TO GO INTO EXECUTIVE SESSION
- A. Legal Advice Pursuant to A.R.S. §38-431.03(A)(7) Regarding Potential Sale of Portions of Parcels 103-35-197 and 103-35-755F to Green River Properties
8. NEW BUSINESS
- A. Discussion and Possible Action Regarding Potential Sale of Portions of Parcels 103-35-197 and 103-35-755F to Green River Properties
 - B. Discussion and Possible Action Regarding Approval of Community Integrated Paramedicine Program Agreement
 - C. Discussion and Possible Direction to Staff Regarding Annexation and Fire Protection Agreement Bulk Mailing to Paulden Residents
9. ADJOURNMENT

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

From: Light,Dennis <dennis.light@prescott-az.gov>
Sent: Tuesday, December 29, 2020 12:21 PM
To: John Feddema <JFeddema@CAZfire.org>; Scott Freitag <SFreitag@CAZfire.org>
Cc: Moser,Cory <cory.moser@prescott-az.gov>
Subject: Fwd: Fire Department

John/Scott,

Received the below kudos from a local citizen that's rests with your folks as noted below by Jaimie after researching the call. Please share these complimentary words with Captain Brown and others identified.

Sincerely,

Dennis B. Light
Fire Chief
City of Prescott
1700 Iron Springs Rd.
Prescott, AZ 86305

Begin forwarded message:

From: "Sventek,Jaimie" <jaimie.sventek@prescott-az.gov>
Date: December 28, 2020 at 10:29:48 AM MST
To: "Light,Dennis" <dennis.light@prescott-az.gov>
Subject: RE: Fire Department

Chief Light,

I have researched the calls to this location and have discovered that E51 with the following crew members attended to the patient on [REDACTED] and [REDACTED]: Dennis Brown, Rodney Blum, Nicholas Guzzo, and Payton Parra.

Sincerely,

Jaimie Sventek
Business Manager
Prescott Fire Department



1700 Iron Springs Road | Prescott, AZ 86305
Ph: 928-777-1766 | Fax: 928-776-1890
jaimie.sventek@prescott-az.gov



On Dec 25, 2020, at 10:23 AM, Holly [REDACTED] <[REDACTED]> wrote:

Mr. Light,

I don't think there are enough words to express how amazing your Fire Department is!

We had a neighbor fall yesterday and again this morning. I could go on and on about how wonderful the firemen were with our 83 year old neighbor...kind, caring, patience, respectful, kept his dignity!!!

What I couldn't believe (and wanted to share as well) is they responded to another neighbor last weekend that fell. They took the time yesterday to walk down to his house to check in and see how he was doing. They asked me again this morning how he was doing.

I sure hope you can forward this to them and extend my sincere gratitude for all they do.

Is there anything personally I could do to thank them?

God bless our Prescott Fire Department.

Holly [REDACTED]



DIVISION REPORTS

REPORTED TO THE
CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
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Chief's Report

By Fire Chief Freitag

Well, this year sure took a turn in short order. I'm drafting this report as we approach inauguration week. Normally, it would be inauguration day, however this year there are a number of "events" planned around the country leading up to the day, and potentially after. Assistant Chief Mike Duran with the Phoenix Fire Department was kind enough to set up a briefing with their Homeland Security division for the Arizona Fire Chiefs Fire Service Mutual Aid executive committee on Friday, January 15th.

We opted not to implement the plan in advance of the protests that started on 17 January. However, I sent an email to all AFCA members notifying them that activation of the plan may be necessary should a peaceful protest turn violent. People are angry right now, as one would expect. That said, the largest majority are simply exercising their First Amendment right to free speech. While they exercise their freedoms, it seems there are some extremists and/or agitators infiltrating and causing mayhem. By the time of our meeting on the 25th, we will know what happened throughout the week of the 18th.

I sent out an email to all Agency members, as well as the Board, on 14 January. The intent of the email was to remind our personnel not to engage in any type of hate speech, or any speech on social media that may bring into question their ability to serve our community. We have witnessed numerous firefighters, police officers, including chiefs, lose their jobs over the last couple years as a result of posts, or even "liking" something that was horribly offensive. The battle has been fought and lost in court. You absolutely have freedom of speech, but you do not have freedom from consequence.

We continue to work on several new projects for CAFMA. The first is our new week-long leadership program for company officers, managers, and above. We hope to have the program rolled out in the spring. Additionally, HR has been putting together a one-day program for new employees that focuses on the culture of our organization as well as our expectations. At this point, we are waiting to set a date for the first offering.

Staff is nearly done with our assigned reading – *The Talent War*. We will be meeting on 26 January to begin a review of our hiring processes and start building a plan for improvement based on the book. The intent is to improve our ability to recruit and hire the best talent. Finally, HR Manager Patty Brookins and I are speaking with production companies seeking someone to assist us in making high quality recruitment videos. They will not be date specific so the idea is to use them for five to seven years.

The podcasts are going well, but we still need to reach 100 subscribers on YouTube before we can customize our URL. We're trying to change it up a bit by highlighting some of our personnel on occasion. So far we have had Firefighter/Paramedic Kayleen Malm, and Firefighter Leo Basurto as guests. We still have six long podcasts with special guests from around the country that need to be edited. Unfortunately, this is taking a bit longer than we hoped as we really do not have the staff we need at this time. Everyone is multi-tasking.



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Senior Staff continues to work with labor, as well as the Wage and Benefit Committee, to break down the Wage and Benefit Study. We will be meeting with labor again the first week of February for further discussion. There are a lot of ideas out there beyond the pay scales we discussed with the Board. Staff is in the processing of vetting each and assigning an estimated cost. Overall, the process is going well.

I will be co-presenting *Leading Beyond Operations* with Fire Chief Randy Karrer at the Kingman FD/Bullhead FD Leadership Academy on Wednesday the 20th. We will be following Chief Feddema - he sets a high bar - makes for a good limbo 😊 I presented Conflict Resolution at the National Fire Academy Leadership Program offered through CARTA and facilitated by our very own Captain Eric Merrill on 7 January.

My second *Executive Leaders Program* through the Naval Post Graduate School begins on 8 February and runs through the entire week via Zoom. Maybe sometime this year we will actually be able to travel to the campus in Monterey, but it's CA, so who knows.

The Article 9 Rules Committee through DHS had our second meeting on 13 January. These meetings are virtual and run for three hours. It is a painful, but necessary, process. We have a large contingent of fire service representatives involved for the first time ever, so hopefully we are able to guide some needed change. As an aside, the Fire Service in Arizona holds the majority of the Certificates of Necessity (CON) in the state. We have legislative language written regarding CONs and are actively seeking a sponsor. It is imperative that we get both legislative and rule changes. Our CON process is ongoing.

On New Year's Eve, AMR/Lifeline was down to four or five ambulances for the Quad Cities. They would normally have 10, which in our opinion is not enough. Once the on-duty Battalion Chiefs were notified by our crews, and the information was verified by PRCC, overtime was called in to staff our Rescues. While they did not end up running a call, having them ready to go was a necessity especially on a day like New Year's Eve. On 12 January, we did transport a critically injured patient from a motor vehicle crash on Highway 89 to a landing zone in Rescue 2. There were multiple patients and not enough transport resources available.



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Administration

By Assistant Chief Tharp

As we prepare for the Fiscal Year 2022 budget process, we received our Actuarial Report for PSPRS (Public Safety Personnel Retirement System). It notes that we will have an increase of 5.23% of the employer contribution rate to a total of 53.84% from 48.61%. This means that for every dollar of PSPRS payroll, as an employer, we need to pay an additional \$0.54 towards pension costs. This rate increase results in a 10% cost increase just to cover pension costs for our PSPRS employees. Additionally, the actuarial report noted that our unfunded liability percentage remained “flat” at 53.7%, but our actual unfunded liability debt dollar amount increased by \$2,673,419 in one year. We currently owe \$43,964,407 to be 100% funded in the system.

In the past we have explained that this is a mandatory state retirement system of which employers of full-time firefighters and police officers must participate. And recently, the Board of Trustees and voters have made changes to try and “correct” some of the poor choices of prior boards towards assumptions, investments, and policies. Personally, I feel that they are being more transparent than ever, but it does not take away from the massive debt that we are saddled with and the impact to our operations. As an organization, we have discussed many of the factors that produce this result – including assumptions to our payroll growth, return on investment income, length of employment, extra pay, longevity, etc. and we are looking at solutions.

As directed by past PSPRS Boards, we have paid the employer payroll percentage that PSPRS has told us (even though they reduced our employer contribution rates the past two years), but part of the transparency improvement of PSPRS is to note what is the “minimum payment” that is required annually. For Fiscal Year 2020, we needed to contribute \$4,408,965 to cover just the employees hours worked and mandatory FLSA time. Any overtime or extra pay pension contributions should have been in addition to the minimum payment. We should have paid (due to our total payroll and extra pay) a total of \$5.5 million in pension contributions for the year. We only paid \$4.7 million based on our payroll... \$1.2 million short. This shortfall adds to our unfunded liability and long-term pension costs.

For this current fiscal year, and going forward, we will be looking at a new way of budgeting for PSPRS pension costs. We will budget for the minimum contribution (\$4,539,568 for FY 2021) and then ensure that any extra pay will increase that contribution to cover any future liability as well. This means any overtime, acting pay, special pay, or wildland pay will be covered by the pension percentage so that we are not adding \$2.6 million each year to our debt. It is a tough process and even more difficult to see that kind of money being allocated towards future pension costs rather than operational or personnel costs today, but we will continue to look for solutions.

Have a productive New Year and Be Smart, Be Safe, Be Prepared.



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December 2020

RECORDS REQUESTS

Record Type	Received	Pending
EMS	3	0
Environmental	0	0
Fire	7	2
Incident	0	0
Public Record	3	0
Totals	13	2

LEGAL FEES

Chino Valley Fire District

There are no legal fees to report for the month of December.

Central Yavapai Fire District

There are no legal fees to report for the month of December.

Central Arizona Fire and Medical

There are no legal fees to report for the month of December.



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Fire Prevention By Fire Marshal Chase

Construction:

Tech reviews attended in Chino Valley:

- Clayton Manufactured Homes garage addition
- RV Storage
- CV Chamber of Commerce

Initial Plan Reviews attended at Yavapai County:

- N/A

Initial Plan Reviews attended in Prescott Valley:

- Restaurant shell building
- Machine shop on Hendrickson Road
- 5-story apartment complex

New Construction/T.I.s:

- Car Wash on Viewpoint Drive/Pronghorn Ranch Parkway
- Discount Tire on 1st Street
- RV Park on Highway 69 in Dewey
- Chino Valley Cultivation
- Alliance Home Improvement Center
- Housing development on Pronghorn Ranch Parkway and Antelope meadows Drive
- Lonesome Valley Playhouse Children's Theater next to Findlay Event Center
- Circle K Store and fuel station on Glassford Hill Road
- Jasper Subdivision
- Bungalows at Talking Glass

General:

Thank you to Fire Inspector Brett Mills for providing the safety check and standby at the New Year's Eve fireworks shows (8:30 p.m. and Midnight) at Findlay Toyota Center. Thank you to Firefighters Russ Smith, Nick McCarthy, Kyle Lund, Jake McIntyre, and Jesse Butterfield for cooking s'mores.

Fire Inspector Jaime Welch-Cornell has taken on the mobile inspection program and will soon be providing training to all of CAFMA's Operations personnel.

Thank you to Administrative Manager Susanne Dixon for her help with the ImageTrend mobile inspection program. Susanne has been an integral part of getting this program working on the iPads, as well as building our electronic inspection forms.

Assistant Fire Marshal Chuck Dowdy has been working with the Town of Chino Valley Community Development Department on several projects and potential projects. Our relationship between CAFMA and the Town of CV is very productive.



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Events requested/attended by CAFMA:

New Year's Eve Event Fire Inspector Brett Mills, Firefighters Russ Smith, Nick McCarthy, Kyle Lund, Jake McIntyre, and Jesse Butterfield

Monthly Safety Tip:

Heating Safety

- Keep anything that can burn at least three-feet (one meter) away from heating equipment, like the furnace, fireplace, wood stove, or portable space heater.
- Have a three-foot (one meter) "kid-free zone" around open fires and space heaters.
- Never use your oven to heat your home.
- Have a qualified professional install stationary space heating equipment, water heaters or central heating equipment according to the local codes and manufacturer's instructions.
- Have heating equipment and chimneys cleaned and inspected every year by a qualified professional.
- Remember to turn portable heaters off when leaving the room or going to bed.
- Always use the right kind of fuel, specified by the manufacturer, for fuel burning space heaters.
- Make sure the fireplace has a sturdy screen to stop sparks from flying into the room. Ashes should be cool before putting them in a metal container. Keep the container a safe distance away from your home.
- Test smoke alarms at least once a month.
- Install and maintain CO alarms to avoid the risk of CO poisoning. If you **smell** gas in your gas heater, do not light the appliance. Leave the home immediately and call your local fire department or gas company.
- All fuel-burning equipment should be vented to the outside to avoid carbon monoxide (CO) poisoning.



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FIRE PREVENTION	
MONTHLY ACTIVITY REPORT	
December 2020	
Public Education	
Public Education - Prevention Staff Only	1
# Attendees	6
Public Education - Fire Pal Program	0
# Attendees	0
Community Risk Management	
Business Inspections	100
Defensible Space Assessments	0
Knox Box Detail	2
Event Consultations & Inspections	1
Fire Hydrant Service	4
Miscellaneous Meetings, FM/AFM Meetings	20
Fire Investigations	
Fire Investigations - Arson	0
Fire Investigations - All Other	5
Construction	
IPRs & Pre-Construction Meetings	7
Sub-Division / Development Plan Review	3
Building Plan Reviews	8
Building Construction Inspections	2
Fire Protection System Plan Reviews	31
Fire Protection System Construction Inspections	64
Revenue - Construction Permit Fees	\$9,425.09
Revenue - Event Permit Fees	\$116.00



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Operations

By Assistant Chief Feddema

There was a substantial increase in the total number of calls for service as we closed out 2020. As reported by Michael Freeman, CAFMA crews responded to 1,529 total incidents in the month of December. This was an increase of 323 incidents the month prior and an increase of 409 incidents from December 2019. This trend has continued into the month of January with crews remaining very busy. Unfortunately, a lot of training has been canceled the last several months and the value of E540 has not been fully utilized. They have helped increase the capacity in Prescott Valley during this busy time and I would expect to see the utilization of this resource evolve as time goes on.

This increase in call volume and the challenges associated with COVID has only highlighted the need for the community paramedic. There have been some very productive conversations with YRMC regarding the current and future use of this resource. With the Board's approval, I expect this will be an excellent resource well into the future. It has created the opportunity for a stronger partnership with our local hospital and increased the service provided to the community. Engineer Jory Ingrao has offered to help build this program and I believe he will do an excellent job ensuring the success of the program.

Eric Crossman and Andrew Dearing have been doing a lot of work on the health and wellness area that is being developed at Station 53. They have been working with Zach and Brody Fields, along with the rest of the peer fitness group to start the process. They are opening up space to increase the gym equipment that will be available to all personnel and utilize more of the space at Station 53. This is the first phase of a long-term goal to increase the health and wellness of all personnel. The goal will be to perform all physical fitness monitoring at Station 53.

There have been a number of Labor/Management conversations over the last several weeks. While the initial goals have been presented to the Board, we continue to work with labor to finalize a plan. We are certainly grateful for all the time and effort of Chapter President Engineer Kontz over the last several years. Engineer Curry has taken his place and while this is a new role, he is balancing the challenges well. I feel that the conversations have been very productive as we work to establish a final plan to present to the Board of Directors.



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EMS Report

By EMS Chief Niemynski

We filed 23 formal complaints with AZDHS for the month of December. The number of complaints has come down quite a bit due to the CAD to CAD link getting the dispatch information to Lifeline's dispatch center in a quick manner. This is a good development. There are still problems but overall the rate is down from a high of 60-80 per month.

The EMS Division has spent quite a bit of time dealing with COVID-19-related issues. We are currently testing our symptomatic employees at the warehouse using the Abbott laboratory BinaxNow point of care test. This rapid test yields results in under 15 minutes. Yavapai County Health has supplied CAFMA with a limited number of these tests. We are working with them to get additional units. As of 1/12/21, we have identified 35 Operations employees and two staff members that tested positive for COVID-19. We have kept in touch with them and everyone is doing well. All of these employees are back at work.

CAFMA employees have had the option to get the Moderna vaccine through YRMC. The second round will be held in February. There were no adverse reactions that we are aware of from those who participated in vaccination.

We have begun working with Kathy Steadman from Coppersmith Brockelman to fill out our CON application. There is a ton of work involved in this application. In talking with her, she expected Maricopa Ambulance's administrative hearing at the end of first quarter this year. That gives us the time we need to work on and submit our application for ambulance transport to AZDHS.



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Planning and Logistics By Assistant Chief Rose

FACILITIES

A fence has been installed on the east side of the Admin building to assist with security. A TV was added in the back of the multipurpose room to allow additional viewing when tables are set-up facing the back.

The new bay doors are currently being installed at Station 54 and Station 53. Station 54 will get some much needed upgraded operators as well. Station 53 went through an operator upgrade last year and is only in need of the new doors.

The lower property at CARTA was cleaned out and the new drainage construction has begun. The gym expansion at Station 53 has started with the removal of a few walls and carpet to open up space. Next up will be getting the electric in the necessary areas, raising the ceiling where needed, replacing the furnace with some changes to the system feed and returns, and putting the new rubber flooring down.

Station 72 has begun its kitchen remodel. The cabinets have been removed, necessary changes made to plumbing, and the floors are being prepped for the epoxy coating. Cabinets are expected to be replaced in the next couple weeks with the goal of getting them back in by February 1st.

As I mentioned last month, routine maintenance continues daily, of course along with unexpected repairs needed, but in addition to that, the completed work order email requests received since July 1st is now up to 175.

WAREHOUSE

Uniforms that were ordered in the fall of 2020 have started coming in. T-shirts, hoodies, sweats, etc., are flowing in the warehouse and being sorted for distribution. Mike, at Action Graphics, made CAFMA a priority. We ironed out details for production due to COVID and he has more than exceeded them. We will begin distributing these next week.

Our hose coupling machine was damaged making some hose, but parts are ordered and should arrive in a week or so. Once they get here production will resume.

The washing and inspections of turnouts are caught up for the first time since 2013. Josh has done an amazing job with this task.

The efforts with developing the inventory process are beginning to pay off. We are maintaining the course in facilitating our first inventory to occur in April 2021. We are working with IT to have a barcode system utilizing scanners and iPads.

We are in the process of compiling a comprehensive list of all the lightbulbs in all CAFMA buildings so we can take that off of Facilities' plate and keep stock on hand in the warehouse. We will be purchasing ladders for the stations so they can now change their own lightbulbs and



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no longer require Facilities' assistance.

We've established a process for distribution of DEF to all stations as needed. Crews now have the ability to order DEF through the warehouse rather than through Fleet as they did previously.

FLEET

Projects:

NEW TYPE 1 ENGINES:

Our two new Type one engines are completed and in service. One of these was placed at station 58 in Prescott Valley and the other was placed at station 61 in Chino Valley.

UTV:

The new UTV has been placed in service at station 61 in Battalion 6. We are currently working with other local fire agencies in order to come up with the best solution to the EMS transport storage on the back of the unit. The plan is to have this part of the project completed before the wildfire season starts.

STAFF VEHICLES:

All of the staff vehicle projects have been completed and placed into service. These include new ¾ ton 4x4 trucks for the Training Chief, Facilities Manager, and Warehouse Manager. Currently we are waiting on a new mechanic truck as well as two Chevrolet Tahoes for our Assistant Chiefs. We are working with AEP (Arizona Emergency Products) for the light and siren packages on the Chief vehicles.

Maintenance and Repair:

Engine 57 is currently in the shop for service and repairs. While it was at Fleet, the 1000 gallon poly water tank was removed in order to repair a leaking tank seam. Typically the tanks can be repaired in the truck, but due to the location of the leak it was decided that the best way to access the leak was removal of the tank. E50 is currently in for service and annual pump test. This unit needed a water pump replacement as well as a new hydraulic cab tilt motor.

Two of our tactical water tenders were in the shop, one for repairs to the air system and relief valve and the other for a new air system dryer assembly as well as some other repairs. The older fire trucks at stations 58 & 61 have been brought in to Fleet for repairs, servicing and reassignment. The old engine from station 58 is now in service as E540 our 40-hour engine that works out of CARTA. The old engine from Station 61 will be reassigned to Station 63 in Paulden. The next engines scheduled for maintenance and repair are E54, E51, and E59.

Update:

Station and mountain top generators have received their annual service and inspection. Most of the units need some minor follow up routine repairs. These should be completed in the next couple of months.



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TECHNICAL SERVICES

Access Control Project: Solar plant at CARTA is installed and the gate has been functioning on it for over a month. All is going as planned. We should be starting Station 59 gate in the next two weeks.

DHS Grants: After getting multiple bids for the fence at our CARTA communications site, American Fence was chosen as the winning bid. We are working on additional paperwork needed for the next phase in the grant process.

Operations: We are continuing to work with Fleet to get engines updated with a new MDT and new modem as they come in for service. PRCC upgraded their platform at the beginning of January, and all went well with no downtime.

The new battalion chief displays are scheduled to be installed on Wednesday the 20th.

Surveillance System: We are in the process of deploying a new surveillance system that will greatly increase our ability to monitor secure locations. This is a joint project with Facilities. We are currently installing new cameras at the Warehouse and outside the Administration building.

As always feel free to reach out to me if you have any questions or need further explanation on something.



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Training **By Training Chief Parra**

As we begin 2021, we are reviewing the activities of 2020 and looking at our future training needs. We have been working on our 2021 training schedule, looking at the various training needs based on regulations, laws, and SOGs, as well as the education and development needs of all CAFMA employees. We are also looking at the training that was included in the strategic plan as a way of preparing for the future. We were able to complete several projects within the strategic plan including the implementation of the training module in our new records management system. We are still working on fine-tuning the system, but we have had minimal issues so far.

The January/February quarterly training has been scheduled and will start with the Train-the-Trainer held on January 14th. The topic for the next two months is focused on search and rescue in a multistory occupancy. Quarterly training is led by Training Officers from CAFMA and PFD. Crews are provided a specific schedule and perform a classroom portion prior to hands-on training. It is a great opportunity for crews to work together to overcome a specific challenge.

CARTA is hosting an array of classes the next three months ranging from wildland classes to leadership classes. We will be hosting a total of 14 wildland classes and three leadership classes. Along with all of this training we will also be hosting Paramedic Refresher, CPR, ACLS/PALS, Incident Safety Officer, TRT Ops, and quarterly training.



DIVISION REPORTS

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Labor Report

By Captain Jaron Kirk

A report was not submitted by Union Representatives.



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Response Report

By GIS | Records Management Specialist Freeman

Land Area: 369 sq. miles Population: ≈100,000 Fire Stations: 10 Full-Staffed

Responses in District		Unit Responses	
		In District	Total
TOTAL FIRE INCIDENTS	15	E50	150
STRUCTURE FIRE	2	E51	51
STRUCTURE FIRE; CONFINED	2	E53	210
MOBILE HOME/PORTABLE BLDG	0	E540	35
VEHICLE FIRE	4	E54	181
BRUSH/GRASS/WILDLAND FIRE	4	E57	54
OTHER/TRASH FIRE	3	E58	220
<i>Fire is 1.08% of call volume</i>		E59	171
TOTAL EMS	904	E61	134
<i>EMS is 64.76% of call volume</i>		E62	148
OVERPRESSURE	0	E63	52
HAZMAT	12	T50	7
SERVICE	263	B3	51
GOOD INTENT	156	B6	27
FALSE ALARM/OTHER	46		
<i>Other is 34.17% of call volume</i>			
TOTAL INCIDENTS IN DISTRICT	1,396		
INCIDENT RESPONSES BY CAFMA	1,529		
Residential Fire Loss	\$506,800		
Commercial Fire Loss	\$0		
Vehicle Fire Loss	\$15,600		
Calls in Town of Chino Valley	216		
Calls in Town of Prescott Valley	724		
Calls in Town of Dewey-Humboldt	56		
Calls in rest of District	400		
Calls out of District	9		
Average total # of calls per day	45.03		
Average fire calls per day	0.48		
Average EMS calls per day	29.16		
Average all other calls per day	15.39		
Aid Given to Prescott	159		
Aid Received from Prescott	85		
Mutual Aid Given	1		
Mutual Aid Received	0		

Call Volume at PRCC		
	MONTH	YTD
PFD	889	9,255
CAFMA	1,396	13,016
GCFD	7	113
OD	6	90
WKFD	1	45

Top 5 Call Types	
816	EMS
139	Assist Invalid
90	Cancelled en Route
65	Public Service
36	No Incident Found on Arrival

Move Ups by Station	
50: 27	57: 6
51: 54	61: 7
53: 7	62: 10
54: 0	63: 33
58: 1	540: 1
59: 6	TOTAL: 152

2020-2021 Agency Goals & Objectives

GOAL 1: Provide long term organizational, and financial stability.

Initiated Actions	Assigned To	Target Start Date	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Continue to develop a new long term forecasting process based on Net Assessed Valuation limitations						
Use data points to develop a new forecasting system for revenue	Senior Staff					It may take an additional 3 years to collect enough data to make an appropriate determination
Objective 2: Work with Finance to review and correct asset inventory lists.						
Update and verify current asset inventory list	Planing and Logistics / Butler					
Develop procedures for adding new items to asset inventory						
Objective 3: Review divisional standards for accreditation						
Provide self evaluations to each area to be reviewed	Bliss/Feddema					
Review divisional standings	Senior Staff / Managers					
Objective 4: Complete review, update and implementation of board policies for CYFD and CVFD						
Push new templates to CYFD and CVFD Boards for review, implement and adopt.	Freitag / Tharp / Dixon / Board Members					
Review CYFD and CVFD policies and seek board input	Freitag / Tharp / Dixon / Board Members					
Board to vote on new policies	Freitag / Tharp / Dixon / Board Members					
Objective 6: Develop future staffing plan (5 years)						
Objective 7: Design and implement annual inventory of warehouse to include costs and counts						
Determine best method to use to track inventory	Trujillo / Rose					
Develop plan of action for annaul inventory to include number of personnel needed to accomplish the task	Trujillo / Rose					
Conduct annual inventory no later than June 1, 2020	Trujillo / Rose					
Review procedures and improve on any procedures found to be lacking	Trujillo / Rose					
Objective 8: Overhaul Infection Control program						
Review all policies and SOGs	Niemynski / Poliakon					
Meet with partners	Niemynski / Poliakon					
Review and set asset inventories related to PPE	Niemynski / Poliakon					

GOAL 1: Provide long term organizational, and financial stability.

Objective 1	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Continue to develop a new long term forecasting process based on Net Assessed Valuation limitations	Senior Staff																0.00%
Objective 2	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Work with Finance to review and correct asset inventory lists.	Planning & Logistics / Butler									20.00%							20.00%
Objective 3	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Review divisional standards for accreditation	Senior Staff																0.00%
Objective 4	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Complete review, update and implementation of board policies for CYFD and CVFD	Freitag / Tharp / Dixon / Board									25.00%							25.00%
12/31/2020: CYFD policies are being prepared for submission to the Board for their review - smd.																	
Objective 5	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Develop future staffing plan (5 years)										75.00%							75.00%
Objective 6	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Design and implement annual inventory of warehouse to include costs and counts	Trujillo / Rose							10.00%	10.00%	20.00%							40.00%
12.16.20 Worked through bugs in ASAP software and successfully updated program. On track to conduct first inventory in Spring 2021. Rose																	
Objective 7	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Overhaul Infection Control program	Niemynski / Poliakon									10.00%							10.00%
Have had to put on the back burner due to other priorities.																	

2020-2021 Agency Goals & Objectives

GOAL 2: Protect and educate our internal and external customers through prevention, enforcement, and public education programs.

Initiated Actions	Assigned To	Target Start Date	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Add additional staff to the Fire Prevention Division						
Develop testing/hiring process	Prevention / HR					
Create in-house training program	Prevention					
Determine external training opportunities						
Objective 2: Complete deployment of ImageTrend Software for Inspection Program						
Ensure accuracy and completeness of data	Prevention / Dixon					
Create training documentation	Dixon					
Complete training for Prevention staff	Prevention / Dixon					
Beta-test using Prevention staff	Prevention					
Complete training for Engine Companies	Prevention / Dixon					
Objective 3: Complete deployment of BlueBeam Software						
Meeting with Tech and Admin to discuss submission process	Prevention / Tech / Admin					
Work with local contractor for beta testing	Prevention / Admin					
Beta test field use application	Prevention					
Notify contractors, YCCA, local partners of new system	Prevention / PIO Group					

GOAL 2: Protect and educate our internal and external customers through prevention, enforcement, and public education programs.

Objective 1	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Add additional staff to the Fire Prevention Division										50.00%							50.00%
We originally hired two staff members and were at 100%. One is still employed by CAFMA and one is no longer employed by CAFMA. 12/30/2020																	

Objective 2	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Complete deployment of ImageTrend Software for Inspection Program										75.00%							75.00%
Fire Prevention staff is using the ipads with image trend software. The engine crews will be provided with training on image trend inspections from staff in the near future. 12/30/2020																	

Objective 3	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Complete deployment of BlueBeam software										30.00%							30.00%
Software is purchased and loaded on computers in prevention. We have been training with it on some items. We still need to build a flow chart for contractors to be able to submit plans electronically through our website as well as a process to pay for these plan reviews. 12/30/2020																	

2020-2021 Agency Goals & Objectives

GOAL 3: Ensure long term organizational stability by providing education, training and mentoring programs for all employees.

Initiated Actions	Assigned To	Target Start Date	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Improve the documentation of annual training						
Work with IT on the best location to store and access an annual training report	Parra / Merrill					
Review the current format and update to ensure clear communication	Parra / Merrill					
Post the updated plan for all personnel to review	Parra / Merrill					
Objective 2: Coordinate annual supervisor's meeting						
Establish Date	Parra / Merrill					
Develop Agenda	Parra / Merrill					
Coordinate speakers	Parra / Merrill					
Objective 3: Develop, create and implement an Administrative Task Book for promoting/ Supervisors						
	Tharp, Brookins, Butler, Dixon, Training Chief					
Objective 4: Review and implement changes to our Succession Plans - all divisions						
	Senior Staff / Division Managers					
Objective 5: Develop up to date infectious control training program						
	Parra / Merrill / Niemynski					
Objective 6: Update in-house EMS refresher programs						
	Niemynski / Poliakon					

GOAL 3: Ensure long term organizational stability by providing education, training and mentoring programs for all employees.

Objective 1	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Improve the documentation of annual training							50.00%			40.00%							90.00%
The training division is 90% complete with the new records management system. All the members have been trained on the new system and an quarterly training report is sent to BC's and the training division. The final stage will be presenting the new SOG at our monthly meetings.																	

Objective 2	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Coordinate annual supervisor's meeting										50.00%							50.00%
The annual supervisor's meeting was scheduled for April 2020 but due to COVID we had to cancel. The new supervisors meeting will be held in May of 2021.																	

Objective 3	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Develop, create and implement an Administrative Task Book for promoting/ Supervisors										30.00%							30.00%
12/31/2020: Job descriptions and succession plan for Administration have been reviewed/modified, and task books for Administrative Assistant I and II have been created and are being utilized. Dixon has scheduled time with HR and Finance to assist with modifying/creating their documents - smd.																	

Objective 4	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Review and implement changes to our Succession Plans - all divisions										50.00%							50.00%

Objective 5	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Develop up to date infectious control training program										10.00%							10.00%

Objective 6	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Update in-house EMS refresher programs										80.00%							80.00%
changing software vendors from JB learning to Career Cert which offers all the National/State required classes for EMS refreshers as well as Fire classes and mandatory trainings for OSHA/HR. The transition should be completed by January 2021.																	

2020-2021 Agency Goals & Objectives

GOAL 4: Provide for the proper design, development and maintenance of organizational infrastructure, to include IT and Facilities

Initiated Actions	Assigned To	Target Start Date	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Continue purchase and replacement of microwave equipment that is nearing end of life cycle.						
Plan to purchase next stage of replacement equipment	Van Tuyt / Rose					
Objective 2: Complete Phase 2 of VHF system project						
Complete VHF simulcast system	Tech Services					
Objective 3: Review all operational software interoperability and end user efficacy						
Needs assessment for all enterprise software	Tech Services / Senior Staff / Division managers					
Objective 4: Electronic processing and Records Retention for all Personnel Files						
Implement electronic workflow software for processing and retention of personnel files	Tech Services / Admin + Finance + HR Managers					
Objective 5: Standardize design and maintenance of facilities						
Building Committee to develop standardized items at each station	Crossman / Rose					
Develop, schedule and implement a scheduled replacement plan for essential items at CAFMA facilities	Crossman / Rose					
Objective 6: Identify future needs of the organization as it relates to property						
Meet with Jasper Development						
Determine future expansion opportunities for CAFMA						
Develop long term goal for expansion of CAFMA including potential property purchases						
Objective 7: Modernize mobile radio inventory						
Purchase necessary equipment to facilitate the change over	Van Tuyt / Rose					
Develop plan for change over to new system	Van Tuyt / Rose					
Evaluate program and make any necessary changes	Van Tuyt / Rose					

GOAL 4: Provide for the proper design, development and maintenance of organizational IT and communications infrastructure.

Objective 1	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Continue purchase and replacement of microwave equipment that is nearing end of life cycle.	Rose / Van Tuyl																0.00%

Objective 2	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Complete Phase 2 of VHF system project	Van Tuyl																0.00%

Objective 3	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Review all operational software interoperability and end user efficacy	Tharp / Van Tuyl																0.00%

Objective 4	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Electronic processing and Records Retention for all Personnel Files	Van Tuyl / HR																0.00%

Objective 5	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Standardize design and maintenance of facilities																	0.00%

Objective 6	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Identify future needs of the organization as it relates to property																	0.00%
Objective 7	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Modernize mobile radio inventory																	0.00%

2019-2020 Agency Goals Objectives

GOAL 5: Ensure operational readiness through health, wellness, and prevention programs

Initiated Actions	Assigned To	Target Start Date	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Give employees better access to mental health resources in a timely manner and at an affordable cost						
Meet with local counselors to develop a relationship with the goal of expanding our contact list of suggested counselors for non-traumatic counseling services	Labor/Management / HR					Include HR Manager in all discussions of change to these areas...
Consider retaining a mental health professional with expertise in public safety trauma issues to provide support	Peer Support Group / HR					Include HR Manager in all discussions of change to these areas...
Additional training and "time in the seat" to be able to give CISD team members more credibility with employees in being able to provide support and guidance in times of crisis.	Peer Support Group / HR					Include HR Manager in all discussions of change to these areas...
Expand the peer-support/CISD team with more members to better serve the employees of the Agency	Peer Support Group / HR					Include HR Manager in all discussions of change to these areas...
Host a Peer Support Training Class			\$7,000			Include HR Manager in all discussions of change to these areas...
Provide an internal education program related to PTSD and make part of the Captain's Academy as well as the BC Academy	Peer Support Group / HR					Include HR Manager in all discussions of change to these areas...
Objective 2: Develop and implement cancer mitigation plan						
Form committee						
Develop training						
Objective 3: Continue development of Wellness Center						
Expand gym footprint at Station 53	Crossman / Rose					
Objective 4: Develop fitness inventory replacement plan						
Develop an inventory of all equipment within CAFMA	Parra / Crossman					
Develop a standardized list of what fitness equipment will be at each station	Parra / Crossman					
Determine current needs of current equipment	Parra / Crossman					
Determine a replacement schedule for each type of equipment in the inventory	Parra / Crossman					

GOAL 5: Ensure operational readiness through health, wellness, and prevention programs

Objective 1	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Give employees better access to mental health resources in a timely manner and at an affordable cost	Feddema / Parra / Brookins																0.00%

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Objective 2	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Develop and implement cancer mitigation plan	Feddema / Parra								25.00%								25.00%

The safety committee meetings have been cancelled due to COVID. The Committee met for the first time last month and is developing a new cancer sub-committee.																	
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Objective 3	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Continue development of Wellness Center	Crossman / Parra																0.00%

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Objective 4	Assigned to	Duration	Start	End	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	
Objective 4: Develop fitness inventory replacement plan	Crossman / Parra						50.00%			50.00%							100.00%

We have updated inventories of all 10 stations, CARTA, and Admin. The inventories are located on the Z-drive, in the peer fitness folder. We have standardized our equipment to the best of our ability due the different size of the workout area. The current needs for workout equipment has been addressed and will be ordered this budget year.																	
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MINUTES

**Central Arizona Fire and Medical Authority Board of Directors
Regular Meeting
Thursday, December 17, 2020, 5:30 pm - 6:30 pm
Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge
Drive, Prescott Valley**

In-Person Attendance

Darlene Packard; Dave Dobbs; Dave Tharp; Kathy Goodman; Owen (Buz) Mills; 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 **Thursday, December 17, 2020 at 5:30 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

Clerk Packard called the meeting to order at 6:09 p.m.

2. PLEDGE OF ALLEGIANCE

Clerk Packard led the Pledge of Allegiance.

3. NEW BUSINESS

A. Motion, Discussion, and Action Regarding Appointment of Fifth Board Member

Clerk Packard inquired of Attorney Cornelius if the CAFMA Board could wait until the Chino Valley Fire District Board and the Central Yavapai Fire District each have a full Board to make this appointment. Attorney Cornelius responded in the affirmative.

Directors Zurcher and Mills were sworn in as Board members for Central Arizona Fire and Medical Authority.

Director Zurcher and Director Dobbs were in agreement with waiting until the two District Boards are without vacancies to make the appointment.

Motion to table Items A and B under New Business.

Move: Matt Zurcher Second: Dave Dobbs Status: Passed

Yes: Dave Dobbs, Darlene Packard, Matt Zurcher, Owen (Buz) Mills

B. Swear In and Seat Fifth Board Member

This item was tabled.

C. Motion, Discussion, and Action Regarding Election of Fire Board Chairperson and Clerk

Director Dobbs made a motion to move Matt (Zurcher) in as chair of CAFMA Board; Director Packard seconded. There were no other nominations; motion passed unanimously.

Chair Zurcher made a motion to reappoint Darlene Packard as clerk; Director Dobbs seconded. There were no other nominations; motion passed unanimously.

4. PRESENTATIONS

A. Prescott Valley Town Council Report

This item was taken after Item 7.A.

There was not a Town of Prescott Valley representative in attendance.

Director Mills inquired as to whether or not the Town of Chino Valley is invited to report. Chair Zurcher responded that he would like to see that happen, and that the agenda will be changed soon.

B. Dewey-Humboldt Town Council Report

A Town of Dewey-Humboldt representative was not present to report.

C. Board Members' Reports

Chair Zurcher explained the Board reports to Director Mills; no reports were given.

i. Prescott Regional Communications (PRCC)

ii. Public Records Requests

iii. Legal Fees

iv. Labor/Management

D. Letters from the Public

Chief Freitag noted that Firefighter Russ Smith was recognized by another agency for his off-duty work at a bad head-on collision.

Director Buz Mills inquired as to whether the Board could recognize Firefighter Smith. Chief Freitag responded in the affirmative.

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.

Chief Freitag reported that an expert in communications that he met during the Post-Naval Graduate School provided a free one-hour training session for Senior Staff, and the feedback was great. The Agency hosted a meeting with Prevention, general contractors, and the Yavapai County General Contractors Association. He believes it was a good meeting, and that attendees left with a better understanding of what our Agency does. Some attendees provided recommendations that we will consider implementing.

Chief Feddema reported that the Agency is working through the challenges presented by COVID, and the Agency has not lost operational readiness.

Director Mills inquired as to how many employees have been out with COVID. Chief Feddema reported 32 Operations, two Non-Ops; there have been no hospitalizations.

5. 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.

6. 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 - November 30, 2020
- B. Approve General Fund Financial Statements
- C. Approve Fire Protection Agreements: Sullivan
- D. Approve Policy Amendments: 120 Purpose and Scope of Policy Manual, 150 Workplace Violence Policy, 192 Social Media, 201 Background Check, and 203 Drug Policy

Motion to approve the Consent Agenda Items A-D.

Move: Dave Dobbs Second: Owen (Buz) Mills Status: Passed

Yes: Dave Dobbs, Darlene Packard, Matt Zurcher, Owen (Buz) Mills

7. NEW BUSINESS CONTINUED

- A. Presentation, Discussion, and Acceptance of FY 2020 Audit Report as Presented by Henry & Horne

This item was taken out of order and moved to after Item 3.C.

Noemi Barter from Henry + Horne presented the Fiscal Year 2020 Audit Report. All statements in reports are management statements that are tested by the auditors to determine if they are materially accurate and fair. Henry + Horne found that statements are presented fairly and have reported a clean opinion. She added that Senior Staff will present an internal analysis at next month's meeting.

Motion to accept the FY 2020 audit report as presented by Henry + Horne.

Move: Owen (Buz) Mills Second: Dave Dobbs Status: Passed

Yes: Dave Dobbs, Darlene Packard, Matt Zurcher, Owen (Buz) Mills

B. Motion, Discussion, and Action Regarding Approval of Budget Development Schedule

Chief Tharp explained that this is an annual budget schedule, and that it gives the Board an overall view of the budget process in order to meet obligations to the County and the State.

Motion to approve.

Move: Owen (Buz) Mills Second: Darlene Packard Status: Passed

Yes: Dave Dobbs, Darlene Packard, Matt Zurcher, Owen (Buz) Mills

C. Motion, Discussion, and Possible Action to Appoint and Swear In CAFMA PSPRS Local Board Chairperson

Chief Tharp explained this is an annual process, and that it is required by statute.

Motion to nominate Darlene (Packard) to be the CAFMA designee to the local PSPRS board.

Move: Matt Zurcher Second: Owen (Buz) Mills Status: Passed

Yes: Dave Dobbs, Darlene Packard, Matt Zurcher, Owen (Buz) Mills

D. Motion, Discussion, and Possible Action Regarding a Transfer of Excess Funds from the CAFMA General Fund to the CAFMA Capital Reserve Fund in the Amount of \$1,175,212

Chief Tharp provided an explanation of the leftover money post-analyzing our accounts, which can include funds received due to wildland assignments or other revenues received, as well as funds not spent within the individual budget accounts. Staff recommends designating the funds to the Capital Reserve Fund, which offsets costs in the near future; this is considered best practice.

Motion to transfer excess funds in the amount of \$1,175,212 from the CAFMA General Fund to the CAFMA Capital Reserve Fund.

Move: Darlene Packard Second: Owen (Buz) Mills Status: Passed

Yes: Dave Dobbs, Darlene Packard, Matt Zurcher, Owen (Buz) Mills

E. Discussion Regarding Board Meeting Locations

No discussion was needed as this item as addressed at both District Board meetings.

F. Discussion Regarding Ambulance Update

Chief Freitag reported that Staff is still working with the Certificate of Necessity (CON) consultant. He added that he was contacted by the new Bureau Chief of EMS from the State, who inquired as to what the fire service could do to support inter-facility if the inter-facility transport services were overrun as a result of having to transport COVID patients. His recommendation to her was to possibly utilize the two rescues that CAFMA has. If Lifeline was overrun with inter-facility, we could, under the State's guidance, push those two units into temporary 9-1-1 service to allow the private agency to focus on the inter-facility, which is where most of their revenue is generated, while we picked up some of the slack on the 9-1-1 side. If she did need that type of solution, he would be willing to reach out to our fire service partners throughout the state to work out that practice. He noted that per previous conversations with DHS, there is no mechanism in place to do this. We are not sure what their plan is at this time, but we will certainly continue to work with DHS and our partners, including LifeLine/AMR, to make things work for our community.

8. ADJOURNMENT

Motion to adjourn at 6:39.m.

Move: Dave Dobbs Second: Owen (Buz) Mills Status: Passed

Yes: Dave Dobbs, Darlene Packard, Matt Zurcher, Owen (Buz) Mills

MINUTES

**Central Arizona Fire and Medical Authority
Central Yavapai / Chino Valley / Central Arizona Fire and Medical
Joint Work Study Session
Thursday, December 17, 2020, 5:00 pm - 5:30 pm
Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge Drive,
Prescott Valley**

In-Person Attendance

Dane Beck; Darlene Packard; Dave Dobbs; Dave Tharp; Kathy Goodman;
Matt Zurcher; Owen (Buz) Mills; Pete Gordon; Scott A Freitag

Remote Attendance

Cyndy Dicus; Lorette Brashear; Nicolas Cornelius; Susanne Dixon

NOTICE OF MEETING

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Chino Valley Fire District, Central Yavapai Fire District, and Central Arizona Fire and Medical Authority Board of Directors and the general public that the Chino Valley Fire District, Central Yavapai Fire District, and **Central Arizona Fire and Medical Authority** will hold a special meeting open to the public on **Monday, December 17, 2020 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(s) 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 Agencies' 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 - CHINO VALLEY FIRE DISTRICT
Clerk Dobbs called the Chino Valley Fire District meeting to order at 5:00 p.m.
2. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS - CENTRAL YAVAPAI FIRE DISTRICT
Chair Zurcher called the Central Yavapai Fire District meeting to order at 5:01 p.m.
3. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS - CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
Clerk Packard called the Central Arizona Fire and Medical Authority meeting to order at 5:01 p.m.
4. PLEDGE OF ALLEGIANCE
Clerk Dobbs led the Pledge of Allegiance.
5. PRESENTATIONS
 - A. Wage and Benefit Study Findings
Carol Mercer, a representative from Segal, presented a summary of the findings

of the Wage and Benefit Study. Please refer to the slides attached to these minutes.

There was an inquiry as to the geographical cost of labor versus cost of living. Carol Mercer provided an explanation, including that cost of labor is the standard.

Director Gordon noted the target salaries for the benchmark positions at 75th percentile, but inquired as to the definition of the target salary when speaking with the 95% or 105%. Carol Mercer provided an explanation, including that it was median and average. Chief Freitag gave an explanation of the 75th percentile designation, and how it is calculated.

Chief Freitag noted that regarding accrued time, some agencies who utilize PTO reported the full amount of their PTO in both the vacation and sick leave category. The graph presented doesn't represent the corrected data; we are actually more competitive than the graph indicates.

There was an inquiry as to whether the report was generated at the 75th percentile, and if it will be made available. Chief Freitag responded that this report provides information at the 25th, 50th, and 75th percentiles. The report, which explains in detail how the study was conducted and the comparators used, as well as Addendums A and B, which are the graphs, have been provided to the Union Executive Board so they can provide it to the members.

B. Wage and Benefit Study: Tentative Implementation Plan

Chief Freitag provided background on the Wage and Benefit Study process and the goals Senior Staff had in mind. There will be significant turnover in the Fire Service in the state of Arizona over the next five years, so departments will be competing for the best talent. Residency requirements are no longer allowed, so it is possible we could hire someone who lives in the valley and drives up here for work, so we have to be competitive across the entire state. The goal is a fair and competitive wage for all employees in the organization, and that we recruit and retain top talent.

Chief Rose presented a tentative implementation plan based off of the results of the Wage and Benefit Study (attached). The stated goals included fewer steps on the wage scales, increasing the step amount from 2.5% to 3.5%, and working towards the 75th percentile in starting and ending wages.

Chief Freitag addressed the difference in the number of steps on each wage scale by explaining that each wage scale is set to be at the 75th percentile for starting and ending wages, with 3.5% increases. Chief Rose confirmed that we stopped each ending wage at the 75th percentile using 3.5% step increases.

There were inquiries regarding the sub-steps, and what happens with promotions and new hires. Chief Rose explained that all sub-steps could be eliminated in one year, but we won't know until we get the NAV back and know how much we can allocate to adjusting the wage scales. Chief Freitag confirmed that new hires will come in at the lowest step available; as we progress through

the implementation, the sub-steps will be eliminated. He warned that because we're shrinking a scale down from 22 steps and trying to implement a new plan, it is difficult to make it so everyone thinks the plan is fair.

There was an inquiry as to whether longevity pay is disappearing. Chief Freitag responded that longevity was moved into the 3.5% step process to get to the 75th percentile; once you reach the top step of your scale, until there is a COLA or adjustment, there is not a longevity component.

Chief Freitag stated that as numbers come in from PSPRS, insurances, and net assessed valuations, we will be able to have a more concise conversation regarding what's possible. He believes we need to be competitive in the market, and the 75th percentile gives the Agency some cushion.

6. ADJOURNMENT

Motion to adjourn at 6:03 p.m.

Move: Dave Dobbs Second: Owen (Buz) Mills Status: Passed

Yes: Dave Dobbs, Darlene Packard, Cyndy Dicus, Matt Zurcher, Dane Beck, Pete Gordon, Owen (Buz) Mills, Lorette Brashear

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



Central Arizona Fire and Medical Authority

Compensation Study

Report

November 30, 2020

Executive Summary

Introduction

Central Arizona Fire and Medical Authority engaged Segal to conduct a compensation market analysis for thirty-one (31) benchmark jobs in four (4) divisions.

- This document is organized as follows:
 - Executive Summary of Findings and Recommendations
 - Market Analysis Methodology
 - Market Analysis Results
- The purpose of this meeting:
 - Discuss results
 - Answer any questions regarding results

Executive Summary

Project Steps



Project Initiation/ Compensation Philosophy

- Collect and review data
- Conduct stakeholder interviews
- Review Compensation Philosophy



Market Analysis

- Identify benchmark jobs to market price
- Determine appropriate survey sources
- Obtain data for market pricing
- Perform variance analysis

Executive Summary

Stakeholder Interview Common Themes

1

Mission, culture, reputation, location and opportunity for stable career are primary factors that attract candidates

2

Interest in competitiveness of pay and benefits

3

Interest in prevalence of certification pay and specialty pay in peer market

4

Interest in competitiveness of structures – number of steps and step percentages

5

Ability to attract applicants in a very competitive environment

6

Interest in what competitors do for retirees

These themes were incorporated into the project.

Executive Summary

Establishing the Market Target

1

Survey sources were chosen and a custom survey was distributed to twenty-one (21) peer organizations, of which eighteen (18) responded. Survey data was adjusted based on geographic differentials.

Private sector data was collected from three (3) published survey sources¹

2

3

Initial market analysis was conducted against market average survey data

The market target was defined as a competitive range of 95% to 105% of the market target, and this market target applies to all CAFMA benchmark jobs

4

5

The established market target should be evaluated over time for any necessary changes

The established market target of 95% to 105% was used for this analysis.

¹ Published survey sources used include CompAnalyst, ERI Salary Assessor and Payfactors.

Market Analysis Methodology

Custom Survey Participants

Arizona Fire and Medical Authority	Drexel Heights Fire District
City of Avondale	Golder Ranch Fire District
City of Cottonwood	Northwest Fire District
City of Flagstaff	Sedona Fire District
City of Goodyear	Sun City Fire District
City of Prescott	Superstition Fire & Medical District
City of Tempe	Timber Mesa Fire and Medical District
Copper Canyon Fire & Medical District	Town of Queen Creek
Daisy Mountain Fire & Medical	Verde Valley Fire District

Market Analysis Methodology

Geographic Differentials for Survey Participants

Survey Participants	Location	ERI Geographic Factor	Geographic Adjustment %
Central Arizona Fire and Medical Authority	Prescott Valley, aZ	90.8	
Arizona Fire and Medical Authority	Sun City, AZ (El Mirage)	96.1	-5.5%
City of Avondale	Avondale, AZ	96.1	-5.5%
City of Cottonwood	Cottonwood, AZ (Camp Verde)	91.1	-0.3%
City of Flagstaff	Flagstaff, AZ	91.2	-0.4%
City of Goodyear	Goodyear, AZ	96.0	-5.4%
City of Prescott	Prescott, AZ	90.8	0.0%
City of Tempe	Tempe, AZ	96.1	-5.5%
Gilbert Fire Department	Gilbert, AZ	96.1	-5.5%
Copper Canyon Fire & Medical	Camp Verde, AZ	91.1	-0.3%
Daisy Mountain Fire and Medical	Anthem, AZ	96.1	-5.5%
Drexel Heights Fire District	Tucson, AZ	91.5	-0.8%
Golder Ranch Fire District	Tucson, AZ	91.5	-0.8%
Northwest Fire District	Tucson, AZ	91.5	-0.8%
Sedona Fire District	Sedona, AZ	91.2	-0.4%
Sun City Fire District	Sun City, AZ (El Mirage)	96.1	-5.5%
Superstition Fire and Medical	Apache Junction, AZ	96.2	-5.6%
Timber Mesa Fire and Medical	Show Low, AZ	89.7	1.2%
Town of Queen Creek Fire	Town of Queen Creek, AZ	96.0	-5.4%
Verde Valley Fire District	Cottonwood, AZ (Camp Verde)	91.1	-0.3%

Executive Summary

Market Analysis Results

	Base Pay Ranges ¹		
	Minimum	Midpoint	Maximum
Custom Survey Sources	95%	97%	104%
Published Data Sources	108%	106%	101%
Overall Market Average	97%	98%	103%

Overall, CAFMA’s salaries are within the competitive range.

Reports comparing CAFMA’s pay ranges by benchmark job to market average and median pay ranges are included in Appendix A

¹ Values below 95% of the market average are below market and are shown in red text. Values that are between 95% and 105% of the market average are considered competitive with the market and are shown in black text. Values beyond 105% of the market average are above market and are shown in blue text.

Executive Summary

Market Analysis Results

Base Pay Competitiveness by Job Family¹

CAFMA Base Pay as % of Peer Market Average					
Job Family	Benchmark Titles in Family	Benchmark Titles w/ 5+ Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Administration	8	8	95%	97%	98%
Operations	9	8	94%	90%	106%
Planning and Logistics	13	12	106%	108%	107%
Prevention	3	3	90%	95%	99%

Two (2) benchmark job titles did not have enough market data to meet the data sufficiency requirement and are excluded from the overall market comparison.

¹ Values below 95% of the market average are below market and are shown in red text. Values that are between 95% and 105% of the market average are considered competitive with the market and are shown in black text. Values beyond 105% of the market average are above market and are shown in blue text.

Market Analysis Results

Market Competitiveness – Benchmarked Jobs Only

Market Competitiveness	Number of Jobs	Percent of Jobs
Below 95% of Market Average	5	15%
Within 95% to 105% of Market Average	17	55%
Above 105% of Market Average	8	24%
No CAFMA data for comparison	1	6%

Overall, CAFMA is well positioned to the market target.

Market Analysis Results

Pay Practices Comparison – Pay Structure

Survey Participant	Administrative Jobs	Non-Exempt Sworn Jobs	Exempt Sworn Jobs
Arizona Fire and Medical Authority	Open Range Structure	Open Range Structure	Open Range Structure
City of Avondale	Open Range Structure	Step Structure	Open Range Structure
City of Cottonwood	Open Range Structure	Open Range Structure	Open Range Structure
City of Flagstaff	Open Range Structure	Open Range Structure	Open Range Structure
City of Goodyear	Open Range Structure	Step Structure	Step Structure
City of Prescott	Pay Ranges	Pay Ranges	Pay Ranges
City of Tempe	Flat Rate	Step Structure	Flat Rate
Copper Canyon Fire & Medical District	Step Structure	Step Structure	-
Daisy Mountain Fire & Medical	Flat Rate	Step Structure	Step Structure
Drexel Heights Fire District	Step Structure	Step Structure	Step Structure
Golder Ranch Fire District	Step Structure	Step Structure	Step Structure
Northwest Fire District	Step Structure	Step Structure	Step Structure
Sedona Fire District	Step Structure	Step Structure	Step Structure
Sun City Fire District	Step Structure	Step Structure	Step Structure
Superstition Fire & Medical District	Step Structure	Step Structure	Step Structure
Timber Mesa Fire and Medical District	Step Structure	Step Structure	Step Structure
Town of Queen Creek	Open Range Structure	Step Structure	Open Range Structure
Verde Valley Fire District	Step Structure	Step Structure	Step Structure
Central Arizona Fire and Medical Authority	Step Structure	Step Structure	Step Structure

Market Analysis Results

Pay Practices Comparison - Step Structure

Organization Name	Type of Structure	Number of Steps in Step Structure	Step Percentages	Notes
	Non-Ops and Ops			
City of Avondale	Open Range/Step	5 to 9	4.00%	9 for FF, 5 for Engineer and Captain
City of Goodyear	Open Range/Step	3 to 7	5.00%	7 for FF, 3 for Engineer and Captain
Copper Canyon Fire & Medical District	Step/Step	10	3.00%	
Drexel Heights Fire District	Step/Step	2 to 14	2.50%	
Golder Ranch Fire District	Step/Step	Non-Ops 6 to 7 EX Ops 8 to 10 NE Ops 10 to 12	Non-Ops 5.00% Ex Ops 5.00% to 2.80% NE Ops 4.60% to 3.30%	
Northwest Fire District	Step/Step	Non-Ops 15 Ops 7 to 12	Non-Ops 3.00% to 2.25% Ops 1.50% to 2.50%	FF & Eng - 12 steps of 2.00%; Captain 7 steps of 1.50%
Sedona Fire District	Step/Step	7	5.00%	
Sun City Fire District	Step/Step	2 to 7	5.00%	FF 7 steps, Engineer & Captain 2 steps; BC & AC 5 steps
Superstition Fire & Medical District	Step/Step	7	5.00%	
Timber Mesa Fire and Medical District	Step/Step	12	3.00%	
Town of Queen Creek	Open Range/Step	5 to 9	5.00%	9 for FF, BC and Fire Marshal; 5 for Engineer & Captain
Verde Valley Fire District	Step/Step	20	2.50%	
CAFMA	Step/Step	22	2.50% to 1.00%	

Market Analysis Results

Pay Practices Comparison – Pay Progression

Employees Pay Progression - Operations

Type of Pay Progression	Number of Organizations Providing	Percent of Organizations Providing	Provided by CAFMA
Longevity (Time in Job)	6	33%	Yes
Individual Performance (Merit)	10	56%	Yes
Across-the-Board (General Increase)	8	44%	Yes
Other Increase	4	22%	No

Employees Pay Progression - Non-Operations

Type of Pay Progression	Number of Organizations Providing	Percent of Organizations Providing	Provided by CAFMA
Longevity (Time in Job)	5	28%	Yes
Individual Performance (Merit)	11	61%	Yes
Across-the-Board (General Increase)	9	50%	Yes
Other Increase	4	22%	No

Other Increases include: step increases, cost-of-living adjustments, market adjustments, and structure adjustments.

Market Analysis Results

Pay Practices Comparison – Pay Policies

Type of Pay Policy	Number of Organizations With Policy	Percent of Organizations With Policy	CAFMA Has Policy
Operations			
Pay schedule adjustment results in pay increase to all employees	1	6%	No
Have a formal promotion pay policy.	0	0%	Yes
Have a formal reclassification pay policy.	13	72%	Yes
Non-Operations			
Pay schedule adjustment results in pay increase to all employees	2	11%	No
Have a formal promotion pay policy.	12	67%	Yes
Have a formal reclassification pay policy.	6	33%	Yes

Market Analysis Results

Pay Practices Comparison – Pay and Pay Schedule Increases

	FY 2019			
	Pay Schedule Adjustment	Average Pay Increase	Average Merit Increase	Average Incentive Bonus
Market Average	2.77%	3.28%	3.25%	-
CAFMA Average	5.00%	5.00%	2.50%	-

	FY 2020			
	Pay Schedule Adjustment	Average Pay Increase	Average Merit Increase	Average Incentive Bonus
Market Average	2.78%	3.35%	3.54%	-
CAFMA Average	0.93%	*	2.50%	-

*In 2020 Paramedics received a 24% pay increase in assignment pay and all Firefighters received an additional step (2.5%) increase.

Market Analysis Results

Pay Practices Comparison – Supplemental Pay

Pay Practices Summary

- Most peer organizations provide the same types of Supplemental Pay as CAFMA, although amounts provided and pay frequency vary by peer.
 - Holiday Pay
 - Certification Pay
 - Acting Pay
 - Call-back Pay
- 82% of peer organizations provide educational assistance.
- 50% of peer organizations provide Longevity Pay.

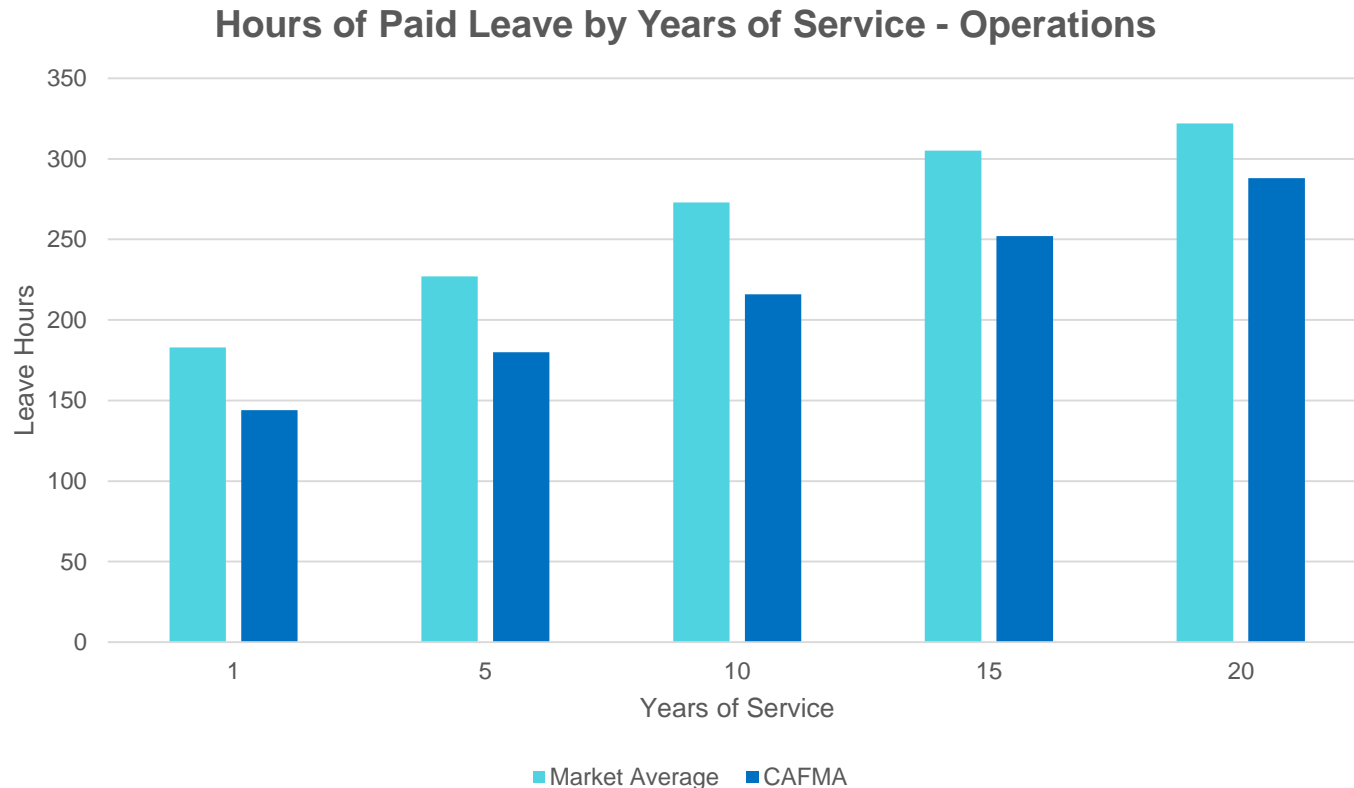
Market Analysis Results

Paid Leave Comparison – Type of Paid Leave

Survey Participant	Type of Leave Program
Arizona Fire and Medical Authority	Paid Time Off
City of Avondale	Traditional
City of Cottonwood	Traditional
City of Flagstaff	Traditional
City of Goodyear	Traditional
City of Prescott	Paid Time Off
City of Tempe	Traditional
Copper Canyon Fire & Medical District	Traditional
Daisy Mountain Fire & Medical	Traditional
Drexel Heights Fire District	Traditional
Golder Ranch Fire District	Paid Time Off
Northwest Fire District	Paid Time Off
Sedona Fire District	Traditional
Sun City Fire District	Traditional
Superstition Fire & Medical District	Traditional
Timber Mesa Fire and Medical District	Paid Time Off
Town of Queen Creek	Traditional
Verde Valley Fire District	Traditional
Central Arizona Fire and Medical Authority	Traditional

Market Analysis Results

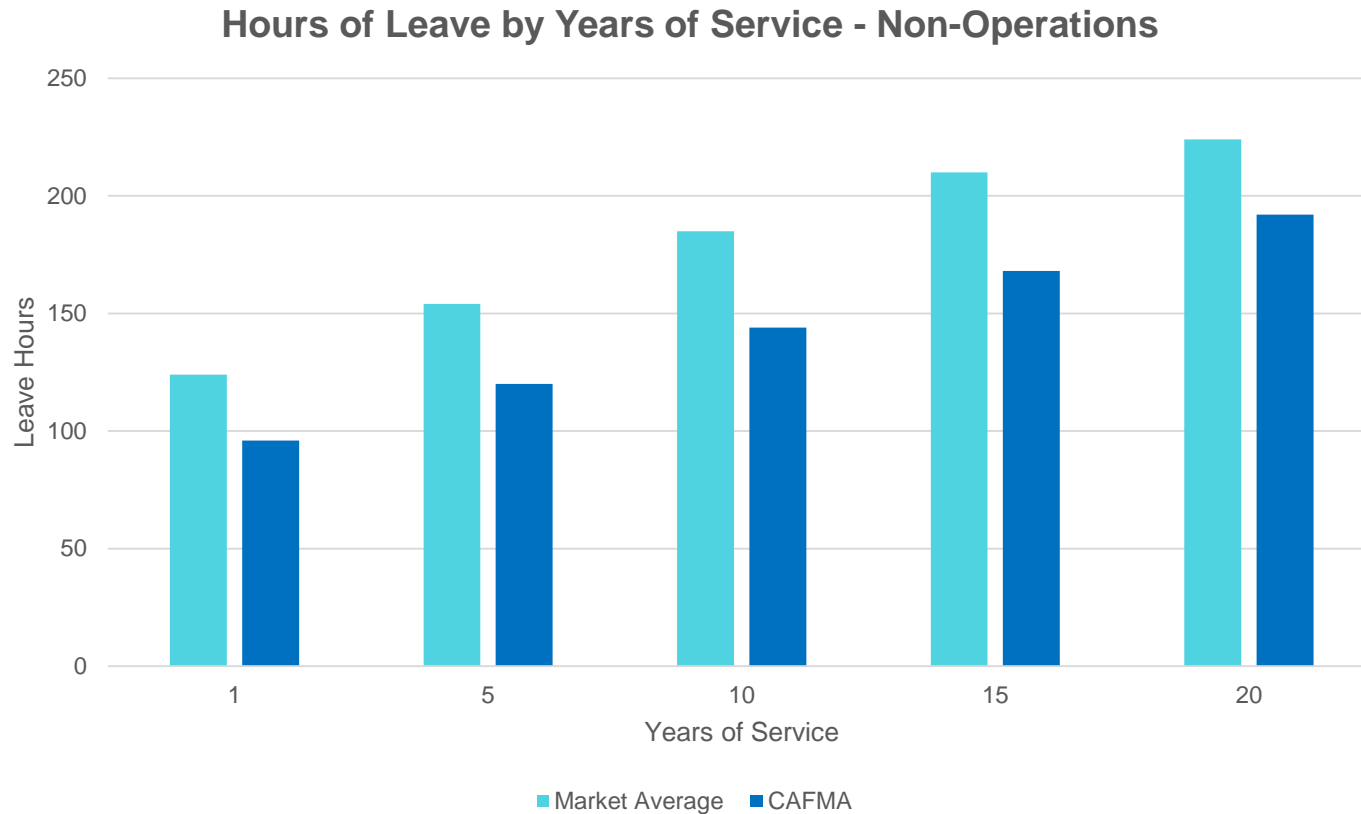
Paid Leave Comparison – Vacation/PTO Hours by Years of Service



CAFMA offers less hours of vacation than the market for Operations.

Market Analysis Results

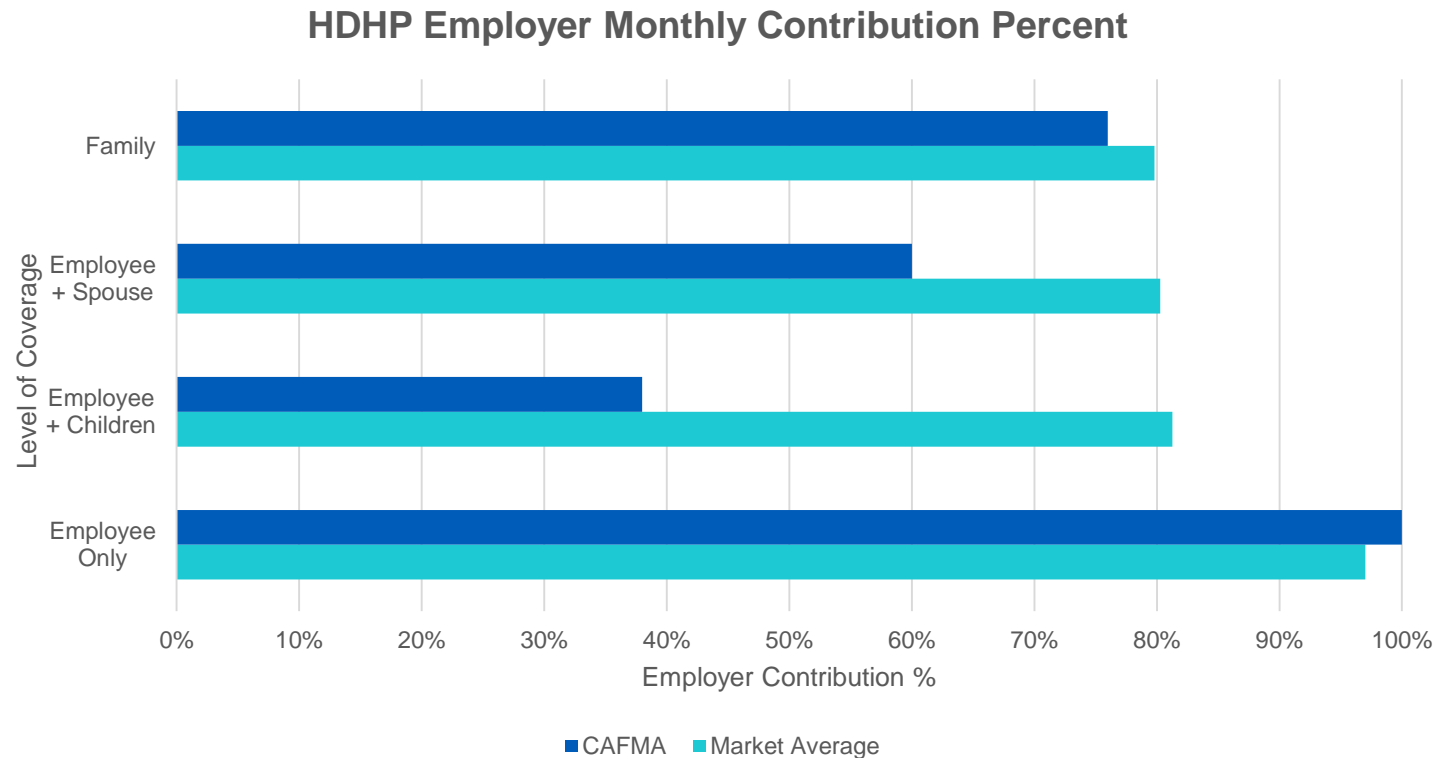
Paid Leave Comparison – Vacation/PTO Days by Years of Service



CAFMA offers less days of vacation than the market for Non-Operations.

Market Analysis Results

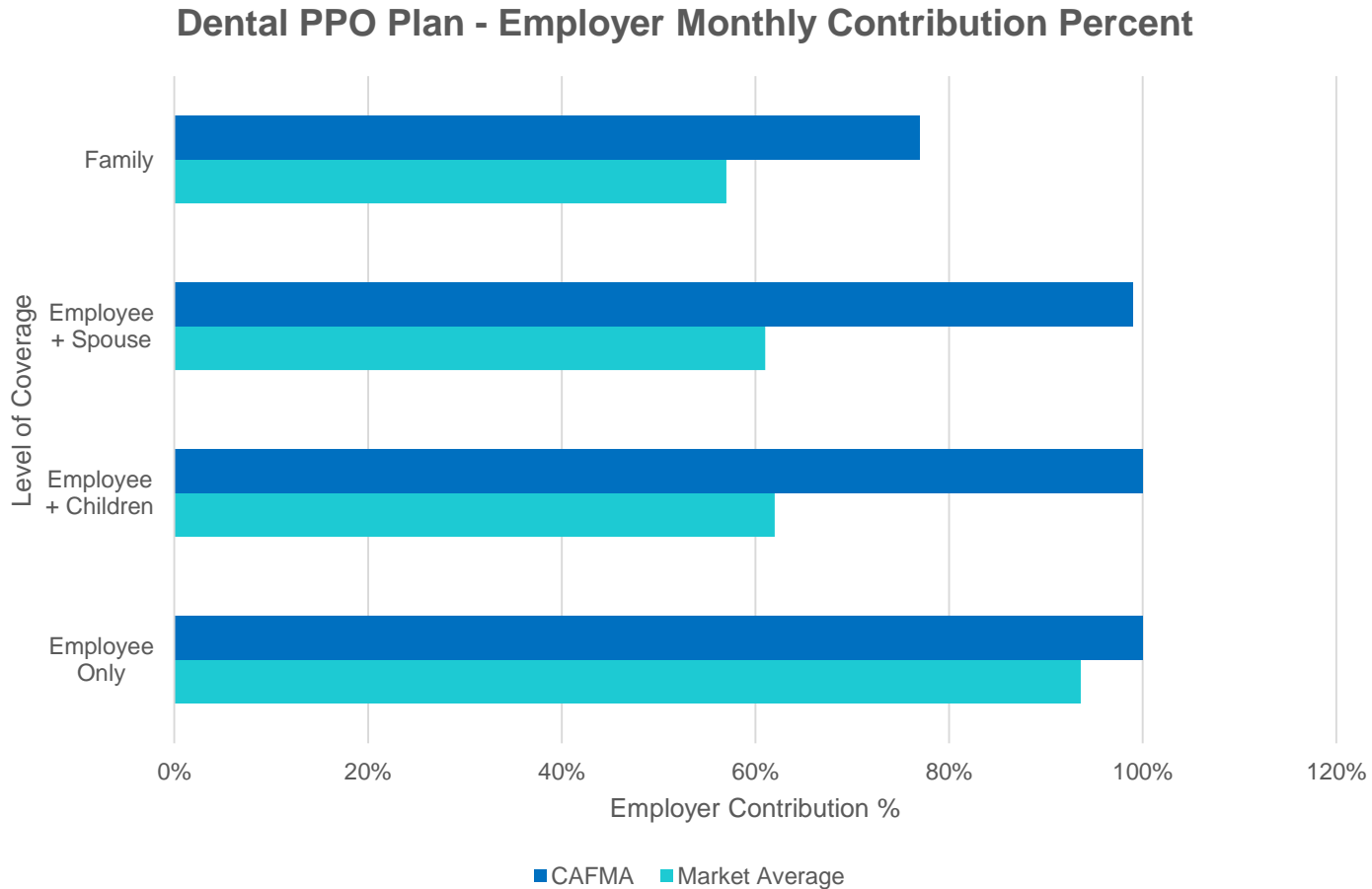
Health Benefits Comparison – High Deductible Plan



CAFMA contributes more than market for Employee Only Plans, but less than the market for all other plans.

Market Analysis Results

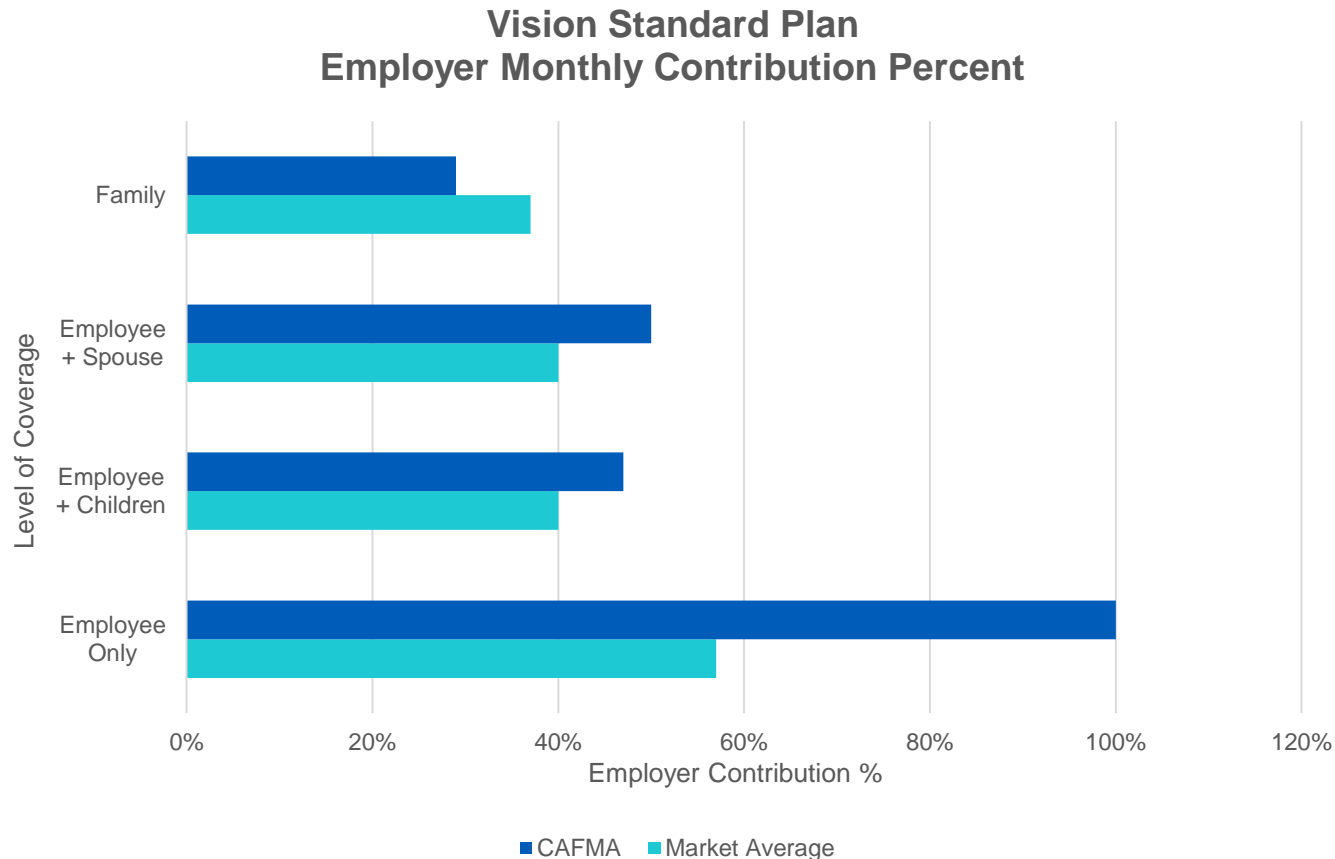
Health Benefits Comparison – Dental PPO Plan



CAFMA's Dental Plan contribution is more competitive than the market.

Market Analysis Results

Health Benefits Comparison – Vision Standard Plan



CAFMA's Vision Plan is more competitive for all tiers with the exception of the family plan.

Market Analysis Results

Retiree Health Benefits Comparison

Like CAFMA, three survey participants reported contributing to a Post-Employment Health Plan.

Market Analysis Results

Retirement Comparison

Retirement Contributions

- 83% (15 of 18) peer organizations do not make employer contributions to Defined Contribution 401(a) Plans
- 83% (15 of 18) peer organizations do not make employer contributions to Deferred Compensation Plans
- CAFMA and three survey participants make contributions into a Post-Employment Health Plan (PEHP) for all employees.

Pay Range Competitiveness by Benchmark Job - Survey Market Average

Benchmark Job Title	Count of Matches	CAFMA Pay Range			Survey Overall Market Average Pay Range			CAFMA Pay Range as % of Market Average			CAFMA Rank Among Market Data		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Fire Chief	18	\$101,890	\$128,150	\$154,410	\$122,307	\$146,957	\$171,200	83%	87%	90%	0.15	0.22	0.23
Assistant Chief of Administration	14	\$104,817	\$126,487	\$148,157	\$102,468	\$116,921	\$132,594	102%	108%	112%	0.54	0.64	0.69
Administrative Manager	9	\$64,298	\$78,969	\$93,639	\$62,614	\$78,019	\$95,409	103%	101%	98%	0.67	0.44	0.44
Administrative Assistant II	15	\$36,178	\$45,231	\$54,284	\$36,676	\$45,063	\$54,382	99%	100%	100%	0.33	0.40	0.60
Finance Manager	13	\$64,298	\$78,969	\$93,639	\$70,816	\$86,417	\$103,079	91%	91%	91%	0.15	0.23	0.15
Finance Specialist II	20	\$40,753	\$50,951	\$61,148	\$39,457	\$47,279	\$56,010	103%	108%	109%	0.70	0.85	0.85
Human Resources Manager	13	\$64,298	\$78,969	\$93,639	\$66,039	\$82,040	\$100,719	97%	96%	93%	0.58	0.50	0.42
Human Resources Specialist II	14	\$40,753	\$50,951	\$61,148	\$45,513	\$55,085	\$65,297	90%	92%	94%	0.14	0.21	0.21
Assistant Chief of Operations	15	\$104,817	\$126,487	\$148,157	\$107,303	\$121,581	\$137,658	98%	104%	108%	0.50	0.67	0.71
Battalion Chief	17	\$83,353	\$103,591	\$123,829	\$85,799	\$99,070	\$112,341	97%	105%	110%	0.41	0.65	0.88
Fire Captain	17	\$66,038	\$81,105	\$96,172	\$71,236	\$81,467	\$91,079	93%	100%	106%	0.25	0.41	0.88
Fire Engineer	17	\$55,209	\$67,806	\$80,402	\$60,773	\$69,453	\$77,619	91%	98%	104%	0.20	0.25	0.67
Firefighter	17	\$45,094	\$55,711	\$66,328	\$47,388	\$56,670	\$65,952	95%	98%	101%	0.24	0.41	0.59
Training Chief	12	\$83,329	\$103,562	\$123,794	\$91,879	\$104,898	\$117,917	91%	99%	105%	0.42	0.50	0.67
EMS Battalion Chief	11	\$83,329	\$103,562	\$123,794	\$88,863	\$101,607	\$114,351	94%	102%	108%	0.20	0.40	0.60
EMS Captain	9	\$66,038	\$81,105	\$96,172	\$87,247	\$96,769	\$106,936	76%	84%	90%	0.00	0.00	0.50
Community Paramedic	5	N/A	N/A	N/A	\$64,328	\$75,363	\$86,398	N/A	N/A	N/A	N/A	N/A	N/A
Assistant Chief of Planning and Logistics	11	\$104,817	\$126,487	\$148,157	\$106,697	\$119,443	\$133,325	98%	106%	111%	0.56	0.80	1.00
Fleet Services Manager	16	\$83,329	\$103,562	\$123,794	\$69,405	\$87,084	\$105,615	120%	119%	117%	0.85	1.00	0.85
Fire Mechanic II	12	\$53,687	\$65,937	\$78,186	\$50,456	\$59,520	\$70,305	106%	111%	111%	0.83	0.92	0.92
Facility Maintenance Coordinator	10	\$64,298	\$78,969	\$93,639	\$61,439	\$76,677	\$93,737	105%	103%	100%	0.50	0.63	0.50
Facility Maintenance Technician II	13	\$41,794	\$52,252	\$62,710	\$40,086	\$48,789	\$57,973	104%	107%	108%	0.50	0.75	0.67
Warehouse Operations Manager	6	\$64,298	\$78,969	\$93,639	\$63,140	\$78,393	\$96,088	102%	101%	97%	0.67	0.50	0.50
Warehouse Technician II	6	\$41,794	\$52,252	\$62,710	\$32,216	\$38,827	\$46,851	130%	135%	134%	0.83	1.00	1.00
Technical Services Manager	9	\$83,329	\$103,562	\$123,794	\$78,784	\$100,358	\$124,270	106%	103%	100%	0.78	0.89	0.56
Telecommunications Specialist	6	\$69,202	\$84,991	\$100,780	\$55,722	\$69,474	\$84,057	124%	122%	120%	1.00	1.00	0.83
Technical Services Technician II	6	\$53,582	\$65,807	\$78,032	\$53,824	\$66,616	\$80,888	100%	99%	96%	0.67	0.50	0.33
GIS Records Management Specialist II	7	\$53,582	\$65,807	\$78,032	\$56,104	\$67,191	\$80,190	96%	98%	97%	0.14	0.43	0.43
Fire Marshal	17	\$83,329	\$103,562	\$123,794	\$89,048	\$103,688	\$117,663	94%	100%	105%	0.31	0.41	0.56
Assistant Fire Marshal	6	\$61,619	\$75,678	\$89,737	\$67,224	\$77,612	\$88,000	92%	98%	102%	0.17	0.17	0.33
Fire Inspector I	13	\$40,123	\$50,163	\$60,202	\$50,429	\$61,077	\$71,725	80%	82%	84%	0.00	0.00	0.00

Pay Range Competitiveness by Benchmark Job - Survey Market Median

Benchmark Job Title	Count of Matches	CAFMA Pay Range			Survey Overall Market Median Pay Range			CAFMA Pay Range as % of Market Median			CAFMA Rank Among Market Data		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Fire Chief	18	\$101,890	\$128,150	\$154,410	\$119,837	\$150,886	\$177,926	85%	85%	87%	0.15	0.22	0.23
Assistant Chief of Administration	14	\$104,817	\$126,487	\$148,157	\$99,084	\$117,491	\$134,625	106%	108%	110%	0.54	0.64	0.69
Administrative Manager	9	\$64,298	\$78,969	\$93,639	\$62,200	\$83,500	\$95,225	103%	95%	98%	0.67	0.44	0.44
Administrative Assistant II	15	\$36,178	\$45,231	\$54,284	\$36,987	\$45,319	\$53,652	98%	100%	101%	0.33	0.40	0.60
Finance Manager	13	\$64,298	\$78,969	\$93,639	\$76,077	\$90,126	\$105,092	85%	88%	89%	0.15	0.23	0.15
Finance Specialist II	20	\$40,753	\$50,951	\$61,148	\$39,822	\$47,312	\$54,794	102%	108%	112%	0.70	0.85	0.85
Human Resources Manager	13	\$64,298	\$78,969	\$93,639	\$61,929	\$82,000	\$102,896	104%	96%	91%	0.58	0.50	0.42
Human Resources Specialist II	14	\$40,753	\$50,951	\$61,148	\$47,002	\$55,768	\$66,056	87%	91%	93%	0.14	0.21	0.21
Assistant Chief of Operations	15	\$104,817	\$126,487	\$148,157	\$104,747	\$120,410	\$137,743	100%	105%	108%	0.50	0.67	0.71
Battalion Chief	17	\$83,353	\$103,591	\$123,829	\$85,128	\$99,604	\$113,088	98%	104%	109%	0.41	0.65	0.88
Fire Captain	17	\$66,038	\$81,105	\$96,172	\$71,620	\$82,571	\$91,235	92%	98%	105%	0.25	0.41	0.88
Fire Engineer	17	\$55,209	\$67,806	\$80,402	\$60,487	\$69,886	\$77,587	91%	97%	104%	0.20	0.25	0.67
Firefighter	17	\$45,094	\$55,711	\$66,328	\$47,108	\$56,815	\$65,704	96%	98%	101%	0.24	0.41	0.59
Training Chief	12	\$83,329	\$103,562	\$123,794	\$91,469	\$103,741	\$115,867	91%	100%	107%	0.42	0.50	0.67
EMS Battalion Chief	11	\$83,329	\$103,562	\$123,794	\$91,469	\$103,971	\$112,701	91%	100%	110%	0.20	0.40	0.60
EMS Captain	9	\$66,038	\$81,105	\$96,172	\$83,322	\$94,186	\$103,435	79%	86%	93%	0.00	0.00	0.50
Community Paramedic	5	N/A	N/A	N/A	\$62,126	\$69,691	\$77,256	N/A	N/A	N/A	N/A	N/A	N/A
Assistant Chief of Planning and Logistics	11	\$104,817	\$126,487	\$148,157	\$103,858	\$119,272	\$137,888	101%	106%	107%	0.56	0.80	1.00
Fleet Services Manager	16	\$83,329	\$103,562	\$123,794	\$68,247	\$82,300	\$100,300	122%	126%	123%	0.85	1.00	0.85
Fire Mechanic II	12	\$53,687	\$65,937	\$78,186	\$47,064	\$55,226	\$63,352	114%	119%	123%	0.83	0.92	0.92
Facility Maintenance Coordinator	10	\$64,298	\$78,969	\$93,639	\$63,758	\$76,672	\$92,635	101%	103%	101%	0.50	0.63	0.50
Facility Maintenance Technician II	13	\$41,794	\$52,252	\$62,710	\$41,706	\$49,818	\$58,170	100%	105%	108%	0.50	0.75	0.67
Warehouse Operations Manager	6	\$64,298	\$78,969	\$93,639	\$61,795	\$78,959	\$97,934	104%	100%	96%	0.67	0.50	0.50
Warehouse Technician II	6	\$41,794	\$52,252	\$62,710	\$30,492	\$38,655	\$45,924	137%	135%	137%	0.83	1.00	1.00
Technical Services Manager	9	\$83,329	\$103,562	\$123,794	\$81,182	\$99,700	\$122,335	103%	104%	101%	0.78	0.89	0.56
Telecommunications Specialist	6	\$69,202	\$84,991	\$100,780	\$55,053	\$69,896	\$85,334	126%	122%	118%	1.00	1.00	0.83
Technical Services Technician II	6	\$53,582	\$65,807	\$78,032	\$50,212	\$64,900	\$83,950	107%	101%	93%	0.67	0.50	0.33
GIS Records Management Specialist II	7	\$53,582	\$65,807	\$78,032	\$43,452	\$53,210	\$62,968	123%	124%	124%	0.14	0.43	0.43
Fire Marshal	17	\$83,329	\$103,562	\$123,794	\$88,365	\$105,615	\$120,110	94%	98%	103%	0.31	0.41	0.56
Assistant Fire Marshal	6	\$61,619	\$75,678	\$89,737	\$68,048	\$80,453	\$91,960	91%	94%	98%	0.17	0.17	0.33
Fire Inspector I	13	\$40,123	\$50,163	\$60,202	\$49,817	\$60,896	\$73,012	81%	82%	82%	0.00	0.00	0.00

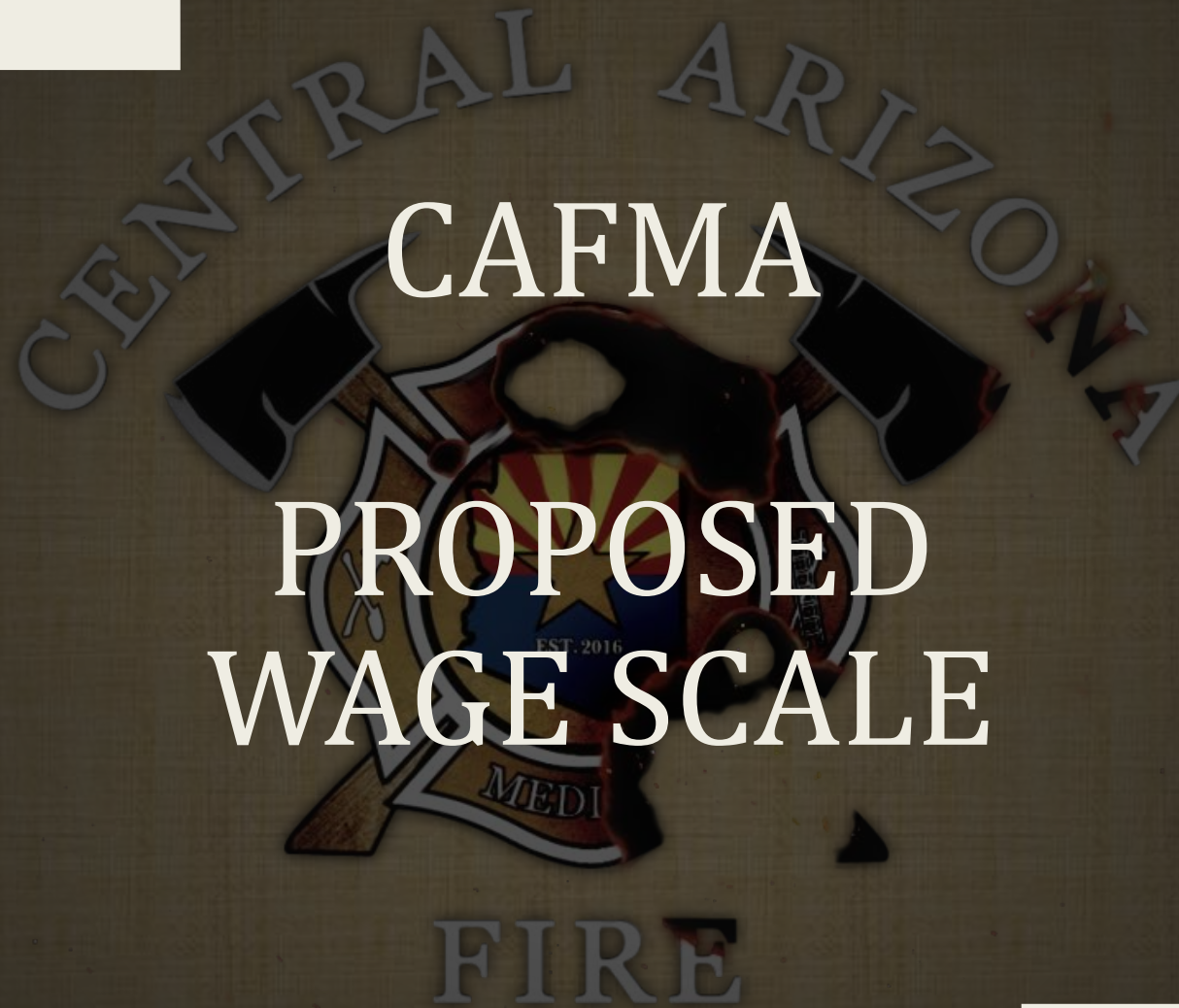
N/A - No CAFMA data for analysis

PAID LEAVE HOURS BY YEARS OF SERVICE - OPERATIONS

Survey Participant	Leave Days Based on	Leave Hours by Years of Service - Operations																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Arizona Fire and Medical Authority	23 Hours	144.00	144.00	144.00	144.00	144.00	192.00	192.00	192.00	192.00	192.00	240.00	240.00	240.00	240.00	240.00	288.00	288.00	288.00	288.00	288.00
City of Avondale	24 Hours	257.95	286.00	286.00	286.00	319.28	319.28	319.28	319.28	319.28	352.82	352.82	352.82	352.82	352.82	375.44	375.44	375.44	375.44	375.44	375.44
City of Cottonwood	24 Hours	112.06	112.06	112.06	112.06	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22
City of Flagstaff	12 Hours	123.20	123.20	123.20	123.20	145.60	145.60	145.60	145.60	145.60	179.20	179.20	179.20	179.20	179.20	201.60	201.60	201.60	201.60	201.60	235.20
City of Goodyear	24 Hours	159.90	159.90	159.90	159.90	159.90	192.92	192.92	192.92	192.92	224.12	224.12	224.12	224.12	224.12	256.88	256.88	256.88	256.88	256.88	256.88
City of Prescott	24 Hours	156.82	156.82	190.36	190.36	190.36	190.36	190.36	190.36	190.36	223.90	223.90	223.90	223.90	223.90	246.26	246.26	246.26	246.26	246.26	246.26
City of Tempe	24 Hours	156.74	156.74	156.74	156.74	190.34	190.34	190.34	190.34	190.34	223.94	223.94	223.94	223.94	223.94	280.06	280.06	280.06	280.06	280.06	302.40
Copper Canyon Fire & Medical District	24 Hours	144.00	144.00	144.00	216.00	216.00	216.00	216.00	216.00	216.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00
Daisy Mountain Fire & Medical																					
Drexel Heights Fire District	24 Hours	288.08	288.08	288.08	288.08	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92
Golder Ranch Fire District		338.00	338.00	338.00	338.00	390.00	390.00	390.00	390.00	390.00	416.00	416.00	416.00	416.00	416.00	442.00	442.00	442.00	442.00	442.00	468.00
Northwest Fire District	24 Hours	263.90	263.90	263.90	263.90	312.00	312.00	312.00	312.00	312.00	335.92	335.92	335.92	335.92	335.92	360.10	360.10	360.10	360.10	360.10	384.02
Sedona Fire District	24 Hours	120.00	120.00	120.00	168.00	168.00	168.00	168.00	168.00	240.00	240.00	240.00	240.00	240.00	312.00	312.00	312.00	312.00	213.00	384.00	384.00
Sun City Fire District	24 Hours	120.00	120.00	120.00	120.00	168.00	168.00	168.00	168.00	168.00	216.00	216.00	216.00	216.00	216.00	264.00	264.00	264.00	264.00	264.00	312.00
Superstition Fire & Medical District		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timber Mesa Fire and Medical District	24 Hours	263.90	263.90	263.90	263.90	312.00	312.00	312.00	312.00	312.00	384.00	384.00	384.00	384.00	384.00	432.12	432.12	432.12	432.12	432.12	432.12
Town of Queen Creek	24 Hours	134.40	134.40	134.40	134.40	201.60	201.60	201.60	201.60	201.60	252.00	252.00	252.00	408.00	252.00	268.80	268.80	268.80	268.80	268.80	268.80
Verde Valley Fire District	24 Hours	144.30	144.30	144.30	216.06	216.06	216.06	216.06	216.06	216.06	336.18	336.18	336.18	336.18	336.18	408.20	408.20	408.20	408.20	408.20	408.20
Market Average		182.95	184.71	186.80	198.79	227.33	232.39	232.39	232.39	236.89	273.01	276.01	276.01	285.76	280.51	304.97	307.97	307.97	301.79	312.47	322.09
Central Arizona Fire and Medical Authority	24 Hours	144.00	144.00	144.00	144.00	180.00	180.00	180.00	180.00	180.00	216.00	216.00	216.00	216.00	216.00	252.00	252.00	252.00	252.00	252.00	288.00

PAID LEAVE HOURS BY YEARS OF SERVICE - NON-OPERATIONS

Survey Participant	Employee Group	Leave Hours by Years of Service - Non-Operations																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Arizona Fire and Medical Authority		90.00	90.00	90.00	90.00	90.00	130.00	130.00	130.00	130.00	130.00	170.00	170.00	170.00	170.00	170.00	210.00	210.00	210.00	210.00	210.00
City of Avondale	Non-Exempt	96.20	116.20	116.20	116.20	140.12	140.12	140.12	140.12	140.12	164.04	164.01	163.98	163.95	163.92	180.16	180.16	180.16	180.16	180.16	180.16
	Exempt	120.12	140.12	140.12	140.12	164.04	164.04	164.04	164.04	164.04	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16
City of Cottonwood	Non-Exempt	80.00	80.00	80.00	80.00	80.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00
	Exempt	120.00	120.00	120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00
City of Flagstaff	Non-Exempt	88.14	88.14	88.14	88.14	104.26	104.26	104.26	104.26	104.26	128.18	128.18	128.18	128.18	128.18	144.04	144.04	144.04	144.04	144.04	167.96
	Exempt	128.18	128.18	128.18	128.18	144.04	144.04	144.04	144.04	144.04	167.96	167.96	167.96	167.96	167.96	184.08	184.08	184.08	184.08	184.08	184.08
City of Goodyear		114.14	114.14	114.14	114.14	137.80	137.80	137.80	137.80	137.80	159.90	159.90	159.90	159.90	159.90	183.30	183.30	183.30	183.30	183.30	183.30
City of Prescott		112.20	112.20	136.12	136.12	136.12	136.12	136.12	136.12	136.12	160.40	160.40	160.40	160.40	160.40	175.90	175.90	175.90	175.90	175.90	175.90
City of Tempe		111.96	111.96	111.96	111.96	135.96	135.96	135.96	135.96	135.96	159.96	159.96	159.96	159.96	159.96	200.04	200.04	200.04	200.04	200.04	216.00
Copper Canyon Fire & Medical District		120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	200.00	200.00	240.00	240.00	240.00	240.00	240.00
Daisy Mountain Fire & Medical																					
Drexel Heights Fire District		191.88	191.88	191.88	191.88	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98
Golder Ranch Fire District		260.00	260.00	260.00	260.00	312.00	312.00	312.00	312.00	312.00	364.00	364.00	364.00	364.00	364.00	416.00	416.00	416.00	416.00	416.00	442.00
Northwest Fire District		178.36	178.36	178.36	178.36	212.42	212.42	212.42	212.42	212.42	229.58	229.58	229.58	229.58	229.58	246.74	246.74	246.74	246.74	246.74	263.64
Sedona Fire District	Non-Exempt	80.00	80.00	80.00	120.00	120.00	120.00	120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	200.00	240.00
	Exempt	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	200.00	240.00
Sun City Fire District		80.00	80.00	80.00	80.00	120.00	120.00	120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	240.00
Superstition Fire & Medical District		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timber Mesa Fire and Medical District		159.90	159.90	159.90	159.90	199.94	199.94	199.94	199.94	199.94	239.98	239.98	239.98	239.98	239.98	320.06	320.06	320.06	320.06	320.06	320.06
Town of Queen Creek		96.00	96.00	96.00	96.00	144.00	144.00	144.00	144.00	144.00	168.00	168.00	168.00	168.00	168.00	192.00	192.00	192.00	192.00	192.00	192.00
Verde Valley Fire District		102.70	102.70	102.70	153.66	153.66	153.66	153.66	153.66	153.66	239.20	239.20	239.20	239.20	239.20	290.40	290.40	290.40	290.40	290.40	290.40
Market Average		124.49	126.49	127.69	134.23	153.72	159.72	159.72	159.72	163.72	184.57	186.57	186.56	186.56	190.56	210.14	214.14	214.14	214.14	218.14	224.28
Central Arizona Fire and Medical Authority		96.00	96.00	96.00	96.00	120.00	120.00	120.00	120.00	120.00	144.00	144.00	144.00	144.00	144.00	168.00	168.00	168.00	168.00	168.00	192.00



CAFMA PROPOSED WAGE SCALE

Goals

- Evaluate the current wages & benefits for all divisions
- Develop a wage scale that has few steps
- Increase the step amount from 2.5% to 3.5%
- Work towards the 75th percentile in starting and ending wages

Orientation

- Colors noted in the proposed scales
 - *Green = Starting and ending wages in current wage scales*
 - *Blue = Starting and ending wages at the 75th percentile using the Segal wage study*
- Sub-Steps
 - *Sub-steps were created for instances when personnel have current wages that are not within the proposed wage scale.*
 - *The beginning wage of all sub-steps are the beginning wage from the current wage scale. All sub-steps are calculated at 3.5%.*

Development

- The proposed changes were developed using data provided by Segal to ensure a consistent approach in the creation of the wage scales across all divisions.
- No personnel will lose pay in this process.
 - *If an ending wage was higher in the current wage scale than the 75th percentile from the Segal study, then the higher wage remained as the ending wage.*
 - *The longevity pay from the current wage scales were used in calculating the ending wage and the proximity to the 75th percentile.*

Implementation

- The implementation of the proposed changes will be based on funding
- All personnel would be moved to the closest step above what they are currently making
- Priority will be given to personnel that would not find themselves in the proposed wage scale

FF, Eng., Capt. Wage Scales

[illegible]

BC, AC Wage Scales

[illegible]

Prevention Wage Scales

[illegible]

Facilities Wage Scales

[illegible]

Fleet Wage Scales

[illegible]

Tech Services Wage Scales

[illegible]

Warehouse Wage Scales

[illegible]

Admin Wage Scales

[illegible]

Finance Wage Scales

							Sal	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP											
							Rge	1	2	3	4	5	6	7	8	9	10	11	12	13								
							1	12.15/hr	Arizona Minimum Wage																			
							2	13.00	13.33	13.66	14.00	14.35	14.71	15.08	15.45	15.84	16.24	16.64	17.06	17.48	hourly							
								30,631																				
								32,433	33,568	34,743	35,959	37,218	38,520	39,868	41,264	42,708	44,203	45,750	47,351	49,008	annual							
							3	15.59	16.14	16.70	17.29	17.89	18.52	19.17	19.84	20.53	21.25	22.00	22.76	23.56	hourly							
								36,178																				
								37,218	38,521	39,869	41,264	42,709	44,203	45,750	47,352	49,009	50,724	52,500	54,337	56,239	annual							
							4	17.89	18.52	19.17	19.84	20.53	21.25	22.00	22.77	23.56	24.39	25.24	26.12	27.04	hourly							
								40,753																				
								41,264	42,708	44,203	45,750	47,351	49,009	50,724	52,499	54,337	56,239	58,207	60,244	62,353	annual							
							5	19.84	20.53	21.25	22.00	22.77	23.56	24.39	25.24	26.12	27.04	27.98	28.96	29.98	hourly							
								46,639																				
								47,351	49,008	50,724	52,499	54,336	56,238	58,206	60,244	62,352	64,535	66,793	69,131	71,551	annual							
							6	22.76	23.56	24.39	25.24	26.12	27.04	27.98	28.96	29.98	31.03	32.11	33.24	34.40	hourly							
Sub 1	Sub 2	Sub 3	Sub 4	Sub 5	Sub 6	Sub 7																						
64,298	66,548	68,878	71,288	73,783	76,366	79,039		81,715	84,575	87,535	90,599	93,770	97,052	100,449	103,964	107,603	111,369	annual										
30.91	31.99	33.11	34.27	35.47	36.71	38.00	7	39.29	40.66	42.08	43.56	45.08	46.66	48.29	49.98	51.73	53.54	hourly										

HR Wage Scales

[illegible]

Implementation Costs

- Operations = \$349,960 (66)
- Chiefs = \$36,945 (2)
- Prevention = \$28,139 (3)
- Facilities = \$2,426
- Fleet = \$6,130
- Tech Services = \$7,049
- Warehouse = \$2,178
- Admin = \$4,656 (2)
- Finance = \$13,242 (1)
- HR = \$1,708

Total Cost including EREs = \$793,582



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 DECEMBER, 2020

Reconciliation:

Beginning Balance:	\$ 9,482,357.63
Deposits:	\$ 93,209.76
Transfers Out-Capital Reserve Fund:	\$ (2,000,000.00)
Payroll Direct Deposit: 12/01/20	\$ (309,288.84)
Disbursements:	\$ (1,619,207.12)
Transfer from CVFD & CYFD	\$ 2,984,070.69
Ending Balance:	\$ 8,631,142.12

Difference Between Balances: \$ -

Deposits Per Bank Statement:

Fire District Deposits:	\$ 90,134.79
Interest Income:	\$ 3,074.97
Transfer In From CVFD:	\$ 557,143.82
Transfer In From CYFD:	\$ 2,426,926.87
Transfer To Capital Reserve:	\$ 2,000,000.00
Transfer From Capital Reserve:	\$ -
Outstanding Deposits:	\$ -

Ending Balance: \$ 5,077,280.45

Bank Statement Balance:

Balance Per Bank:	\$ 8,737,645.45
Outstanding Checks:	\$ (106,503.33)
Outstanding Deposits:	\$ -
Voided Checks From Prior Months:	\$ -
Payroll Direct Deposit:	\$ -

Ending Balance: \$ 8,631,142.12

G/L Ending Balance: \$ 8,631,142.12

\$ 8,631,142.12

Bank Reconciliation Register:

Checks From Accounts Payable:	\$ 1,617,772.81
Checks From Payroll:	\$ 1,434.31
Total Checks:	\$ 1,619,207.12

Deposits From Accounts Receivable:	\$ 90,134.79
Journal Entries From General Ledger:	\$ 4,987,145.66
Outstanding Deposits:	\$ -

Ending Balance: \$ 5,077,280.45

Reconciliation Approved By:

Scott Freitag

Scott Freitag, Fire Chief

Digitally signed by Scott Freitag
Date: 2021.01.18 11:27:36 -07'00'

Reconciliation Reviewed By:

Dave Tharp

David Tharp, Assistant Chief of Administration

Digitally signed by Dave Tharp
Date: 2021.01.15 16:30:47 -07'00'

Reconciliation Prepared By:

Karen Butler Mauldin

Karen Butler Mauldin, Finance Manager

Digitally signed by Karen Butler Mauldin
Date: 2021.01.12 09:12:50 -07'00'



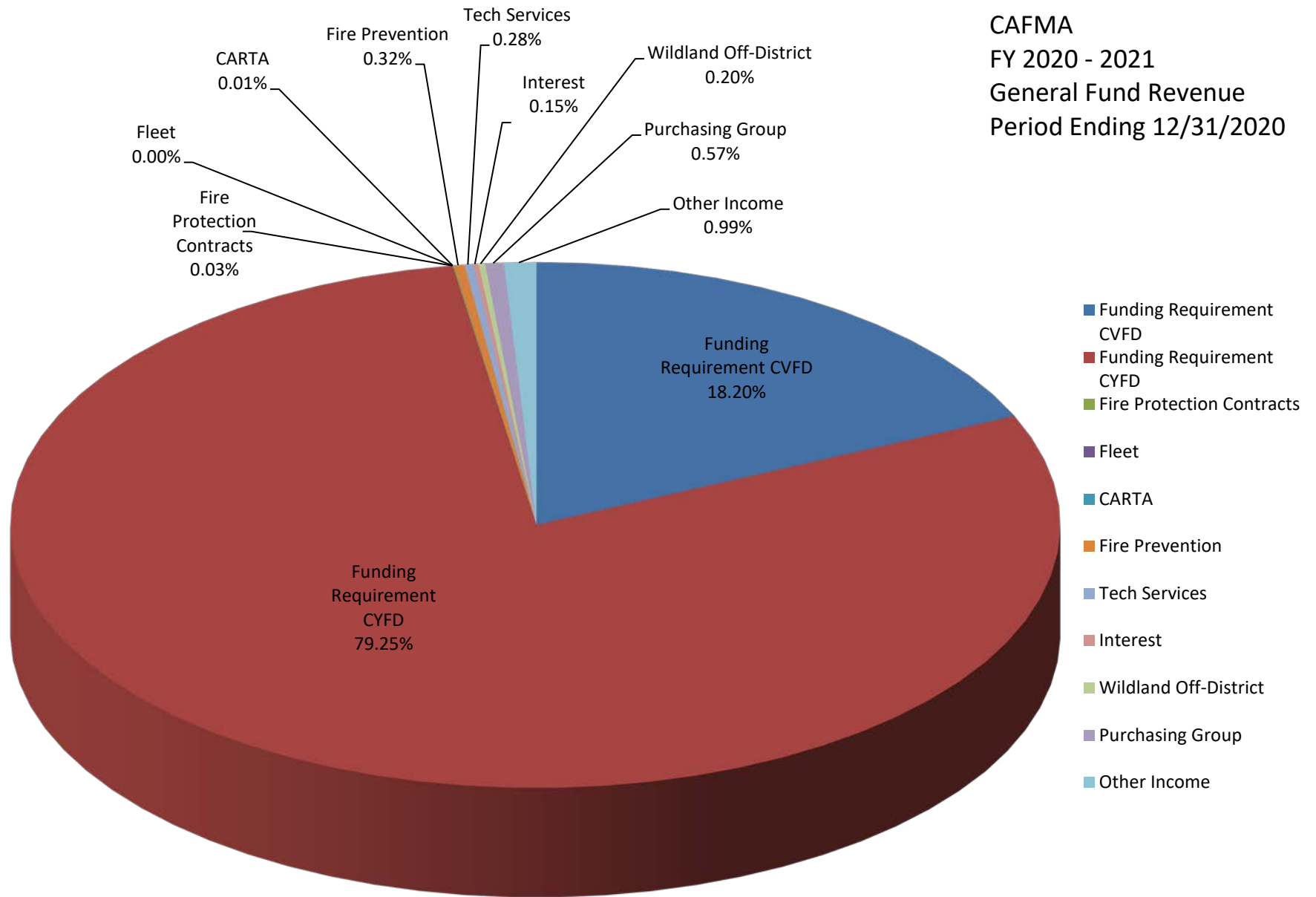
2020 - 2021 Cash Flow by Month : DECEMBER

	ACTUAL						PROJECTED					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Revenues:												
Property Taxes from CYFD/CVFD	281,595	163,922	46,819	57,474	9,933,994	2,984,071	2,052,160	2,052,160	2,052,160	2,052,160	2,052,160	2,052,160
Fire Protection	132,823	30,479	13,094	20,331	(504)	1,064	15,000	15,000	15,000	15,000	15,000	15,000
Fee for Services	62,386	5,510	76,405	41,757	32,411	35,762	27,340	27,340	27,340	27,340	27,340	27,340
Interest Income	3,719	827	-	30,110	-	4,590	4,167	4,167	4,167	4,167	4,167	4,167
Grants	-	-	5,000	-	-	-	18,757	18,757	18,757	18,757	18,757	18,757
Misc. Non Levy	44,015	213,761	1,079,161	463,333	251,006	36,354	27,117	27,117	27,117	27,117	27,117	27,117
RevenueTotals:	524,537	414,500	1,220,479	613,006	10,216,908	3,061,841	2,144,540	2,144,540	2,144,540	2,144,540	2,144,540	2,144,540
Expenditures:												
Personnel Costs	2,048,818	1,656,201	1,602,160	1,826,006	2,076,395	2,039,818	1,736,857	1,736,857	1,736,857	1,736,857	1,736,857	1,736,857
Supplies	52,693	179,023	171,668	145,228	145,667	117,633	182,064	182,064	182,064	182,064	182,064	182,064
Utilites	16,578	18,694	15,761	18,240	21,549	13,958	20,530	20,530	20,530	20,530	20,530	20,530
Misc. Service Expenses	150,631	51,295	92,771	105,208	230,062	99,509	138,785	138,785	138,785	138,785	138,785	138,785
Capital Expenses	164,380	1,433,177	752,510	59,773	107,571	46,497	230,980	230,980	230,980	230,980	230,980	230,980
ExpenditureTotals:	2,433,101	3,338,391	2,634,870	2,154,455	2,581,244	2,317,415	2,309,215	2,309,215	2,309,215	2,309,215	2,309,215	2,309,215
Monthly Net Cash	(1,908,564)	(2,923,891)	(1,414,391)	(1,541,450)	7,635,664	744,425	(164,675)	(164,675)	(164,675)	(164,675)	(164,675)	(164,675)
Cumulative Net Cash	(738,544)	(3,662,435)	(5,076,826)	(6,618,276)	1,017,388	1,761,813						
Cash Balance (\$1.1 M Carryover)	1,170,020	(2,492,415)	(7,569,242)	(14,187,518)	(13,170,130)	(11,408,317)						
Capital Reserve	4,619,853	4,620,483	4,620,483	3,642,179	2,642,179	4,643,695						

**CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
REVENUE GRAPH DATA**

	December, 2020	YTD	
	Revenue	Budget	%
Funding Requirement CVFD	\$ 557,144	\$ 4,860,737	18.20
Funding Requirement CYFD	\$ 2,426,927	\$ 19,765,185	79.25
Fire Protection Contracts	\$ 1,064	\$ 180,000	0.03
Fleet	\$ -	\$ 40,000	0.00
CARTA	\$ 175	\$ 41,000	0.01
Fire Prevention	\$ 9,657	\$ 81,730	0.32
Tech Services	\$ 8,589	\$ 189,345	0.28
Interest	\$ 4,590	\$ 50,000	0.15
Wildland Off-District	\$ 6,050	\$ 50,000	0.20
Purchasing Group	\$ 17,341	\$ 210,000	0.57
Other Income	\$ 30,304	\$ 266,485	0.99
TOTALS:	\$ 3,061,841	\$ 25,734,482	100.00

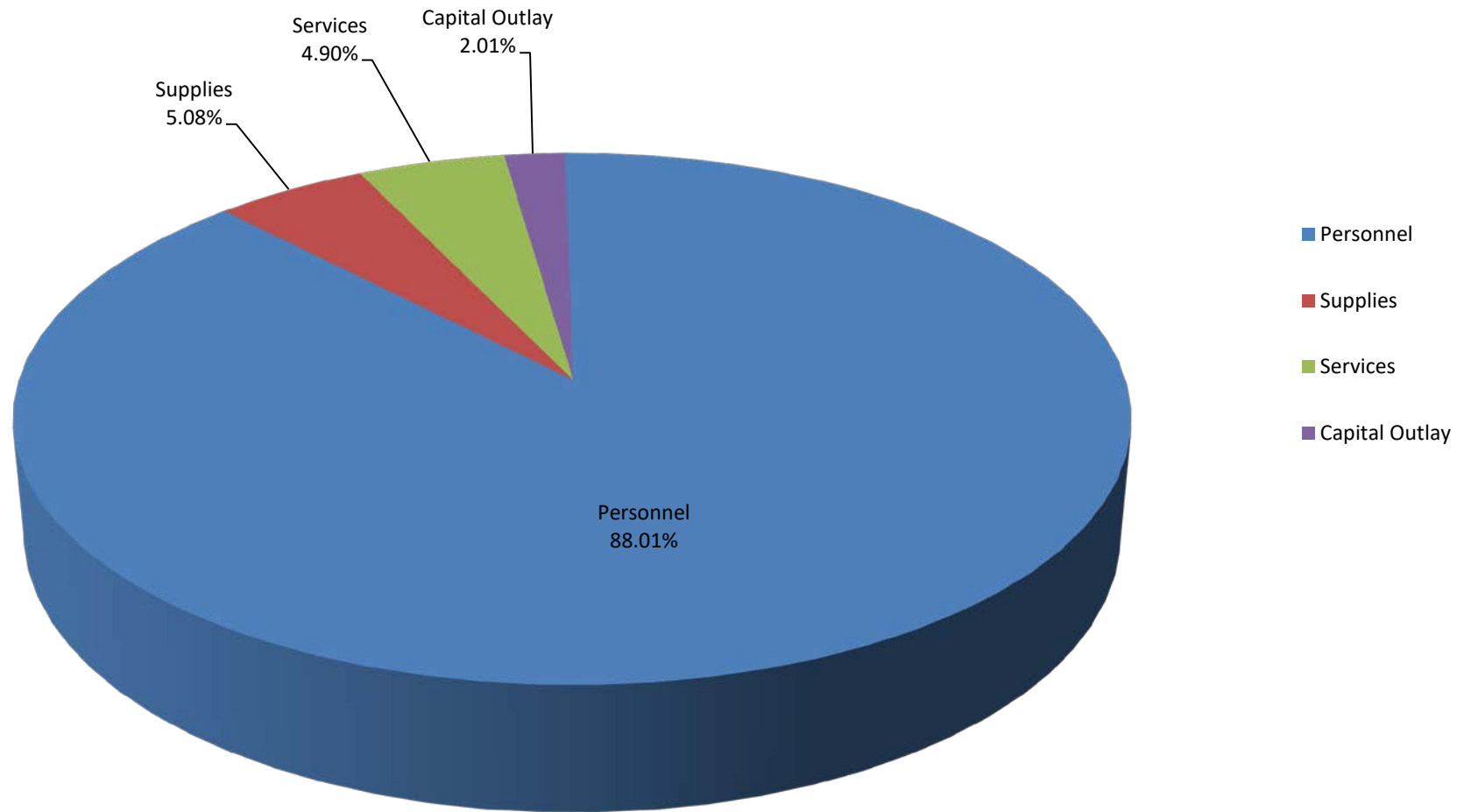
CAFMA
FY 2020 - 2021
General Fund Revenue
Period Ending 12/31/2020



**CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
EXPENSE GRAPH DATA**

December, 2020		YTD	
Expense		Budget	%
Personnel	\$ 2,039,818	\$ 20,842,279	88.01
Supplies	\$ 117,633	\$ 2,184,767	5.08
Services	\$ 113,468	\$ 1,911,784	4.90
Capital Outlay	\$ 46,497	\$ 2,771,754	2.01
TOTAL:	\$ 2,317,415	\$ 27,710,584	100.00

CAFMA
FY 2020 - 2021
General Fund Expenditures
Period Ending 12/31/2020



CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
GENERAL FUND - DECEMBER, 2020

Transfer In: Chino Valley Fire District:	\$ 557,143.82
Transfer In: Central Yavapai Fire District:	\$ 2,426,926.87
Fire District Deposits:	\$ 90,134.79
Transfer In From Capital Reserve - Capital Purchase:	\$ -
Transfer In From Capital Reserve - Borrowed Funds:	\$ -
Interest Received:	\$ 3,074.97

TOTAL	\$ 3,077,280.45
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Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

CAFMA - General Fund
Fund: 6067340500



Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

Account	Period	YTD		
6067340500	CAFMA-General Fund			
Begin Balance:	10,219,524.15	3,192,699.97		
Income:	3,077,280.45	23,202,438.39		
LOC Advance:	.00	.00		
Expense:	(4,559,159.15)	(17,657,492.91)	LOC:	.00
LOC Payments:	.00	.00	Warrants Outstanding:	(8,638.91)
Cash Balance:	8,737,645.45	8,737,645.45	End:	8,729,006.54

Monthly Statement Summary

Source Code	Description	MTDAmount	YTDAmount
6067340500	CAFMA-General Fund	Beginning Balance:	10,219,524.15
			3,192,699.97
37122.0	Fire District Deposit	90,134.79	2,626,526.43
38108.0	Interest on Investments Charles Schwab	.00	3,345.12
38109.0	Interest on Investments St Treas	1,059.45	1,916.74
38113.0	Interest on Investments-Wells Fargo	2,015.52	7,496.05
7376.0	Transfer in	2,984,070.69	20,563,154.05
91032.0	Warrants Redeemed	(2,559,159.15)	(15,657,492.91)
91702.0	Transfer out	(2,000,000.00)	(2,000,000.00)
	Ending Balance:	8,737,645.45	8,737,645.45

Monthly Statement Detail

Date	Notes	Doc #	Amount	C/D
6067340500	CAFMA-General Fund		Beginning Balance: 10,219,524.15	
37122.0	Fire District Deposit		Source Code Total: 90,134.79	
12/10	DEPOSIT	0	182.00	C
12/10	DEPOSIT	0	116.00	C
12/10	DEPOSIT	0	306.00	C
12/10	DEPOSIT	0	499.00	C
12/10	DEPOSIT	0	3,587.66	C
12/10	DEPOSIT	0	78.41	C
12/10	DEPOSIT	0	392.00	C
12/10	DEPOSIT	0	302.99	C
12/10	DEPOSIT	0	1,468.85	C
12/10	DEPOSIT	0	709.98	C
12/10	DEPOSIT	0	116.00	C
12/10	DEPOSIT	0	116.00	C
12/10	DEPOSIT	0	392.00	C
12/10	DEPOSIT	0	182.00	C
12/10	DEPOSIT	0	458.10	C
12/10	DEPOSIT	0	1,460.90	C
12/10	DEPOSIT	0	100.00	C
12/10	DEPOSIT	0	1,061.73	C



Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

12/10	DEPOSIT	0	116.00	C
12/10	DEPOSIT	0	3,908.88	C
12/10	DEPOSIT	0	260.00	C
12/10	DEPOSIT	0	28,784.12	C
12/10	DEPOSIT	0	298.70	C
12/10	DEPOSIT	0	10.65	C
12/10	DEPOSIT	0	628.85	C
12/10	DEPOSIT	0	178.00	C
12/10	DEPOSIT	0	182.00	C
12/10	DEPOSIT	0	15.46	C
12/22	DEPOSIT	0	9,616.67	C
12/22	DEPOSIT	0	5,163.95	C
12/23	CAFMA- HORSE FIRE	0	6,050.00	C
12/31	CAFMA	0	10,124.36	C
12/31	CAFMA	0	13,267.53	C
38109.0 Interest on Investments St Treas			Source Code Total: 1,059.45	
12/28	Investment Interest	0	1,059.45	C
38113.0 Interest on Investments-Wells Fargo			Source Code Total: 2,015.52	
12/28	Investment Interest	0	2,015.52	C
7376.0 Transfer in			Source Code Total: 2,984,070.69	
12/15	CAFMA Auth email transfer req 12/15	0	2,426,926.87	C
12/15	CAFMA Auth email transfer req 12/15	0	557,143.82	C
91032.0 Warrants Redeemed			Source Code Total: (2,559,159.15)	
12/01	Paid Warrants	0	(672,173.58)	D
12/02	Paid Warrants	0	(32,975.29)	D
12/03	Paid Warrants	0	(8,883.86)	D
12/04	Paid Warrants	0	(103,226.39)	D
12/07	Paid Warrants	0	(177,200.59)	D
12/08	Paid Warrants	0	(1,616.64)	D
12/09	Paid Warrants	0	(415.01)	D
12/10	Paid Warrants	0	(1,434.31)	D
12/14	Paid Warrants	0	(3,723.56)	D
12/15	Paid Warrants	0	(700,692.24)	D
12/16	Paid Warrants	0	(2,770.57)	D
12/17	Paid Warrants	0	(17,007.35)	D
12/18	Paid Warrants	0	(40,905.09)	D
12/21	Paid Warrants	0	(46,660.19)	D
12/22	Paid Warrants	0	(38,629.41)	D
12/23	Paid Warrants	0	(1,711.45)	D
12/24	Paid Warrants	0	(220.65)	D
12/28	Paid Warrants	0	(1,222.00)	D
12/29	Paid Warrants	0	(647,885.65)	D
12/30	Paid Warrants	0	(15.00)	D



Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

12/31	Paid Warrants	0	(59,790.32)	D
91702.0 Transfer out		Source Code Total: (2,000,000.00)		
12/15	CAFMA Auth email transfer req 12/15	0	(2,000,000.00)	D
6067340500 CAFMA-General Fund		Ending Balance: 8,737,645.45		

Warrant Detail

Payee Name	Warrant	Amount	Issue Dt	Status Dt	Voucher
6067340500 CAFMA-General Fund		Account Total: 2,567,798.06			
Fund: 5673		Fund Total: 2,567,798.06			
Status: OUTS		Status Total: 8,638.91			
/	0756730467	169.52	12/14/20	01/04/21	
/	0756730483	7,289.24	12/28/20	01/04/21	
/	0756730491	16.96	12/28/20	01/04/21	
/	0756730493	35.64	12/28/20	01/04/21	
/	0756730513	300.00	12/28/20	01/04/21	
/	0756730518	598.15	12/28/20	01/04/21	
/	0756730523	229.40	12/28/20	01/04/21	
Status: PAID		Status Total: 2,559,159.15			
/	0756730070	1,222.00	10/05/20	12/28/20	
/	0756730257	400.00	11/02/20	12/02/20	
/	0756730306	18.00	11/16/20	12/24/20	
/	0756730326	370.00	11/16/20	12/01/20	
/	0756730335	27,724.08	11/16/20	12/02/20	
/	0756730340	4,851.21	11/16/20	12/02/20	
/	0756730344	120.00	11/30/20	12/15/20	
/	0756730345	176.74	11/30/20	12/16/20	
/	0756730346	757.24	11/30/20	12/08/20	
/	0756730347	7,012.26	11/30/20	12/03/20	
/	0756730349	2,593.50	11/30/20	12/04/20	
/	0756730350	3,033.75	11/30/20	12/07/20	
/	0756730351	40,227.00	11/30/20	12/04/20	
/	0756730352	277.34	11/30/20	12/03/20	
/	0756730353	5,473.36	11/30/20	12/04/20	
/	0756730355	40.00	11/30/20	12/07/20	
/	0756730356	15.00	11/30/20	12/04/20	
/	0756730357	48.16	11/30/20	12/04/20	
/	0756730358	80.26	11/30/20	12/01/20	
/	0756730359	1,154.79	11/30/20	12/14/20	
/	0756730361	36.43	11/30/20	12/04/20	
/	0756730362	667,209.65	11/30/20	12/01/20	
/	0756730364	4,513.67	11/30/20	12/01/20	



Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

/	0756730366	44,584.28	11/30/20	12/04/20	
/	0756730367	414.20	11/30/20	12/03/20	
/	0756730368	1,875.00	11/30/20	12/04/20	
/	0756730369	237.32	11/30/20	12/07/20	
/	0756730370	533.75	11/30/20	12/16/20	
/	0756730371	33.59	11/30/20	12/08/20	
/	0756730372	84.81	11/30/20	12/03/20	
/	0756730373	227.48	11/30/20	12/04/20	
/	0756730374	151.65	11/30/20	12/04/20	
/	0756730375	748.58	11/30/20	12/08/20	
/	0756730376	160,928.31	11/30/20	12/07/20	
/	0756730377	997.21	11/30/20	12/07/20	
/	0756730378	77.23	11/30/20	12/08/20	
/	0756730379	16.37	11/30/20	12/04/20	
/	0756730380	4,537.50	11/30/20	12/04/20	
/	0756730381	1,754.15	11/30/20	12/14/20	
/	0756730382	400.00	11/30/20	12/09/20	
/	0756730383	814.62	11/30/20	12/14/20	
/	0756730384	300.00	11/30/20	12/04/20	
/	0756730385	1,398.58	11/30/20	12/07/20	
/	0756730387	1,980.74	11/30/20	12/04/20	
/	0756730388	256.39	11/30/20	12/04/20	
/	0756730389	903.53	11/30/20	12/04/20	
/	0756730390	395.75	11/30/20	12/07/20	
/	0756730391	897.25	11/30/20	12/03/20	
/	0756730392	198.00	11/30/20	12/03/20	
/	0756730393	152.93	11/30/20	12/07/20	
/	0756730394	10,016.74	11/30/20	12/07/20	
/	0756730395	15.01	11/30/20	12/09/20	
/	0756730396	1,434.31	12/03/20	12/10/20	
/	0756730397	42.35	12/14/20	12/21/20	
/	0756730398	32,720.75	12/14/20	12/22/20	
/	0756730413	296.23	12/14/20	12/17/20	
/	0756730414	3,038.71	12/14/20	12/18/20	
/	0756730415	7,177.50	12/14/20	12/21/20	
/	0756730416	515.31	12/14/20	12/18/20	
/	0756730417	585.50	12/14/20	12/21/20	
/	0756730418	16,600.00	12/14/20	12/21/20	
/	0756730419	3,199.22	12/14/20	12/22/20	
/	0756730420	1,514.15	12/14/20	12/17/20	



Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

/	0756730421	487.73	12/14/20	12/18/20	
/	0756730422	13,003.51	12/14/20	12/21/20	
/	0756730426	2,019.00	12/14/20	12/21/20	
/	0756730427	1,246.75	12/14/20	12/21/20	
/	0756730428	2,748.16	12/14/20	12/21/20	
/	0756730429	174.68	12/14/20	12/18/20	
/	0756730431	2,861.92	12/14/20	12/15/20	
/	0756730432	697,710.32	12/14/20	12/15/20	
/	0756730435	311.98	12/14/20	12/17/20	
/	0756730436	1,875.00	12/14/20	12/17/20	
/	0756730437	222.47	12/14/20	12/21/20	
/	0756730438	2,187.71	12/14/20	12/18/20	
/	0756730439	123.06	12/14/20	12/22/20	
/	0756730440	65.09	12/14/20	12/21/20	
/	0756730441	23,687.84	12/14/20	12/18/20	
/	0756730442	9,480.84	12/14/20	12/17/20	
/	0756730444	133.84	12/14/20	12/18/20	
/	0756730445	1,100.00	12/14/20	12/21/20	
/	0756730446	531.12	12/14/20	12/22/20	
/	0756730447	27.98	12/14/20	12/18/20	
/	0756730448	58.88	12/14/20	12/22/20	
/	0756730449	1,316.00	12/14/20	12/22/20	
/	0756730450	155.93	12/14/20	12/18/20	
/	0756730451	599.32	12/14/20	12/21/20	
/	0756730453	1,359.08	12/14/20	12/18/20	
/	0756730456	370.00	12/14/20	12/29/20	
/	0756730457	518.69	12/14/20	12/22/20	
/	0756730458	308.82	12/14/20	12/21/20	
/	0756730459	15.00	12/14/20	12/30/20	
/	0756730460	1,100.00	12/14/20	12/17/20	
/	0756730461	202.65	12/14/20	12/24/20	
/	0756730462	147.90	12/14/20	12/21/20	
/	0756730463	280.00	12/14/20	12/17/20	
/	0756730464	353.82	12/14/20	12/21/20	
/	0756730465	100.00	12/14/20	12/29/20	
/	0756730466	122.92	12/14/20	12/23/20	
/	0756730468	910.02	12/14/20	12/18/20	
/	0756730470	343.67	12/14/20	12/18/20	
/	0756730471	189.66	12/14/20	12/23/20	
/	0756730472	1,371.13	12/14/20	12/17/20	



Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

/	0756730473	778.02	12/14/20	12/17/20	
/	0756730474	2,060.08	12/14/20	12/16/20	
/	0756730475	640.06	12/14/20	12/23/20	
/	0756730476	382.59	12/14/20	12/18/20	
/	0756730477	758.81	12/14/20	12/23/20	
/	0756730478	7,500.00	12/14/20	12/18/20	
/	0756730479	150.00	12/14/20	12/21/20	
/	0756730480	290.00	12/14/20	12/21/20	
/	0756730486	461.85	12/28/20	12/31/20	
/	0756730489	161.69	12/14/20	12/22/20	
/	0756730494	643,131.45	12/28/20	12/29/20	
/	0756730496	4,284.20	12/28/20	12/29/20	
/	0756730498	27.70	12/28/20	12/31/20	
/	0756730499	56,182.13	12/28/20	12/31/20	
/	0756730500	407.03	12/28/20	12/31/20	
/	0756730503	1,117.38	12/28/20	12/31/20	
/	0756730504	40.11	12/28/20	12/31/20	
/	0756730506	152.41	12/28/20	12/31/20	
/	0756730515	1,203.71	12/28/20	12/31/20	
/	0756730520	198.00	12/28/20	12/31/20	
		Count	Amount		
Total OUTS:		7	8,638.91		
Total PAID:		123	2,559,159.15		

CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
CAPITAL RESERVE FUND - DECEMBER, 2020

Interest Received:	\$ 1,515.33
Transfer In: CAFMA	\$ 2,000,000.00
Miscellaneous Adjustments:	\$ -

TOTAL	\$ 2,001,515.33
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Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

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



Yavapai County Treasurer

Monthly Statement

Date Range: 12/1/2020 to 12/31/2020

Account	Period	YTD		
6067340200	CAFMA-Capital Reserve Fund			
Begin Balance:	2,642,179.25	9,712,484.87		
Income:	2,001,515.33	2,026,488.29		
LOC Advance:	.00	.00		
Expense:	.00	(7,095,278.58)	LOC:	.00
LOC Payments:	.00	.00	Warrants Outstanding:	.00
Cash Balance:	4,643,694.58	4,643,694.58	End:	4,643,694.58

Monthly Statement Summary

Source Code	Description	MTDAmount	YTDAmount
6067340200	CAFMA-Capital Reserve Fund	Beginning Balance:	2,642,179.25
38108.0	Interest on Investments Charles Schwab	.00	10,141.66
38109.0	Interest on Investments St Treas	522.09	2,309.26
38113.0	Interest on Investments-Wells Fargo	993.24	14,037.37
7376.0	Transfer in	2,000,000.00	2,000,000.00
91702.0	Transfer out	.00	(7,095,278.58)
	Ending Balance:	4,643,694.58	4,643,694.58

Monthly Statement Detail

Date	Notes	Doc #	Amount	C/D
6067340200	CAFMA-Capital Reserve Fund		Beginning Balance: 2,642,179.25	
38109.0	Interest on Investments St Treas		Source Code Total: 522.09	
12/28	Investment Interest	0	522.09	C
38113.0	Interest on Investments-Wells Fargo		Source Code Total: 993.24	
12/28	Investment Interest	0	993.24	C
7376.0	Transfer in		Source Code Total: 2,000,000.00	
12/15	CAFMA Auth email transfer req 12/15	0	2,000,000.00	C
6067340200 CAFMA-Capital Reserve Fund			Ending Balance: 4,643,694.58	

CAFMA-Central Arizona Fire and Medical
Bank Reconciliation Summary
For the Bank Statement ending: 12/31/2020

BANK CONTROL ID: CAFMA - GENERAL FUND		DESC: GENERAL FUND	ACCOUNT NO: 1100
	Beginning Balance:	12/01/20	\$10,219,524.15
	Deposits and Credits:		\$3,077,280.45
	Checks and Charges:		(\$4,559,159.15)
	Adjustments:		\$0.00
	Ending Balance Per Reconciliation:		\$8,737,645.45
	Ending Balance Per Bank Statement:	12/31/20	\$8,737,645.45
	* Outstanding Deposits and Credits:	12/31/20	\$0.00
	* Outstanding Checks and Charges:	12/31/20	(\$106,503.33)
	Ending Book Balance:	12/31/20	\$8,631,142.12

* 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: 12/31/20

CAFMA General Fund		General Fund			1100
Date	Document	Description	Module	Company	Amount
06/29/20	756739520	Public Safety Personnel Retire	AP	CAFMA	\$1,071.03
06/29/20	756739521	Public Safety Personnel Retire	AP	CAFMA	\$470.94
10/05/20	756740070	Golder Ranch Fire District	AP	CAFMA	\$1,222.00
11/02/20	756740257	Tusayan Fire District	AP	CAFMA	\$400.00
11/16/20	756740306	Daniel's Tuxedo & Tailor	AP	CAFMA	\$18.00
11/16/20	756740326	Northern AZ Premier Termite	AP	CAFMA	\$370.00
11/16/20	756740335	TOYOTALIFT OF ARIZONA, INC.	AP	CAFMA	\$27,724.08
11/16/20	756740339	United Fire Equipment Company	AP	CAFMA	\$31.10
11/16/20	756740340	USDA Forest Service	AP	CAFMA	\$4,851.21
11/30/20	756740344	A1 Water Bulk Delivery Svc LLC	AP	CAFMA	\$120.00
11/30/20	756740345	Action Graphics	AP	CAFMA	\$176.74
11/30/20	756740346	Allied Electronics, Inc	AP	CAFMA	\$757.24
11/30/20	756740347	APS	AP	CAFMA	\$7,012.26
11/30/20	756740349	Arizona PPE Recon, Inc	AP	CAFMA	\$2,593.50
11/30/20	756740350	Auto Trim Plus LLC	AP	CAFMA	\$3,033.75
11/30/20	756740351	Benchmark Insurance Co	AP	CAFMA	\$40,227.00
11/30/20	756740352	Bennett Oil	AP	CAFMA	\$277.34
11/30/20	756740353	Bound Tree Medical LLC	AP	CAFMA	\$5,473.36
11/30/20	756740355	Bradshaw Mtn Environmental Inc	AP	CAFMA	\$40.00
11/30/20	756740356	B & W Fire Security Systems	AP	CAFMA	\$15.00
11/30/20	756740357	Cable One Business	AP	CAFMA	\$48.16
11/30/20	756740358	CAFMA Petty Cash	AP	CAFMA	\$80.26
11/30/20	756740359	CenturyLink	AP	CAFMA	\$1,154.79
11/30/20	756740361	CenturyLink	AP	CAFMA	\$36.43
11/30/20	756740362	Chase Bank	AP	CAFMA	\$667,209.65
11/30/20	756740364	Chase Card Services	AP	CAFMA	\$4,513.67
11/30/20	756740366	City of Prescott	AP	CAFMA	\$44,584.28
11/30/20	756740367	City of Prescott	AP	CAFMA	\$414.20
11/30/20	756740368	Crisenberg, Gary	AP	CAFMA	\$1,875.00
11/30/20	756740369	Curtis Tools for Heroes	AP	CAFMA	\$237.32
11/30/20	756740370	Entenmann-Rovin Co	AP	CAFMA	\$533.75
11/30/20	756740371	FEDEX	AP	CAFMA	\$33.59
11/30/20	756740372	Freightliner of AZ, LLC	AP	CAFMA	\$84.81
11/30/20	756740373	Globalstar	AP	CAFMA	\$227.48
11/30/20	756740374	Hillyard-Flagstaff	AP	CAFMA	\$151.65
11/30/20	756740375	Interstate Batteries	AP	CAFMA	\$748.58
11/30/20	756740376	KAIROS Health Arizona, Inc	AP	CAFMA	\$160,928.31
11/30/20	756740377	Mallory Safety & Supply LLC	AP	CAFMA	\$997.21
11/30/20	756740378	Matheson Tri-Gas, Inc	AP	CAFMA	\$77.23
11/30/20	756740379	Mitchell Repair Info. Comp LLC	AP	CAFMA	\$16.37
11/30/20	756740380	Public Safety Crisis Solutions	AP	CAFMA	\$4,537.50
11/30/20	756740381	Public Safety Personnel Retire	AP	CAFMA	\$1,754.15
11/30/20	756740382	Sandcastle Counseling, Inc	AP	CAFMA	\$400.00
11/30/20	756740383	Smart Document Solutions	AP	CAFMA	\$814.62
11/30/20	756740384	Spingola, Deborah	AP	CAFMA	\$300.00
11/30/20	756740385	Staples Contract & Commmerc.Inc	AP	CAFMA	\$1,398.58
11/30/20	756740387	Teleflex Funding LLC	AP	CAFMA	\$1,980.74
11/30/20	756740388	The Hike Shack	AP	CAFMA	\$256.39
11/30/20	756740389	Town of Prescott Valley	AP	CAFMA	\$903.53
11/30/20	756740390	Unisource Energy Services	AP	CAFMA	\$395.75
11/30/20	756740391	United Fire Equipment Company	AP	CAFMA	\$897.25
11/30/20	756740392	United Disposal, Inc	AP	CAFMA	\$198.00
11/30/20	756740393	Verizon Wireless	AP	CAFMA	\$152.93
11/30/20	756740394	US Bank Voyager Fleet Systems	AP	CAFMA	\$10,016.74
11/30/20	756740395	York	AP	CAFMA	\$15.01
12/03/20	756740396	Rachael Michlin	PR	CAFMA	\$1,434.31
12/08/20	756739521	Public Safety Personnel Retire	AP	CAFMA	(\$470.94)
12/08/20	756740339	United Fire Equipment Company	AP	CAFMA	(\$31.10)
12/14/20	756740397	Arizona General / Ace Hardware	AP	CAFMA	\$42.35
12/14/20	756740398	American Express, Inc.	AP	CAFMA	\$32,720.75
12/14/20	756740413	American Fence Co, Inc	AP	CAFMA	\$296.23
12/14/20	756740414	APS	AP	CAFMA	\$3,038.71

CAFMA-Central Arizona Fire and Medical

BR Checks and Charges Cleared

For the Bank Statement ending: 12/31/20

CAFMA		General Fund			1100
Date	Document	Description	Module	Company	Amount
12/14/20	756740415	Arizona Crisis Team (ACT)	AP	CAFMA	\$7,177.50
12/14/20	756740416	Arizona Emergency Products	AP	CAFMA	\$515.31
12/14/20	756740417	Arizona PPE Recon, Inc	AP	CAFMA	\$585.50
12/14/20	756740418	Arizona Woodworkers Supply	AP	CAFMA	\$16,600.00
12/14/20	756740419	Auto Trim Plus LLC	AP	CAFMA	\$3,199.22
12/14/20	756740420	Bennett Oil	AP	CAFMA	\$1,514.15
12/14/20	756740421	Best Pick Disposal, Inc	AP	CAFMA	\$487.73
12/14/20	756740422	Bound Tree Medical LLC	AP	CAFMA	\$13,003.51
12/14/20	756740426	B & W Fire Security Systems	AP	CAFMA	\$2,019.00
12/14/20	756740427	Cable One Business	AP	CAFMA	\$1,246.75
12/14/20	756740428	CAROTHERS, ROBERT COUGAN	AP	CAFMA	\$2,748.16
12/14/20	756740429	CenturyLink	AP	CAFMA	\$174.68
12/14/20	756740431	Chase Bank	AP	CAFMA	\$2,861.92
12/14/20	756740432	Chase Bank	AP	CAFMA	\$697,710.32
12/14/20	756740435	City of Prescott	AP	CAFMA	\$311.98
12/14/20	756740436	Crisenbery, Gary	AP	CAFMA	\$1,875.00
12/14/20	756740437	Cummins Rocky Mountain LLC	AP	CAFMA	\$222.47
12/14/20	756740438	Curtis Tools for Heroes	AP	CAFMA	\$2,187.71
12/14/20	756740439	Dish Network	AP	CAFMA	\$123.06
12/14/20	756740440	FASTENAL	AP	CAFMA	\$65.09
12/14/20	756740441	Freightliner of AZ, LLC	AP	CAFMA	\$23,687.84
12/14/20	756740442	GEN-TECH	AP	CAFMA	\$9,480.84
12/14/20	756740444	W.W. Grainger, Inc	AP	CAFMA	\$133.84
12/14/20	756740445	High Desert Fencing, LLC	AP	CAFMA	\$1,100.00
12/14/20	756740446	Interstate Batteries	AP	CAFMA	\$531.12
12/14/20	756740447	Lamb Chevrolet	AP	CAFMA	\$27.98
12/14/20	756740448	JLS Tools, LLC	AP	CAFMA	\$58.88
12/14/20	756740449	Manzanita Landscaping, Inc	AP	CAFMA	\$1,316.00
12/14/20	756740450	Mallory Safety & Supply LLC	AP	CAFMA	\$155.93
12/14/20	756740451	Matheson Tri-Gas, Inc	AP	CAFMA	\$599.32
12/14/20	756740453	NAPA Auto Parts	AP	CAFMA	\$1,359.08
12/14/20	756740456	Northern AZ Premier Termite	AP	CAFMA	\$370.00
12/14/20	756740457	Nationwide Retirement Solution	AP	CAFMA	\$518.69
12/14/20	756740458	O'Reilly Auto Parts	AP	CAFMA	\$308.82
12/14/20	756740459	Prescott Downtown Partnership	AP	CAFMA	\$15.00
12/14/20	756740460	Pehl Contracting Inc	AP	CAFMA	\$1,100.00
12/14/20	756740461	Praxair Distribution Inc	AP	CAFMA	\$202.65
12/14/20	756740462	Prescott Valley Ace Hardware	AP	CAFMA	\$147.90
12/14/20	756740463	Restored By Faith LLC	AP	CAFMA	\$280.00
12/14/20	756740464	Rosenbauer South Dakota, LLC	AP	CAFMA	\$353.82
12/14/20	756740465	Sandcastle Counseling, Inc	AP	CAFMA	\$100.00
12/14/20	756740466	Besonson Tools LLC	AP	CAFMA	\$122.92
12/14/20	756740468	D.G.Shoemaker & Associates Inc	AP	CAFMA	\$910.02
12/14/20	756740469	Tessco, Inc	AP	CAFMA	\$161.69
12/14/20	756740470	The Hike Shack	AP	CAFMA	\$343.67
12/14/20	756740471	Town of Prescott Valley	AP	CAFMA	\$189.66
12/14/20	756740472	Turbo & Electric Sales & Srvc	AP	CAFMA	\$1,371.13
12/14/20	756740473	Unisource Energy Services	AP	CAFMA	\$778.02
12/14/20	756740474	United Fire Equipment Company	AP	CAFMA	\$2,060.08
12/14/20	756740475	Verizon Wireless	AP	CAFMA	\$640.06
12/14/20	756740476	W.W. Williams Company LLC	AP	CAFMA	\$382.59
12/14/20	756740477	XEROX FINANCIAL SERVICES	AP	CAFMA	\$758.81
12/14/20	756740478	Yavapai Regional Medical Ctr	AP	CAFMA	\$7,500.00
12/14/20	756740479	York	AP	CAFMA	\$150.00
12/14/20	756740480	Zebrascares LLC	AP	CAFMA	\$290.00
12/15/20	756739520	Public Safety Personnel Retire	AP	CAFMA	(\$1,071.03)
12/28/20	756740486	Bennett Oil	AP	CAFMA	\$461.85
12/28/20	756740494	Chase Bank	AP	CAFMA	\$643,131.45
12/28/20	756740496	Chase Card Services	AP	CAFMA	\$4,284.20
12/28/20	756740498	Chino Heating & Cooling, Inc	AP	CAFMA	\$27.70
12/28/20	756740499	City of Prescott	AP	CAFMA	\$56,182.13
12/28/20	756740500	City of Prescott	AP	CAFMA	\$407.03

CAFMA		General Fund			1100
Date	Document	Description	Module	Company	Amount
12/28/20	756740503	Freightliner of AZ, LLC	AP	CAFMA	\$1,117.38
12/28/20	756740504	Galpin Ford, Inc.	AP	CAFMA	\$40.11
12/28/20	756740506	Healthcare Medical Waste Svcs	AP	CAFMA	\$152.41
12/28/20	756740515	D.G.Shoemaker & Associates Inc	AP	CAFMA	\$1,203.71
12/28/20	756740520	United Disposal, Inc	AP	CAFMA	\$198.00
12/31/20	GF Cash With YavCty	Trf Back Temp Borrowed Funds t	GL	CAFMA	\$2,000,000.00
TOTAL CHECKS AND CHARGES CLEARED:					\$4,559,159.15

CAFMA-Central Arizona Fire and Medical

BR Checks and Charges Outstanding

For the Bank Statement ending: 12/31/20

CAFMA		General Fund			1100
Date	Document	Description	Module	Company	Amount
09/21/20	756739992	Courtesy Auto of Mesa	AP	CAFMA	\$42,096.88
10/19/20	756740136	AZ Center for Fire Svc Excel	AP	CAFMA	\$500.00
12/14/20	756740430	Chains Required	AP	CAFMA	\$89.95
12/14/20	756740467	Staples Contract & Commerc.Inc	AP	CAFMA	\$169.52
12/28/20	756740481	AAA Taxi	AP	CAFMA	\$16.00
12/28/20	756740482	Air Instrumentation of CA	AP	CAFMA	\$3,535.03
12/28/20	756740483	APS	AP	CAFMA	\$7,289.24
12/28/20	756740485	Arizona Fire Chiefs Associatio	AP	CAFMA	\$1,500.00
12/28/20	756740487	Bound Tree Medical LLC	AP	CAFMA	\$11,647.01
12/28/20	756740490	B & W Fire Security Systems	AP	CAFMA	\$1,228.01
12/28/20	756740491	Cable One Business	AP	CAFMA	\$16.96
12/28/20	756740492	CenturyLink	AP	CAFMA	\$1,190.74
12/28/20	756740493	CenturyLink	AP	CAFMA	\$35.64
12/28/20	756740501	Curtis Tools for Heroes	AP	CAFMA	\$1,397.50
12/28/20	756740502	FACTORY MOTOR PARTS	AP	CAFMA	\$327.52
12/28/20	756740505	Globalstar	AP	CAFMA	\$227.48
12/28/20	756740507	Hillyard-Flagstaff	AP	CAFMA	\$301.86
12/28/20	756740508	ImageTrend	AP	CAFMA	\$22,685.75
12/28/20	756740509	Pitney Bowes Global Financial	AP	CAFMA	\$137.57
12/28/20	756740510	Praxair Distribution Inc	AP	CAFMA	\$91.61
12/28/20	756740511	Public Safety Crisis Solutions	AP	CAFMA	\$4,187.50
12/28/20	756740512	Smart Document Solutions	AP	CAFMA	\$428.46
12/28/20	756740513	Spingola, Deborah	AP	CAFMA	\$300.00
12/28/20	756740514	Staples Contract & Commerc.Inc	AP	CAFMA	\$1,566.57
12/28/20	756740516	Teleflex Funding LLC	AP	CAFMA	\$533.44
12/28/20	756740517	The Hike Shack	AP	CAFMA	\$283.66
12/28/20	756740518	Town of Prescott Valley	AP	CAFMA	\$598.15
12/28/20	756740519	Unisource Energy Services	AP	CAFMA	\$585.85
12/28/20	756740521	Verizon Wireless	AP	CAFMA	\$3,291.03
12/28/20	756740522	Yavapai County Recorder Office	AP	CAFMA	\$15.00
12/28/20	756740523	York	AP	CAFMA	\$229.40
TOTAL CHECKS AND CHARGES OUTSTANDING:					\$106,503.33

BR Deposits and Credits Cleared

For the Bank Statement ending: 12/31/20

CAFMA		General Fund			1100
Date	Document	Description	Module	Company	Amount
12/16/20	3627	Deposit	AR	CAFMA	\$5,437.91
12/16/20	3628	Deposit	AR	CAFMA	\$8,103.27
12/16/20	3629	Deposit	AR	CAFMA	\$3,010.98
12/16/20	3630	Deposit	AR	CAFMA	\$29,360.12
12/21/20	3631	Deposit	AR	CAFMA	\$7,575.11
12/21/20	3633	Deposit	AR	CAFMA	\$3,303.91
12/29/20	3634	Deposit	AR	CAFMA	\$8,812.92
12/29/20	3635	Deposit	AR	CAFMA	\$11,217.44
12/29/20	3636	Deposit	AR	CAFMA	\$6,050.00
12/29/20	3638	Deposit	AR	CAFMA	\$1,860.04
12/29/20	3639	Deposit	AR	CAFMA	\$2,041.56
12/29/20	3640	Deposit	AR	CAFMA	\$1,311.44
12/29/20	3641	Deposit	AR	CAFMA	\$2,050.09
12/31/20	Cash With Yav Cty	Fire Authority Funding - Decem	GL	CAFMA	\$2,984,070.69
12/31/20	Cash With Yav Cty	Interest Revenue GF December,	GL	CAFMA	\$3,074.97
TOTAL DEPOSITS AND CREDITS CLEARED:					\$3,077,280.45

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						
756739520	12/15/20	Marked	Yes	Public Safety Personnel Retire	01/12/21	(\$1,071.03)
756739521	12/08/20	Marked	Yes	Public Safety Personnel Retire	01/12/21	(\$470.94)
756740339	12/08/20	Marked	Yes	United Fire Equipment Company	01/12/21	(\$31.10)
756740397	12/14/20	Marked	No	Arizona General / Ace Hardware	01/12/21	\$42.35
756740398	12/14/20	Marked	No	American Express, Inc.	01/12/21	\$32,720.75
756740413	12/14/20	Marked	No	American Fence Co, Inc	01/12/21	\$296.23
756740414	12/14/20	Marked	No	APS	01/12/21	\$3,038.71
756740415	12/14/20	Marked	No	Arizona Crisis Team (ACT)	01/12/21	\$7,177.50
756740416	12/14/20	Marked	No	Arizona Emergency Products	01/12/21	\$515.31
756740417	12/14/20	Marked	No	Arizona PPE Recon, Inc	01/12/21	\$585.50
756740418	12/14/20	Marked	No	Arizona Woodworkers Supply	01/12/21	\$16,600.00
756740419	12/14/20	Marked	No	Auto Trim Plus LLC	01/12/21	\$3,199.22
756740420	12/14/20	Marked	No	Bennett Oil	01/12/21	\$1,514.15
756740421	12/14/20	Marked	No	Best Pick Disposal, Inc	01/12/21	\$487.73
756740422	12/14/20	Marked	No	Bound Tree Medical LLC	01/12/21	\$13,003.51
756740426	12/14/20	Marked	No	B & W Fire Security Systems	01/12/21	\$2,019.00
756740427	12/14/20	Marked	No	Cable One Business	01/12/21	\$1,246.75
756740428	12/14/20	Marked	No	CAROTHERS, ROBERT COUGAN	01/12/21	\$2,748.16
756740429	12/14/20	Marked	No	CenturyLink	01/12/21	\$174.68
756740430	12/14/20	Retrieved	No	Chains Required		\$89.95
756740431	12/14/20	Marked	No	Chase Bank	01/12/21	\$2,861.92
756740432	12/14/20	Marked	No	Chase Bank	01/12/21	\$697,710.32
756740435	12/14/20	Marked	No	City of Prescott	01/12/21	\$311.98
756740436	12/14/20	Marked	No	Crisenbery, Gary	01/12/21	\$1,875.00
756740437	12/14/20	Marked	No	Cummins Rocky Mountain LLC	01/12/21	\$222.47
756740438	12/14/20	Marked	No	Curtis Tools for Heroes	01/12/21	\$2,187.71
756740439	12/14/20	Marked	No	Dish Network	01/12/21	\$123.06
756740440	12/14/20	Marked	No	FASTENAL	01/12/21	\$65.09
756740441	12/14/20	Marked	No	Freightliner of AZ, LLC	01/12/21	\$23,687.84
756740442	12/14/20	Marked	No	GEN-TECH	01/12/21	\$9,480.84
756740444	12/14/20	Marked	No	W.W. Grainger, Inc	01/12/21	\$133.84
756740445	12/14/20	Marked	No	High Desert Fencing, LLC	01/12/21	\$1,100.00
756740446	12/14/20	Marked	No	Interstate Batteries	01/12/21	\$531.12
756740447	12/14/20	Marked	No	Lamb Chevrolet	01/12/21	\$27.98
756740448	12/14/20	Marked	No	JLS Tools, LLC	01/12/21	\$58.88
756740449	12/14/20	Marked	No	Manzanita Landscaping, Inc	01/12/21	\$1,316.00
756740450	12/14/20	Marked	No	Mallory Safety & Supply LLC	01/12/21	\$155.93
756740451	12/14/20	Marked	No	Matheson Tri-Gas, Inc	01/12/21	\$599.32
756740453	12/14/20	Marked	No	NAPA Auto Parts	01/12/21	\$1,359.08
756740456	12/14/20	Marked	No	Northern AZ Premier Termite	01/12/21	\$370.00
756740457	12/14/20	Marked	No	Nationwide Retirement Solution	01/12/21	\$518.69
756740458	12/14/20	Marked	No	O'Reilly Auto Parts	01/12/21	\$308.82
756740459	12/14/20	Marked	No	Prescott Downtown Partnership	01/12/21	\$15.00
756740460	12/14/20	Marked	No	Pehl Contracting Inc	01/12/21	\$1,100.00
756740461	12/14/20	Marked	No	Praxair Distribution Inc	01/12/21	\$202.65
756740462	12/14/20	Marked	No	Prescott Valley Ace Hardware	01/12/21	\$147.90
756740463	12/14/20	Marked	No	Restored By Faith LLC	01/12/21	\$280.00
756740464	12/14/20	Marked	No	Rosenbauer South Dakota, LLC	01/12/21	\$353.82
756740465	12/14/20	Marked	No	Sandcastle Counseling, Inc	01/12/21	\$100.00
756740466	12/14/20	Marked	No	Besonson Tools LLC	01/12/21	\$122.92
756740467	12/14/20	Retrieved	No	Staples Contract & Commmerc.Inc		\$169.52
756740468	12/14/20	Marked	No	D.G.Shoemaker & Associates Inc	01/12/21	\$910.02
756740469	12/14/20	Marked	No	Tessco, Inc	01/12/21	\$161.69
756740470	12/14/20	Marked	No	The Hike Shack	01/12/21	\$343.67
756740471	12/14/20	Marked	No	Town of Prescott Valley	01/12/21	\$189.66
756740472	12/14/20	Marked	No	Turbo & Electric Sales & Srvc	01/12/21	\$1,371.13
756740473	12/14/20	Marked	No	Unisource Energy Services	01/12/21	\$778.02
756740474	12/14/20	Marked	No	United Fire Equipment Company	01/12/21	\$2,060.08
756740475	12/14/20	Marked	No	Verizon Wireless	01/12/21	\$640.06
756740476	12/14/20	Marked	No	W.W. Williams Company LLC	01/12/21	\$382.59
756740477	12/14/20	Marked	No	XEROX FINANCIAL SERVICES	01/12/21	\$758.81
756740478	12/14/20	Marked	No	Yavapai Regional Medical Ctr	01/12/21	\$7,500.00

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)
756740479	12/14/20	Marked	No	York	01/12/21	\$150.00
756740480	12/14/20	Marked	No	Zebrascares LLC	01/12/21	\$290.00
756740481	12/28/20	Retrieved	No	AAA Taxi		\$16.00
756740482	12/28/20	Retrieved	No	Air Instrumentation of CA		\$3,535.03
756740483	12/28/20	Retrieved	No	APS		\$7,289.24
756740485	12/28/20	Retrieved	No	Arizona Fire Chiefs Associatio		\$1,500.00
756740486	12/28/20	Marked	No	Bennett Oil	01/12/21	\$461.85
756740487	12/28/20	Retrieved	No	Bound Tree Medical LLC		\$11,647.01
756740490	12/28/20	Retrieved	No	B & W Fire Security Systems		\$1,228.01
756740491	12/28/20	Retrieved	No	Cable One Business		\$16.96
756740492	12/28/20	Retrieved	No	CenturyLink		\$1,190.74
756740493	12/28/20	Retrieved	No	CenturyLink		\$35.64
756740494	12/28/20	Marked	No	Chase Bank	01/12/21	\$643,131.45
756740496	12/28/20	Marked	No	Chase Card Services	01/12/21	\$4,284.20
756740498	12/28/20	Marked	No	Chino Heating & Cooling, Inc	01/12/21	\$27.70
756740499	12/28/20	Marked	No	City of Prescott	01/12/21	\$56,182.13
756740500	12/28/20	Marked	No	City of Prescott	01/12/21	\$407.03
756740501	12/28/20	Retrieved	No	Curtis Tools for Heroes		\$1,397.50
756740502	12/28/20	Retrieved	No	FACTORY MOTOR PARTS		\$327.52
756740503	12/28/20	Marked	No	Freightliner of AZ, LLC	01/12/21	\$1,117.38
756740504	12/28/20	Marked	No	Galpin Ford, Inc.	01/12/21	\$40.11
756740505	12/28/20	Retrieved	No	Globalstar		\$227.48
756740506	12/28/20	Marked	No	Healthcare Medical Waste Svcs	01/12/21	\$152.41
756740507	12/28/20	Retrieved	No	Hillyard-Flagstaff		\$301.86
756740508	12/28/20	Retrieved	No	ImageTrend		\$22,685.75
756740509	12/28/20	Retrieved	No	Pitney Bowes Global Financial		\$137.57
756740510	12/28/20	Retrieved	No	Praxair Distribution Inc		\$91.61
756740511	12/28/20	Retrieved	No	Public Safety Crisis Solutions		\$4,187.50
756740512	12/28/20	Retrieved	No	Smart Document Solutions		\$428.46
756740513	12/28/20	Retrieved	No	Spingola, Deborah		\$300.00
756740514	12/28/20	Retrieved	No	Staples Contract & Commerc.Inc		\$1,566.57
756740515	12/28/20	Marked	No	D.G.Shoemaker & Associates Inc	01/12/21	\$1,203.71
756740516	12/28/20	Retrieved	No	Teleflex Funding LLC		\$533.44
756740517	12/28/20	Retrieved	No	The Hike Shack		\$283.66
756740518	12/28/20	Retrieved	No	Town of Prescott Valley		\$598.15
756740519	12/28/20	Retrieved	No	Unisource Energy Services		\$585.85
756740520	12/28/20	Marked	No	United Disposal, Inc	01/12/21	\$198.00
756740521	12/28/20	Retrieved	No	Verizon Wireless		\$3,291.03
756740522	12/28/20	Retrieved	No	Yavapai County Recorder Office		\$15.00
756740523	12/28/20	Retrieved	No	York		\$229.40
SUB TOTAL FOR BANK:						\$1,617,772.81
TOTAL FOR MODULE:						\$1,617,772.81
MODULE: DEPOSITS FROM ACCOUNTS RECEIVABLE						
BANK CONTROL ID: CAFMA - GENERAL FUND						
3627	12/16/20	Marked	No	Deposit	01/12/21	\$5,437.91
3628	12/16/20	Marked	No	Deposit	01/12/21	\$8,103.27
3629	12/16/20	Marked	No	Deposit	01/12/21	\$3,010.98
3630	12/16/20	Marked	No	Deposit	01/12/21	\$29,360.12
3631	12/21/20	Marked	No	Deposit	01/12/21	\$7,575.11
3633	12/21/20	Marked	No	Deposit	01/12/21	\$3,303.91
3634	12/29/20	Marked	No	Deposit	01/12/21	\$8,812.92
3635	12/29/20	Marked	No	Deposit	01/12/21	\$11,217.44
3636	12/29/20	Marked	No	Deposit	01/12/21	\$6,050.00
3638	12/29/20	Marked	No	Deposit	01/12/21	\$1,860.04
3639	12/29/20	Marked	No	Deposit	01/12/21	\$2,041.56
3640	12/29/20	Marked	No	Deposit	01/12/21	\$1,311.44
3641	12/29/20	Marked	No	Deposit	01/12/21	\$2,050.09
SUB TOTAL FOR BANK:						\$90,134.79

Document Number	Date	BR Status	Void?	Description	Date Cleared	Amount
TOTAL FOR MODULE:						\$90,134.79

MODULE: JOURNAL ENTRIES FROM GENERAL LEDGER

BANK CONTROL ID: CAFMA - GENERAL FUND						
Cash With Yav Cty	12/31/20	Marked	No	Fire Authority Funding - Decem	01/12/21	\$2,984,070.69
Cash With Yav Cty	12/31/20	Marked	No	Interest Revenue GF December,	01/12/21	\$3,074.97
GF Cash With YavCty	12/31/20	Marked	No	Trf Back Temp Borrowed Funds t	01/12/21	\$2,000,000.00
SUB TOTAL FOR BANK:						\$4,987,145.66
TOTAL FOR MODULE:						\$4,987,145.66

MODULE: CHECKS FROM PAYROLL

BANK CONTROL ID: CAFMA - GENERAL FUND						
756740396	12/03/20	Marked	No	Rachael Michlin	01/12/21	\$1,434.31
SUB TOTAL FOR BANK:						\$1,434.31
TOTAL FOR MODULE:						\$1,434.31

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

Date	Document	Description	GL Account	Offset Amt	Adj. Amt
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DOCUMENT:

ADJUSTMENT DOCUMENT " TOTAL:

TOTAL FOR ALL ADJUSTMENTS:

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CAFMA-Central Arizona Fire and Medical
Income Statement
(Original Budget to Actual Comparison)
For the period of 12/1/2020 Through 12/31/2020

Fund: (10) General Fund

Account	Current Period					Year To Date			
	Actual	Budget	Variance	%		Actual	Budget	Variance	%
<u>Revenues</u>									
CVFD Funding Requirement	10310000000	\$557,143.82	\$0.00	\$557,143.82	0.0%	\$2,626,018.44	\$4,860,737.00	\$(2,234,718.56)	(46.0)%
CYFD Funding Requirement	10320000000	2,426,926.87	0.00	2,426,926.87	0.0	10,841,857.03	19,765,185.00	(8,923,327.97)	(45.1)
Fire Protection Contracts	10400100000	1,064.31	0.00	1,064.31	0.0	197,288.28	180,000.00	17,288.28	9.6
Outside Agency Work-Vehicle Maint	10430000000	0.00	0.00	0.00	0.0	17,275.77	40,000.00	(22,724.23)	(56.8)
Construction Permits	10440000000	9,425.09	0.00	9,425.09	0.0	52,887.43	51,250.00	1,637.43	3.2
Operational Permits	10442500000	116.00	0.00	116.00	0.0	481.00	1,700.00	(1,219.00)	(71.7)
Special Events	10443000000	116.00	0.00	116.00	0.0	232.00	2,680.00	(2,448.00)	(91.3)
State of AZ/Off-District Fires	10480000000	6,050.00	0.00	6,050.00	0.0	2,008,692.50	50,000.00	1,958,692.50	3917.4
Interest Income-General Fund	10490000000	3,074.97	0.00	3,074.97	0.0	12,757.91	50,000.00	(37,242.09)	(74.5)
Interest Income-Cap Rsv Fund	10490100000	1,515.33	0.00	1,515.33	0.0	26,488.29	0.00	26,488.29	0.0
Misc. Revenues	10510000000	29,063.78	0.00	29,063.78	0.0	30,723.38	10,900.00	19,823.38	181.9
PAWUIC/ Defensible Space Reimbursements	10512531000	0.00	0.00	0.00	0.0	4,175.43	24,000.00	(19,824.57)	(82.6)
Tech Services Contracting Revenue	10514041000	8,588.67	0.00	8,588.67	0.0	107,169.97	179,345.00	(72,175.03)	(40.2)
Supplies for Outside Agency Work	10514141000	0.00	0.00	0.00	0.0	0.00	10,000.00	(10,000.00)	(100.0)
Rebates/Refunds	10535000000	140.00	0.00	140.00	0.0	200.00	0.00	200.00	0.0
Donations	10540000000	1,100.00	0.00	1,100.00	0.0	1,700.00	500.00	1,200.00	240.0
Grants-FEMA- SAFER	10543000000	0.00	0.00	0.00	0.0	5,000.00	225,085.00	(220,085.00)	(97.8)
Misc. Prevention	10560000000	0.00	0.00	0.00	0.0	0.00	2,100.00	(2,100.00)	(100.0)
Warehouse Purchasing Group	10570000000	17,341.07	0.00	17,341.07	0.0	97,512.14	210,000.00	(112,487.86)	(53.6)
61 Lease Revenue	10585500000	0.00	0.00	0.00	0.0	18,000.00	30,000.00	(12,000.00)	(40.0)
CARTA Classes	10590000000	125.00	0.00	125.00	0.0	1,500.00	15,000.00	(13,500.00)	(90.0)
CPR/EMS classes	10590500000	50.00	0.00	50.00	0.0	1,311.50	26,000.00	(24,688.50)	(95.0)
Net Revenues		\$3,061,840.91	\$0.00	\$3,061,840.91	0.0 %	\$16,051,271.07	\$25,734,482.00	\$(9,683,210.93)	(37.6)%
<u>Personnel Expenses</u>									
Salaries/Admin	10610010000	\$103,169.26	\$0.00	\$(103,169.26)	0.0%	\$499,205.91	\$1,022,883.00	\$523,677.09	51.2%
Salaries/Prevention	10610020000	37,340.75	0.00	(37,340.75)	0.0	141,579.15	352,567.00	210,987.85	59.8
Salaries/Operations	10610030000	938,998.18	0.00	(938,998.18)	0.0	4,015,317.11	8,097,069.00	4,081,751.89	50.4
Salaries/Training	10610035000	23,995.92	0.00	(23,995.92)	0.0	96,582.27	221,291.00	124,708.73	56.4
Salaries/Communications	10610041000	45,489.60	0.00	(45,489.60)	0.0	196,221.60	413,027.00	216,805.40	52.5
Salaries/Facilities Maintenance	10610043000	13,768.80	0.00	(13,768.80)	0.0	59,108.00	117,679.00	58,571.00	49.8
Salaries/Fleet Maint	10610048000	41,632.80	0.00	(41,632.80)	0.0	179,205.60	380,092.00	200,886.40	52.9
Salaries/Warehouse	10610049000	16,117.05	0.00	(16,117.05)	0.0	67,665.35	149,070.00	81,404.65	54.6
CEO/ Fire Chief	10610110000	17,816.55	0.00	(17,816.55)	0.0	77,205.05	155,939.00	78,733.95	50.5
Special Detail/Fire Pals	10610320400	0.00	0.00	0.00	0.0	0.00	12,600.00	12,600.00	100.0
Special Detail/ Babysitting Classes	10610320402	0.00	0.00	0.00	0.0	0.00	250.00	250.00	100.0
Special Detail/Prev/Spec Ev Assign Pay	10610320403	0.00	0.00	0.00	0.0	0.00	4,500.00	4,500.00	100.0

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CAFMA-Central Arizona Fire and Medical
Income Statement
(Original Budget to Actual Comparison)
For the period of 12/1/2020 Through 12/31/2020

Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Spec Det/Ops CPR Prgrm Int/Ext	10610330425	0.00	0.00	0.00	0.0	1,462.50	5,000.00	3,537.50	70.8
Telestaff Maintenance	10610330426	0.00	0.00	0.00	0.0	0.00	2,000.00	2,000.00	100.0
Spec Det/Ops Employee 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	0.00	0.00	0.00	0.0	0.00	6,500.00	6,500.00	100.0
Spec Det/Ops Haz Mat Program	10610330440	37.50	0.00	(37.50)	0.0	37.50	625.00	587.50	94.0
Spec Det/Ops Hose Program	10610330441	0.00	0.00	0.00	0.0	512.50	500.00	(12.50)	(2.5)
Spec Det/Ops SCBA Program	10610330442	0.00	0.00	0.00	0.0	2,432.29	6,500.00	4,067.71	62.6
Spec Det/Ops Recruit Academy	10610330447	0.00	0.00	0.00	0.0	0.00	8,700.00	8,700.00	100.0
Spec Det/Ops Promo Testing	10610330449	0.00	0.00	0.00	0.0	0.00	8,250.00	8,250.00	100.0
Spec Det/ Ops Misc.	10610330452	2,825.00	0.00	(2,825.00)	0.0	7,981.25	8,000.00	18.75	0.2
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	0.00	0.00	0.00	0.0	362.50	5,000.00	4,637.50	92.8
Spec Det/ In House EMS Training	10610335482	350.00	0.00	(350.00)	0.0	3,762.50	25,000.00	21,237.50	85.0
Spec Det/Tower Rescue/Instructor	10610335483	0.00	0.00	0.00	0.0	0.00	1,000.00	1,000.00	100.0
Spec Det/ Warehouse	10610349451	0.00	0.00	0.00	0.0	862.50	5,000.00	4,137.50	82.8
Acting Pay - Administration	10610410000	99.00	0.00	(99.00)	0.0	397.00	0.00	(397.00)	0.0
Acting Pay - Prevention	10610420000	0.00	0.00	0.00	0.0	0.00	500.00	500.00	100.0
Acting Pay - Ops	10610430000	7,617.00	0.00	(7,617.00)	0.0	26,862.25	52,560.00	25,697.75	48.9
Acting Pay - Fleet Maintenace	10610448000	40.00	0.00	(40.00)	0.0	40.00	400.00	360.00	90.0
Vacation/ Sick Leave Buy Back	10610530000	0.00	0.00	0.00	0.0	84,666.93	300,000.00	215,333.07	71.8
O.T. Salaries/Admin	10611010000	0.00	0.00	0.00	0.0	1,988.97	9,000.00	7,011.03	77.9
O.T. Salaries/ Prevention	10611020000	203.76	0.00	(203.76)	0.0	865.98	15,000.00	14,134.02	94.2
Recall O.T./Operations	10611030000	991.77	0.00	(991.77)	0.0	5,283.01	45,000.00	39,716.99	88.3
SWAT Response / Coverage	10611030250	(166.99)	0.00	166.99	0.0	(1,059.46)	9,000.00	10,059.46	111.8
O.T. Salaries/CARTA	10611035000	779.74	0.00	(779.74)	0.0	779.74	2,828.00	2,048.26	72.4
O.T. Salaries/Tech Sevice	10611041000	1,994.01	0.00	(1,994.01)	0.0	6,539.92	25,000.00	18,460.08	73.8
O.T. Salaries/Facilities Maintenance	10611043000	0.00	0.00	0.00	0.0	297.54	5,000.00	4,702.46	94.0
O.T. Salaries/ Fleet Maintenance	10611048000	1,456.75	0.00	(1,456.75)	0.0	8,782.34	23,000.00	14,217.66	61.8
O.T. Salaries/Warehouse	10611049000	0.00	0.00	0.00	0.0	1,690.86	15,000.00	13,309.14	88.7
FLSA Pay	10611130000	63,369.36	0.00	(63,369.36)	0.0	277,602.86	601,572.00	323,969.14	53.9
Shift O.T./Operations	10611230000	0.00	0.00	0.00	0.0	599.40	0.00	(599.40)	0.0
Shift OT Sal/Ops/Rte Shft Cov(AD,SL,FMLA	10611230200	90,046.65	0.00	(90,046.65)	0.0	180,460.60	385,000.00	204,539.40	53.1
Off District Wildland Fires	10611431000	14,383.02	0.00	(14,383.02)	0.0	1,117,338.44	20,000.00	(1,097,338.44)	(5486.7)
Training Captain OT	10611535300	4,130.26	0.00	(4,130.26)	0.0	10,630.06	29,200.00	18,569.94	63.6
Trng Cov/Special Duty Pay	10611535304	0.00	0.00	0.00	0.0	1,231.25	4,950.00	3,718.75	75.1
Trng Cov/EVOC Driver Training Inst Pay	10611535307	0.00	0.00	0.00	0.0	8,649.01	2,500.00	(6,149.01)	(246.0)
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

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CAFMA-Central Arizona Fire and Medical
Income Statement
(Original Budget to Actual Comparison)
For the period of 12/1/2020 Through 12/31/2020

Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
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	717.89	26,500.00	25,782.11	97.3
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	0.00	10,000.00	10,000.00	100.0
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	9,793.88	0.00	(9,793.88)	0.0	47,762.35	90,850.00	43,087.65	47.4
ASRS Retirement/Prevention	10612920000	2,959.21	0.00	(2,959.21)	0.0	10,097.68	31,969.00	21,871.32	68.4
ASRS Retirement/Training	10612935000	514.71	0.00	(514.71)	0.0	1,181.55	4,040.00	2,858.45	70.8
ASRS Retirement/Tech Services	10612941000	6,162.19	0.00	(6,162.19)	0.0	29,051.36	53,527.00	24,475.64	45.7
ASRS Retirement/Facilities Maintenance	10612943000	1,786.83	0.00	(1,786.83)	0.0	7,687.77	14,991.00	7,303.23	48.7
ASRS Retirement/Fleet Maint	10612948000	3,929.07	0.00	(3,929.07)	0.0	17,075.84	36,678.00	19,602.16	53.4
ASRS Retirement/Warehouse	10612949000	1,981.78	0.00	(1,981.78)	0.0	11,456.90	20,049.00	8,592.10	42.9
PSPRS/Admin	10613010000	13,602.09	0.00	(13,602.09)	0.0	62,545.15	116,311.00	53,765.85	46.2
PSPRS/Prevention	10613020000	0.00	0.00	0.00	0.0	50.00	100.00	50.00	50.0
PSPRS Operations	10613030000	436,272.33	0.00	(436,272.33)	0.0	2,057,308.72	4,070,318.00	2,013,009.28	49.5
PSPRS/ CARTA	10613035000	10,793.19	0.00	(10,793.19)	0.0	52,953.30	84,170.00	31,216.70	37.1
PSPRS/ Fleet Maint	10613048000	6,286.69	0.00	(6,286.69)	0.0	33,745.92	50,646.00	16,900.08	33.4
401A/Admin	10613210000	0.00	0.00	0.00	0.0	12,490.11	58,862.00	46,371.89	78.8
401A/ Prevention	10613220000	0.00	0.00	0.00	0.0	0.00	12,380.00	12,380.00	100.0
401A Retirement / Ops	10613230000	31,546.19	0.00	(31,546.19)	0.0	165,895.05	539,857.00	373,961.95	69.3
401A/ Fire Chief	10613310000	4,311.60	0.00	(4,311.60)	0.0	12,780.52	30,595.00	17,814.48	58.2
Worker's Comp Insurance/Admin	10615010000	0.00	0.00	0.00	0.0	168,207.61	28,554.00	(139,653.61)	(489.1)
Worker's Comp/Prevention	10615020000	0.00	0.00	0.00	0.0	917.18	22,909.00	21,991.82	96.0
Worker's Comp / Ops	10615030000	0.00	0.00	0.00	0.0	304,745.35	561,044.00	256,298.65	45.7
Worker's Comp/Training	10615035000	0.00	0.00	0.00	0.0	804.54	13,322.00	12,517.46	94.0
Worker's Comp/Comm	10615041000	0.00	0.00	0.00	0.0	1,355.65	26,036.00	24,680.35	94.8
Worker's Comp/Facilities	10615043000	0.00	0.00	0.00	0.0	426.41	7,292.00	6,865.59	94.2
Worker's Comp/Maint	10615048000	0.00	0.00	0.00	0.0	1,267.15	23,984.00	22,716.85	94.7
Worker's Comp/Warehouse	10615049000	0.00	0.00	0.00	0.0	374.11	9,752.00	9,377.89	96.2
Worker's Comp/Volunteers	10615110000	0.00	0.00	0.00	0.0	0.00	126.00	126.00	100.0
Unemployment Insurance/Admin	10617010000	0.00	0.00	0.00	0.0	29.74	3,211.00	3,181.26	99.1
Unemployment/Prevention	10617020000	63.30	0.00	(63.30)	0.0	116.61	1,284.00	1,167.39	90.9
Unemployment Insurance/Ops	10617030000	0.00	0.00	0.00	0.0	0.00	25,901.00	25,901.00	100.0
Unemployment / Training	10617035000	26.49	0.00	(26.49)	0.0	53.17	642.00	588.83	91.7
Unemployment/Communications	10617041000	0.00	0.00	0.00	0.0	0.00	1,070.00	1,070.00	100.0
Unemployment/Facilities	10617043000	0.00	0.00	0.00	0.0	0.00	428.00	428.00	100.0
Unemployment/Maint	10617048000	0.00	0.00	0.00	0.0	0.00	1,070.00	1,070.00	100.0
Unemployment/Warehouse	10617049000	0.00	0.00	0.00	0.0	66.49	535.00	468.51	87.6

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CAFMA-Central Arizona Fire and Medical
Income Statement
(Original Budget to Actual Comparison)
For the period of 12/1/2020 Through 12/31/2020

Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
401A-ASRS/Admin	10618010000	4,679.00	0.00	(4,679.00)	0.0	22,776.08	55,762.00	32,985.92	59.2
401A-ASRS/Prevention	10618020000	1,446.25	0.00	(1,446.25)	0.0	4,906.05	14,183.00	9,276.95	65.4
401A-ASRS/Training	10618035000	261.15	0.00	(261.15)	0.0	589.91	2,225.00	1,635.09	73.5
401A-ASRS/Communication	10618041000	2,943.99	0.00	(2,943.99)	0.0	13,879.26	27,458.00	13,578.74	49.5
401A-ASRS/Facilities Maint	10618043000	853.65	0.00	(853.65)	0.0	3,672.83	7,606.00	3,933.17	51.7
401A-ASRS/ Maint	10618048000	1,877.11	0.00	(1,877.11)	0.0	8,158.00	17,921.00	9,763.00	54.5
401A-ASRS/ Warehouse	10618049000	999.25	0.00	(999.25)	0.0	5,700.31	10,172.00	4,471.69	44.0
Medicare / Admin	10618110000	1,722.15	0.00	(1,722.15)	0.0	9,889.54	17,223.00	7,333.46	42.6
Medicare Exp/Prevention	10618120000	535.51	0.00	(535.51)	0.0	2,000.13	5,589.00	3,588.87	64.2
Medicare / OPS	10618130000	16,048.73	0.00	(16,048.73)	0.0	78,067.10	141,213.00	63,145.90	44.7
Medicare Exp/CARTA	10618135000	375.37	0.00	(375.37)	0.0	1,670.77	3,250.00	1,579.23	48.6
Medicare Exp/Communications	10618141000	676.79	0.00	(676.79)	0.0	3,172.93	6,451.00	3,278.07	50.8
Medicare Exp/Facilities Maintenance	10618143000	193.79	0.00	(193.79)	0.0	823.82	1,779.00	955.18	53.7
Medicare Exp/Maint	10618148000	619.07	0.00	(619.07)	0.0	2,868.98	5,851.00	2,982.02	51.0
Medicare Exp/Warehouse	10618149000	233.69	0.00	(233.69)	0.0	1,333.10	2,379.00	1,045.90	44.0
Post Employment Health Plan	10618530000	14,246.79	0.00	(14,246.79)	0.0	70,040.69	107,966.00	37,925.31	35.1
Medical Insurance./Admin	10619010000	3,426.84	0.00	(3,426.84)	0.0	70,107.01	140,544.00	70,436.99	50.1
Medical Insurance/Prevention	10619020000	1,009.00	0.00	(1,009.00)	0.0	14,935.90	48,312.00	33,376.10	69.1
Medical Insurance/OPS	10619030000	27,445.62	0.00	(27,445.62)	0.0	517,936.75	1,071,648.00	553,711.25	51.7
Medical Insurance/Training	10619035000	466.00	0.00	(466.00)	0.0	10,614.45	35,136.00	24,521.55	69.8
Medical Insurance/Comm	10619041000	1,471.64	0.00	(1,471.64)	0.0	23,148.94	48,312.00	25,163.06	52.1
Medical Insurance/Facilities	10619043000	414.00	0.00	(414.00)	0.0	8,698.76	17,568.00	8,869.24	50.5
Medical Insurance/Maint	10619048000	942.84	0.00	(942.84)	0.0	20,353.94	46,116.00	25,762.06	55.9
Medical Insurance/Warehouse	10619049000	414.00	0.00	(414.00)	0.0	7,404.70	21,960.00	14,555.30	66.3
Medical Insurance Assistance/OPS	10619130000	0.00	0.00	0.00	0.0	262,331.91	416,000.00	153,668.09	36.9
Training and Travel - Facilities Mtc	10659043000	0.00	0.00	0.00	0.0	0.00	1,500.00	1,500.00	100.0
Total Personnel Expenses		\$2,039,817.52	\$0.00	\$(2,039,817.52)	0.0 %	\$11,249,396.26	\$20,842,279.00	\$9,592,882.74	46.0 %
<u>Supply Expenses</u>									
Office Supplies / Admin	10620010000	\$0.00	\$0.00	\$0.00	0.0%	\$256.93	\$500.00	\$243.07	48.6%
Office Supplies / Tech Services	10620041000	0.00	0.00	0.00	0.0	112.00	500.00	388.00	77.6
Office Supplies	10620049000	1,264.37	0.00	(1,264.37)	0.0	3,609.61	12,500.00	8,890.39	71.1
Computer Supplies & Software / Training	10620135000	16.86	0.00	(16.86)	0.0	449.65	17,200.00	16,750.35	97.4
Computer Supplies & Equipment / Communic	10620141000	29,191.14	0.00	(29,191.14)	0.0	108,981.11	252,455.00	143,473.89	56.8
In House Dupl & Prtg	10620510000	1,187.27	0.00	(1,187.27)	0.0	7,526.54	15,000.00	7,473.46	49.8
In House Dupl & Prtg/ Warehouse	10620549000	1,447.82	0.00	(1,447.82)	0.0	6,169.27	17,250.00	11,080.73	64.2
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	3,444.40	8,700.00	5,255.60	60.4

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CAFMA-Central Arizona Fire and Medical
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(Original Budget to Actual Comparison)
For the period of 12/1/2020 Through 12/31/2020

Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Employee Health & Wellness Supplies	10621230000	0.00	0.00	0.00	0.0	0.00	157.00	157.00	100.0
Medical Supplies	10621530000	18,687.45	0.00	(18,687.45)	0.0	96,777.79	134,166.00	37,388.21	27.9
CPR Supplies & Books	10621630000	0.00	0.00	0.00	0.0	0.00	10,000.00	10,000.00	100.0
Medical Equipment Replacement	10621730000	373.23	0.00	(373.23)	0.0	10,136.44	21,000.00	10,863.56	51.7
Fuel (Diesel & Gas)	10622048000	1,976.00	0.00	(1,976.00)	0.0	77,091.28	285,000.00	207,908.72	73.0
Oil & Lubr. (Routine)	10622148000	639.58	0.00	(639.58)	0.0	1,925.89	18,500.00	16,574.11	89.6
Uniforms/Admin	10623010000	0.00	0.00	0.00	0.0	0.00	2,975.00	2,975.00	100.0
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 - 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 - 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-Sims, Lacie	10623010121	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms-Goodman, Kathy	10623010122	0.00	0.00	0.00	0.0	0.00	125.00	125.00	100.0
Uniforms - Rose, Cody	10623010212	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms/Prevention	10623020000	0.00	0.00	0.00	0.0	0.00	2,750.00	2,750.00	100.0
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	225.00	225.00	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	343.21	0.00	(343.21)	0.0	10,362.19	79,850.00	69,487.81	87.0
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	0.00	450.00	450.00	100.0
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

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CAFMA-Central Arizona Fire and Medical
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Uniforms-Niemynsi, Doug	10623030115	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
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	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
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	0.00	450.00	450.00	100.0
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	0.00	450.00	450.00	100.0
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	17.34	450.00	432.66	96.1
Uniforms-Kontz, Mike	10623030156	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Loperman, Keith	10623030157	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
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	0.00	450.00	450.00	100.0
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

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Uniforms-Pena, Chris	10623030165	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
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	0.00	450.00	450.00	100.0
Uniforms-Sims, Mike	10623030173	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
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	0.00	450.00	450.00	100.0
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	17.34	450.00	432.66	96.1
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-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-Muniz, Tom Jr.	10623030206	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
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	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

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	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Uniforms-Snyder, Tim	10623030214	0.00	0.00	0.00	0.0	17.34	450.00	432.66	96.1
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-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	17.34	450.00	432.66	96.1
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	0.00	450.00	450.00	100.0
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	0.00	450.00	450.00	100.0
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	0.00	450.00	450.00	100.0
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-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	17.34	450.00	432.66	96.1
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 - Basurto, Leo	10623030251	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Feddema, John	10623030300	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	213.84	0.00	(213.84)	0.0	705.08	4,200.00	3,494.92	83.2
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 - Merrill, Erik	10623035205	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms/Communications	10623041000	0.00	0.00	0.00	0.0	0.00	2,000.00	2,000.00	100.0
Uniforms-Frazier, Tony	10623041101	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Legge, David	10623041102	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Freeman, Michael	10623041103	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0

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For the period of 12/1/2020 Through 12/31/2020

Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Uniforms-Van Tuyl, Jonah	10623041104	0.00	0.00	0.00	0.0	37.07	450.00	412.93	91.8
Uniforms-Overmyer, Titus	10623041105	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Facilities Maintenance	10623043000	0.00	0.00	0.00	0.0	43.36	1,000.00	956.64	95.7
Uniforms-Crossman, Eric	10623043101	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Deering, Andrew	10623043102	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms-Fleet Maintenance	10623048000	0.00	0.00	0.00	0.0	0.00	2,750.00	2,750.00	100.0
Uniforms-Scaife, Domenic	10623048100	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
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-Burch, Bryten	10623048108	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms/Warehouse	10623049000	0.00	0.00	0.00	0.0	0.00	1,250.00	1,250.00	100.0
Uniforms - Trujillo, Erik	10623049101	0.00	0.00	0.00	0.0	0.00	450.00	450.00	100.0
Uniforms - Rorick - Norm	10623049102	0.00	0.00	0.00	0.0	0.00	225.00	225.00	100.0
Protective Clothing	10623130000	1,972.23	0.00	(1,972.23)	0.0	20,951.37	123,510.00	102,558.63	83.0
Station Boots	10623130100	1,068.16	0.00	(1,068.16)	0.0	11,882.32	18,300.00	6,417.68	35.1
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	159.12	0.00	(159.12)	0.0	256.60	6,450.00	6,193.40	96.0
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	28.00	530.00	502.00	94.7
Supplies/Prevention	10624220000	63.01	0.00	(63.01)	0.0	235.85	2,840.00	2,604.15	91.7
Supplies / Fleet Maintenance	10624248000	891.25	0.00	(891.25)	0.0	5,440.07	12,000.00	6,559.93	54.7
Supplies / Warehouse	10624249000	43.67	0.00	(43.67)	0.0	887.67	6,000.00	5,112.33	85.2
Library Reference Materials/Prevention	10624320000	0.00	0.00	0.00	0.0	576.35	2,960.00	2,383.65	80.5
Pub Ed/School Ed/Prevention	10624520000	(35.00)	0.00	35.00	0.0	7,080.63	12,015.00	4,934.37	41.1
Public Education/EMS	10624530000	0.00	0.00	0.00	0.0	102.30	2,500.00	2,397.70	95.9
Supplies-Warehouse Purchasing Group	10624549000	14,123.48	0.00	(14,123.48)	0.0	94,212.55	200,000.00	105,787.45	52.9
PAWUIC Defensiblw Space Grant	10624920010	0.00	0.00	0.00	0.0	0.00	24,000.00	24,000.00	100.0
Vehicle Maint (Routine)	10625048000	6,267.33	0.00	(6,267.33)	0.0	37,443.17	150,000.00	112,556.83	75.0
Vehicle Maint (Special Prjcts)	10625148000	615.09	0.00	(615.09)	0.0	1,981.30	6,500.00	4,518.70	69.5
FF Equipment Maintenance	10626048000	0.00	0.00	0.00	0.0	4,537.95	24,500.00	19,962.05	81.5
SCBA Supplies & Maint	10626348000	382.59	0.00	(382.59)	0.0	3,206.43	21,500.00	18,293.57	85.1
Tire Replacement	10626548000	1,362.93	0.00	(1,362.93)	0.0	6,762.33	50,000.00	43,237.67	86.5
Tire Repair	10626648000	133.84	0.00	(133.84)	0.0	823.87	4,000.00	3,176.13	79.4
Building Maint Supplies	10627043001	1,385.92	0.00	(1,385.92)	0.0	3,932.31	20,500.00	16,567.69	80.8
Building Maint Supplies/Prevention	10627043002	327.06	0.00	(327.06)	0.0	425.54	2,500.00	2,074.46	83.0
Building Maint Supplies-Administration	10627043011	158.22	0.00	(158.22)	0.0	2,578.01	7,000.00	4,421.99	63.2

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Fund: (10) General Fund

	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
Building Maint Supplies/CARTA	10627043035	5,429.72	0.00	(5,429.72)	0.0	10,647.37	13,500.00	2,852.63	21.1
Building Maint Supplies/Comm Building	10627043041	143.33	0.00	(143.33)	0.0	143.33	4,000.00	3,856.67	96.4
Building Maint Supplies/Maint Facility	10627043048	2,571.26	0.00	(2,571.26)	0.0	3,671.26	5,000.00	1,328.74	26.6
Building Maint Supplies/Warehouse	10627043049	0.00	0.00	0.00	0.0	1,388.68	5,000.00	3,611.32	72.2
Building Maint Supplies/Sta 50	10627043050	303.31	0.00	(303.31)	0.0	906.03	4,000.00	3,093.97	77.3
Building Maint Supplies/Sta 51	10627043051	0.00	0.00	0.00	0.0	116.92	5,600.00	5,483.08	97.9
Building Maint Supplies/Sta 52	10627043052	0.00	0.00	0.00	0.0	0.00	2,000.00	2,000.00	100.0
Building Maint Supplies/Sta 53	10627043053	44.22	0.00	(44.22)	0.0	1,268.66	5,000.00	3,731.34	74.6
Building Maint Supplies/Sta 54	10627043054	13.30	0.00	(13.30)	0.0	1,076.32	5,000.00	3,923.68	78.5
Building Maint Supplies/Sta 56	10627043056	253.63	0.00	(253.63)	0.0	253.63	2,000.00	1,746.37	87.3
Building Maint Supplies/Sta 57	10627043057	0.00	0.00	0.00	0.0	562.62	5,000.00	4,437.38	88.7
Building Maint Supplies/Sta 58	10627043058	0.00	0.00	0.00	0.0	515.79	5,000.00	4,484.21	89.7
Building Maint Supplies/Sta 59	10627043059	0.00	0.00	0.00	0.0	1,079.47	5,000.00	3,920.53	78.4
Building Maint Supplies - Station 61	10627043061	42.35	0.00	(42.35)	0.0	2,280.68	9,000.00	6,719.32	74.7
Building Maint Supplies - Station 62	10627043062	27.70	0.00	(27.70)	0.0	1,609.22	5,000.00	3,390.78	67.8
Building Maint Supplies - Station 63	10627043063	137.45	0.00	(137.45)	0.0	1,552.02	5,000.00	3,447.98	69.0
Building Maint Supplies- Large Projects	10627043100	2,863.67	0.00	(2,863.67)	0.0	53,536.17	112,500.00	58,963.83	52.4
Furniture & Fixture Replacement	10627143000	1,489.53	0.00	(1,489.53)	0.0	10,323.41	29,200.00	18,876.59	64.6
Furniture & Fixtures / Warehouse	10627149000	184.93	0.00	(184.93)	0.0	3,684.31	2,500.00	(1,184.31)	(47.4)
Janitorial / All Stations	10627249000	6,208.78	0.00	(6,208.78)	0.0	16,726.61	27,500.00	10,773.39	39.2
Station Supplies-All Stations	10627349000	793.29	0.00	(793.29)	0.0	6,760.02	5,500.00	(1,260.02)	(22.9)
Site / Equip Maint Supplies / Comm	10627441000	0.00	0.00	0.00	0.0	6,308.49	25,000.00	18,691.51	74.8
Radio/Pager Maintenance	10628041000	240.22	0.00	(240.22)	0.0	16,267.30	99,500.00	83,232.70	83.7
Supplies for Outside Agency Work	10628141000	0.00	0.00	0.00	0.0	0.00	10,000.00	10,000.00	100.0
Supplies for Outside Agency Work	10628148000	0.00	0.00	0.00	0.0	1,089.40	24,000.00	22,910.60	95.5
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	840.96	3,170.00	2,329.04	73.5
Firefighter Equipment Replacement	10628930000	7,691.35	0.00	(7,691.35)	0.0	83,583.15	47,050.00	(36,533.15)	(77.6)
Firefighting Equipment New Purchases	10629030000	0.00	0.00	0.00	0.0	11,815.67	40,000.00	28,184.33	70.5
Haz-Mat Equipment	10629130000	3,535.03	0.00	(3,535.03)	0.0	4,929.83	9,000.00	4,070.17	45.2
Comm/Radio Technician Equipment	10629241000	51.86	0.00	(51.86)	0.0	1,732.29	6,750.00	5,017.71	74.3
Technical Rescue Equipment	10629330000	0.00	0.00	0.00	0.0	5,828.20	14,000.00	8,171.80	58.4
Drone Program	10629430000	5.39	0.00	(5.39)	0.0	368.14	5,300.00	4,931.86	93.1
Wildland Equipment Replacement	10629530000	0.00	0.00	0.00	0.0	1,450.50	5,000.00	3,549.50	71.0
CARTA Equipment/ Prop Supplies	10629635000	0.00	0.00	0.00	0.0	12,128.36	32,000.00	19,871.64	62.1
Exercise Equipment - Ops	10629730000	123.08	0.00	(123.08)	0.0	1,599.32	10,000.00	8,400.68	84.0
Small Tools/Facilities Maintenance	10630043000	396.88	0.00	(396.88)	0.0	10,022.52	11,500.00	1,477.48	12.8
Small Tools / Maintenance	10630048000	206.79	0.00	(206.79)	0.0	3,465.25	9,000.00	5,534.75	61.5

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Small Tools / Warehouse	10630049000	0.00	0.00	0.00	0.0	160.35	900.00	739.65	82.2
Safety Equip & Supplies/Warehouse	10631049000	616.19	0.00	(616.19)	0.0	1,160.95	750.00	(410.95)	(54.8)
Total Supply Expenses		\$117,632.93	\$0.00	\$(117,632.93)	0.0 %	\$811,913.13	\$2,279,767.00	\$1,467,853.87	64.4 %
<u>Service Expenses</u>									
Audit & Accounting	10640010000	\$0.00	\$0.00	\$0.00	0.0%	\$4,792.50	\$36,000.00	\$31,207.50	86.7%
Other Prof Services/Admin	10640510000	15.00	0.00	(15.00)	0.0	26,501.00	44,600.00	18,099.00	40.6
Other Prof Services/Ops	10640530000	7,776.82	0.00	(7,776.82)	0.0	19,520.02	47,951.00	28,430.98	59.3
Other Prof Services/Comm	10640541000	1,875.00	0.00	(1,875.00)	0.0	11,250.00	81,500.00	70,250.00	86.2
Other Prof Services/Facilities	10640543000	11,779.84	0.00	(11,779.84)	0.0	21,865.84	44,450.00	22,584.16	50.8
Legal Services - Routine	10641010000	0.00	0.00	0.00	0.0	12,378.00	70,000.00	57,622.00	82.3
Legal Services-Non Routine	10641010600	0.00	0.00	0.00	0.0	0.00	7,500.00	7,500.00	100.0
Legal Services - CON Legal & Consulting	10641010605	0.00	0.00	0.00	0.0	10,000.00	0.00	(10,000.00)	0.0
Mental Health	10641510000	3,587.50	0.00	(3,587.50)	0.0	12,250.00	45,900.00	33,650.00	73.3
Employee Health / Exams/Ops	10641530000	0.00	0.00	0.00	0.0	1,160.52	64,844.00	63,683.48	98.2
Employee Assistance Program	10642010000	700.00	0.00	(700.00)	0.0	2,428.00	9,200.00	6,772.00	73.6
Dispatch Services/Ops	10642530000	56,182.13	0.00	(56,182.13)	0.0	273,869.73	648,899.00	375,029.27	57.8
Communications/Admin	10643010000	0.00	0.00	0.00	0.0	95.08	0.00	(95.08)	0.0
Communications	10643041000	6,806.38	0.00	(6,806.38)	0.0	45,785.98	91,700.00	45,914.02	50.1
Postage/Admin	10643510000	137.57	0.00	(137.57)	0.0	1,779.44	5,000.00	3,220.56	64.4
Shipping / Warehouse	10643549000	0.00	0.00	0.00	0.0	295.92	1,750.00	1,454.08	83.1
Fire Board Expenses	10644110000	0.00	0.00	0.00	0.0	35.00	500.00	465.00	93.0
Off District Expenses	10644231000	2,738.33	0.00	(2,738.33)	0.0	90,608.42	20,000.00	(70,608.42)	(353.0)
Newspaper Advertising	10647010000	0.00	0.00	0.00	0.0	700.00	4,000.00	3,300.00	82.5
Outside Duplication & Printing / Admin	10649010000	92.44	0.00	(92.44)	0.0	123.44	1,750.00	1,626.56	92.9
Outside Dupl & Printing/Prevention	10649020000	0.00	0.00	0.00	0.0	252.76	1,400.00	1,147.24	81.9
Outside Dupl & Printing/Ops	10649030000	0.00	0.00	0.00	0.0	1,001.37	2,550.00	1,548.63	60.7
Insurance	10650010000	0.00	0.00	0.00	0.0	81,439.00	145,000.00	63,561.00	43.8
Cable TV	10650843000	140.02	0.00	(140.02)	0.0	840.12	1,575.00	734.88	46.7
Electric	10651043000	10,261.77	0.00	(10,261.77)	0.0	85,175.18	168,973.00	83,797.82	49.6
Sanitation Charge - Health/Medical Waste	10651230000	152.41	0.00	(152.41)	0.0	256.05	1,000.00	743.95	74.4
Sanitation	10651243000	685.73	0.00	(685.73)	0.0	3,956.08	9,260.00	5,303.92	57.3
Natural Gas	10652043000	1,363.87	0.00	(1,363.87)	0.0	3,713.61	22,150.00	18,436.39	83.2
LPG	10653043000	0.00	0.00	0.00	0.0	0.00	32,725.00	32,725.00	100.0
Pest Control	10653543000	370.00	0.00	(370.00)	0.0	1,855.00	5,000.00	3,145.00	62.9
Water/Sewer	10654043000	1,506.82	0.00	(1,506.82)	0.0	12,841.03	20,940.00	8,098.97	38.7
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

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	Account	Current Period				Year To Date			
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
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	26,418.64	20,105.00	(6,313.64)	(31.4)
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	105.99	0.00	(105.99)	0.0	200.99	2,700.00	2,499.01	92.6
Outside Repair/Veh Maint Equip	10658048000	250.00	0.00	(250.00)	0.0	7,420.69	15,000.00	7,579.31	50.5
EMS Training	10658735000	585.00	0.00	(585.00)	0.0	1,273.65	3,110.00	1,836.35	59.0
CYFD Training Center Classes	10658835000	100.00	0.00	(100.00)	0.0	7,841.94	15,700.00	7,858.06	50.1
Training & Travel/Admin	10659010000	0.00	0.00	0.00	0.0	2,527.76	19,300.00	16,772.24	86.9
Training & Travel/Prevention	10659020000	1,272.23	0.00	(1,272.23)	0.0	5,907.18	9,600.00	3,692.82	38.5
Training & Travel/OPS	10659030000	725.00	0.00	(725.00)	0.0	14,805.44	46,105.00	31,299.56	67.9
Traning & Travel Conference-Honor Guard	10659030540	0.00	0.00	0.00	0.0	0.00	1,500.00	1,500.00	100.0
Training & Travel - Pipes and Drums	10659030541	0.00	0.00	0.00	0.0	0.00	2,500.00	2,500.00	100.0
Training & Travel/CARTA	10659035000	773.18	0.00	(773.18)	0.0	6,263.84	31,900.00	25,636.16	80.4
Training & Travel/Communications	10659041000	0.00	0.00	0.00	0.0	1,462.52	6,500.00	5,037.48	77.5
Travel & Training / Fleet Maintenance	10659048000	0.00	0.00	0.00	0.0	13.98	4,000.00	3,986.02	99.7
Travel & Training / Warehouse	10659049000	0.00	0.00	0.00	0.0	59.95	1,500.00	1,440.05	96.0
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	16,900.00	21,930.00	5,030.00	22.9
College - Upper and Lower Division	10659435000	1,390.40	0.00	(1,390.40)	0.0	1,390.40	20,000.00	18,609.60	93.0
Awards / Admin	10659510000	0.00	0.00	0.00	0.0	0.00	6,200.00	6,200.00	100.0
Awards / Ops	10659530000	0.00	0.00	0.00	0.0	1,481.75	6,375.00	4,893.25	76.8
INACTIVE-CollUpperLower	10659535000	0.00	0.00	0.00	0.0	715.20	0.00	(715.20)	0.0
Dues / Admin	10660010000	1,500.00	0.00	(1,500.00)	0.0	2,165.00	7,635.00	5,470.00	71.6
Dues/Prevention	10660020000	0.00	0.00	0.00	0.0	611.53	1,492.00	880.47	59.0
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	200.00	200.00	100.0
Misc/Admin	10661010000	282.00	0.00	(282.00)	0.0	2,634.84	2,000.00	(634.84)	(31.7)
Misc/Prevention	10661020000	0.00	0.00	0.00	0.0	95.25	2,880.00	2,784.75	96.7
Misc/Operations	10661030000	296.23	0.00	(296.23)	0.0	2,035.77	0.00	(2,035.77)	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	429.81	2,250.00	1,820.19	80.9
Misc/Operations	10661030492	16.00	0.00	(16.00)	0.0	24.00	550.00	526.00	95.6
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	4,851.21	8,400.00	3,548.79	42.2
Total Service Expenses		\$113,467.66	\$0.00	\$(113,467.66)	0.0 %	\$834,500.43	\$1,914,284.00	\$1,079,783.57	56.4 %

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CAFMA-Central Arizona Fire and Medical
Income Statement
(Original Budget to Actual Comparison)
For the period of 12/1/2020 Through 12/31/2020

Fund: (10) General Fund

	Current Period					Year To Date			
	Account	Actual	Budget	Variance	%	Actual	Budget	Variance	%
<u>Capital Expenses</u>									
Capital Outlay/ Facilities	10772043000	\$16,600.00	\$0.00	\$(16,600.00)	0.0%	\$270,308.64	\$436,500.00	\$166,191.36	38.1%
Capital Outlay/Vehicles/OPS	10773030000	51.66	0.00	(51.66)	0.0	883,474.52	1,650,000.00	766,525.48	46.5
Capital Outlay/Vehicles-Equip for engine	10773030100	358.68	0.00	(358.68)	0.0	53.38	0.00	(53.38)	0.0
Capital Outlay/ Vehicles/ CARTA	10773035000	308.64	0.00	(308.64)	0.0	72,120.74	76,081.00	3,960.26	5.2
Capital Outlay/ Vehicles/ Tech Services	10773041000	0.00	0.00	0.00	0.0	0.00	76,800.00	76,800.00	100.0
Capital Outlay/ Vehicles/ Facilities	10773043000	4,021.74	0.00	(4,021.74)	0.0	41,522.37	47,710.00	6,187.63	13.0
Capital Outlay/ Vehicles/ Fleet Maintena	10773048000	122.62	0.00	(122.62)	0.0	42,235.30	47,710.00	5,474.70	11.5
Capital Outlay/ Vehicles/ Warehouse	10773049000	737.70	0.00	(737.70)	0.0	70,404.95	75,272.00	4,867.05	6.5
Capital Outlay/ Equip/ Prevention	10774020000	0.00	0.00	0.00	0.0	0.00	41,600.00	41,600.00	100.0
Capital Outlay/ Equip/ OPS	10774030000	23,687.84	0.00	(23,687.84)	0.0	1,158,364.93	90,081.00	(1,068,283.93)	(1185.9)
Capital Outlay - Comm/IT	10775041000	608.45	0.00	(608.45)	0.0	25,424.27	230,000.00	204,575.73	88.9
Total Capital Expenses		\$46,497.33	\$0.00	\$(46,497.33)	0.0 %	\$2,563,909.10	\$2,771,754.00	\$207,844.90	7.5 %
Total Expenses		\$2,317,415.44		\$(2,317,415.44)		\$15,459,718.92	\$27,808,084.00	\$12,348,365.08	44.4%
Income (Loss) from Operations		\$744,425.47	\$0.00	\$744,425.47	0.0%	\$591,552.15	\$(2,073,602.00)	\$2,665,154.15	128.5%
<u>Contingency</u>									
Funded Contingency/Admin	10780010000	\$0.00	\$0.00	\$0.00	0.0%	\$0.00	\$(107,834.00)	\$107,834.00	100.0%
Funded Contingency/Prevention	10780020000	0.00	0.00	0.00	0.0	0.00	(29,129.00)	29,129.00	100.0
Funded Contingency/OPS	10780030000	0.00	0.00	0.00	0.0	0.00	(901,802.00)	901,802.00	100.0
Funded Contingency/Training	10780035000	0.00	0.00	0.00	0.0	0.00	(26,099.00)	26,099.00	100.0
Funded Contingency/Tech Serv	10780041000	0.00	0.00	0.00	0.0	0.00	(59,752.00)	59,752.00	100.0
Funded Contingency/Facilities	10780043000	0.00	0.00	0.00	0.0	0.00	(37,572.00)	37,572.00	100.0
Funded Contingency/Warehouse	10780049000	0.00	0.00	0.00	0.0	0.00	(25,734.00)	25,734.00	100.0
Total Contingency		\$0.00	\$0.00	\$0.00	0.0 %	\$0.00	\$(1,187,922.00)	\$1,187,922.00	100.0 %
Net Income (Loss)		\$744,425.47	\$0.00	\$744,425.47	0.0%	\$591,552.15	\$(3,261,524.00)	\$3,853,076.15	118.1%

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CAFMA-Central Arizona Fire and Medical

Balance Sheet
As of 12/31/2020

Assets

Current Assets

Cash with Yavapai County	\$8,631,142.12	
Capital Reserve Fund	4,643,694.58	
Accounts Receivable	791,606.88	
Misc. Receivables	628.85	
Retiree/Insurance Receivable	10,310.54	
Due from other govts	281,594.00	
Total Current Assets		\$14,358,976.97

Total Assets

\$14,358,976.97

Liabilities and Net Assets

Current Liabilities

Accounts Payable	\$543,402.36	
Accrued Payroll Expenses	572,132.05	
Credit Card Payable	(67,690.06)	
ASRS Payable	(1.24)	
Medical Insurance Withheld	2,673.40	
Dental Insurance Withheld	182.00	
Vision Insurance Withheld	1.67	
Supplemental Insurance Withheld	223.51	
Total Current Liabilities		\$1,050,923.69

Total Liabilities

\$1,050,923.69

Net Assets

Fund Balance	\$12,716,501.13	
Current Year Net Assets	591,552.15	
Total Net Assets		13,308,053.28
Total Liabilities and Net Assets		\$14,358,976.97

CAFMA-Central Arizona Fire and Medical

GL Account Ledger - Detail By Period

12/1/2020 through 12/31/2020

Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY						\$9,482,357.63
1362	PR	951187	12/01/20		17511	Abel, Todd D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,717.14	9,478,640.49
1362	PR	951214	12/01/20		17512	Apolinar, Johnathan R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,965.60	9,476,674.89
1362	PR	951238	12/01/20		17513	Baker, Mark A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,245.73	9,474,429.16
1362	PR	951259	12/01/20		17514	Balsitis, Carolyn B. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	892.13	9,473,537.03
1362	PR	951282	12/01/20		17515	Barnum, Josh M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,006.28	9,471,530.75
1362	PR	951310	12/01/20		17516	Basurto-Cancino, Leobardo - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,889.39	9,469,641.36
1362	PR	951330	12/01/20		17517	Beck, David W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,017.45	9,467,623.91
1362	PR	951352	12/01/20		17518	Blum, Rodney A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,691.87	9,465,932.04
1362	PR	951376	12/01/20		17519	Brookins, Patricia M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,079.53	9,463,852.51
1362	PR	951398	12/01/20		17520	Brown Jr, Dennis F. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,150.02	9,461,702.49
1362	PR	951421	12/01/20		17521	Brunk, Jacob A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,565.46	9,460,137.03
1362	PR	951448	12/01/20		17522	Buchanan, Ben D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,077.43	9,457,059.60
1362	PR	951470	12/01/20		17523	Bulters, Scott D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,148.77	9,454,910.83
1362	PR	951493	12/01/20		17524	Buntin, Darrell R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,809.81	9,453,101.02
1362	PR	951516	12/01/20		17525	Burch, Brian J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,516.33	9,450,584.69
1362	PR	951540	12/01/20		17526	Burch, Bryten J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,173.30	9,449,411.39
1362	PR	951567	12/01/20		17527	Burch, Caden C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,367.40	9,448,043.99
1362	PR	951589	12/01/20		17528	Burch, Kylee C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	887.76	9,447,156.23
1362	PR	951610	12/01/20		17529	Bushman, James V. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,200.20	9,444,956.03
1362	PR	951634	12/01/20		17530	Butler, Jason - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,885.72	9,443,070.31
1362	PR	951654	12/01/20		17531	Butler, Karen S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,748.28	9,441,322.03
1362	PR	951684	12/01/20		17532	Butterfield, Jesse D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,222.00	9,440,100.03
1362	PR	951705	12/01/20		17533	Carothers, Robert C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,639.68	9,436,460.35
1362	PR	951730	12/01/20		17534	Cazaly, Marshall - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,274.76	9,435,185.59
1362	PR	951749	12/01/20		17535	Chase, Rick D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,471.43	9,431,714.16

CAFMA-Central Arizona Fire and Medical

GL Account Ledger - Detail By Period

12/1/2020 through 12/31/2020

Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
1362	PR	951775	12/01/20		17536	Collins, Seth M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	\$-	\$1,435.81	\$9,430,278.35
1362	PR	951801	12/01/20		17537	Copenhaver, Douglas J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,913.52	9,428,364.83
1362	PR	951825	12/01/20		17538	Cox, Phillip C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,293.29	9,426,071.54
1362	PR	951849	12/01/20		17539	Croft, Adam J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,448.74	9,424,622.80
1362	PR	951871	12/01/20		17540	Crossman, Eric L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,774.43	9,422,848.37
1362	PR	951894	12/01/20		17541	Cruz, Steven R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,669.32	9,421,179.05
1362	PR	951919	12/01/20		17542	Cunningham, Cody A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,876.00	9,418,303.05
1362	PR	951943	12/01/20		17543	Curry, Robert C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,311.59	9,415,991.46
1362	PR	951968	12/01/20		17544	Davidson, Glenn T. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,432.53	9,413,558.93
1362	PR	951991	12/01/20		17545	Davis, Bradley M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,428.48	9,410,130.45
1362	PR	952014	12/01/20		17546	DeJoria, Dana E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	866.42	9,409,264.03
1362	PR	952038	12/01/20		17547	Deering, Andrew L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	778.01	9,408,486.02
1362	PR	952064	12/01/20		17548	DiVall, Nelson - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,248.66	9,407,237.36
1362	PR	952090	12/01/20		17549	Dibble, Gordon L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,607.35	9,405,630.01
1362	PR	952114	12/01/20		17550	Dixon, Susanne M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,249.13	9,403,380.88
1362	PR	952141	12/01/20		17551	Douglas, Ren W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,717.46	9,400,663.42
1362	PR	952163	12/01/20		17552	Dowdy, Charles E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,949.67	9,398,713.75
1362	PR	952188	12/01/20		17553	DuCharme, Zachary J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,595.77	9,397,117.98
1362	PR	952212	12/01/20		17554	Duplessis, Robert A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,481.88	9,394,636.10
1362	PR	952238	12/01/20		17555	Eckle, Kellan J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,618.20	9,393,017.90
1362	PR	952261	12/01/20		17556	Edwards, David S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,246.86	9,390,771.04
1362	PR	952281	12/01/20		17557	Feddema, John J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,982.69	9,387,788.35
1362	PR	952309	12/01/20		17558	Ferris, Ryan M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,696.97	9,386,091.38
1362	PR	952333	12/01/20		17559	Fields, Brody J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,310.26	9,383,781.12
1362	PR	952358	12/01/20		17560	Fields, Zachary E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,329.81	9,381,451.31

CAFMA-Central Arizona Fire and Medical

GL Account Ledger - Detail By Period

12/1/2020 through 12/31/2020

Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
1362	PR	952390	12/01/20		17561	Fournier, Nick T. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	\$-	\$2,144.73	\$9,379,306.58
1362	PR	952411	12/01/20		17562	Frawley, Teresa A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,097.02	9,378,209.56
1362	PR	952433	12/01/20		17563	Frazier, Antonio - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,571.72	9,375,637.84
1362	PR	952454	12/01/20		17564	Freeman, Michael - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,579.54	9,374,058.30
1362	PR	952471	12/01/20		17565	Freitag, Scott A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,821.19	9,370,237.11
1362	PR	952493	12/01/20		17566	Gallman, Timothy B. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,406.96	9,368,830.15
1362	PR	952514	12/01/20		17567	Gardea Chaparro, Ivonne - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,017.68	9,367,812.47
1362	PR	952537	12/01/20		17568	Gentle, Joshua A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,018.46	9,366,794.01
1362	PR	952561	12/01/20		17569	Gillihan, Jim W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,412.01	9,365,382.00
1362	PR	952587	12/01/20		17570	Ginn, James E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,920.52	9,363,461.48
1362	PR	952610	12/01/20		17571	Goodman, Laurie K. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	867.60	9,362,593.88
1362	PR	952642	12/01/20		17572	Gray, JT A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,598.41	9,360,995.47
1362	PR	952671	12/01/20		17573	Guzzo, Nicholas R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,343.23	9,359,652.24
1362	PR	952698	12/01/20		17574	Hall, Jace R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,460.93	9,358,191.31
1362	PR	952727	12/01/20		17575	Harper, Leslie R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,027.38	9,356,163.93
1362	PR	952749	12/01/20		17576	Hlavacek, Evan - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,022.50	9,354,141.43
1362	PR	952773	12/01/20		17577	Horstman, Stephen W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,462.56	9,351,678.87
1362	PR	952796	12/01/20		17578	Huddleston, Michael B. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,324.97	9,349,353.90
1362	PR	952825	12/01/20		17579	Hutchison, Ethan K. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,871.19	9,347,482.71
1362	PR	952844	12/01/20		17580	Ingrao, Jory - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,260.40	9,345,222.31
1362	PR	952871	12/01/20		17581	Jacobson, Terrence L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,049.53	9,343,172.78
1362	PR	952895	12/01/20		17582	Jimenez, Valentin - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,320.52	9,341,852.26
1362	PR	952922	12/01/20		17583	Jones, Shaun D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,633.80	9,340,218.46
1362	PR	952948	12/01/20		17584	King, Jeremiah D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,489.25	9,337,729.21
1362	PR	952974	12/01/20		17585	Kirk, Jaron J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,810.15	9,335,919.06
1362	PR	952994	12/01/20		17586	Kohler, Travis W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,977.39	9,333,941.67

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1362	PR	953020	12/01/20		17587	Kontz, Michael V. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	\$-	\$2,855.23	\$9,331,086.44
1362	PR	953045	12/01/20		17588	Kumpula, Adrian K. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,297.83	9,329,788.61
1362	PR	953068	12/01/20		17589	Kuykendall, Jeffery W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,616.29	9,327,172.32
1362	PR	953088	12/01/20		17590	Lambrecht, Marci J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,027.75	9,326,144.57
1362	PR	953111	12/01/20		17591	Legge, David B. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,729.19	9,323,415.38
1362	PR	953136	12/01/20		17592	Litchfield, Ronald K. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,648.55	9,321,766.83
1362	PR	953158	12/01/20		17593	Lopeman, Keith A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,161.23	9,319,605.60
1362	PR	953185	12/01/20		17594	Lund, Kyle L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,351.13	9,318,254.47
1362	PR	953208	12/01/20		17595	Lynch, Peter J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,458.55	9,316,795.92
1362	PR	953235	12/01/20		17596	Lys, Damian P. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,423.88	9,314,372.04
1362	PR	953261	12/01/20		17597	Mauldin, Mark E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,621.39	9,311,750.65
1362	PR	953282	12/01/20		17598	Mayhall, Mathew T. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,457.92	9,309,292.73
1362	PR	953304	12/01/20		17599	Mazon, Joshua M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,311.64	9,306,981.09
1362	PR	953329	12/01/20		17600	Mazzella, Marc A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,727.67	9,305,253.42
1362	PR	953353	12/01/20		17601	McCarthy, Nicholas A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,286.59	9,303,966.83
1362	PR	953377	12/01/20		17602	McCarty, Daniel L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,019.32	9,301,947.51
1362	PR	953404	12/01/20		17603	McFadden, Matthew C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,407.78	9,300,539.73
1362	PR	953430	12/01/20		17604	McFadden, Michael J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,820.83	9,298,718.90
1362	PR	953456	12/01/20		17605	McGuire, Thaddeus J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,301.18	9,297,417.72
1362	PR	953480	12/01/20		17606	McIntire, Jacob V. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,655.09	9,295,762.63
1362	PR	953503	12/01/20		17607	Merrill, Eric R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,590.41	9,293,172.22
1362	PR	953526	12/01/20		17608	Michlin, Rachael - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,203.39	9,291,968.83
1362	PR	953549	12/01/20		17609	Mills, Brett S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	897.33	9,291,071.50
1362	PR	953574	12/01/20		17610	Moore, Aaron J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,770.76	9,289,300.74
1362	PR	953601	12/01/20		17611	Moore, Ryan T. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,789.29	9,287,511.45

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1362	PR	953629	12/01/20		17612	Muniz, Thomas E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	\$-	\$1,556.07	\$9,285,955.38
1362	PR	953657	12/01/20		17613	Nelson, Michael J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,159.56	9,283,795.82
1362	PR	953683	12/01/20		17614	Niemynski, Doug T. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,736.13	9,281,059.69
1362	PR	953712	12/01/20		17615	Nolan, Jason K. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,941.61	9,279,118.08
1362	PR	953741	12/01/20		17616	Olson, Rick C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,262.84	9,275,855.24
1362	PR	953764	12/01/20		17617	Overmyer, Titus C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,307.39	9,274,547.85
1362	PR	953784	12/01/20		17618	Parra, Dustin A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,452.55	9,272,095.30
1362	PR	953814	12/01/20		17619	Parra, Payton S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,918.22	9,270,177.08
1362	PR	953834	12/01/20		17620	Peckham, Christopher D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,855.48	9,268,321.60
1362	PR	953860	12/01/20		17621	Pena, Christopher D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,671.85	9,266,649.75
1362	PR	953891	12/01/20		17622	Perez, Anthony R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,717.72	9,264,932.03
1362	PR	953920	12/01/20		17623	Perkins, Shane M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,194.02	9,263,738.01
1362	PR	953944	12/01/20		17624	Poliakon, Brett M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,599.80	9,262,138.21
1362	PR	953969	12/01/20		17625	Postula, Justin M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,727.64	9,260,410.57
1362	PR	953994	12/01/20		17626	Postula, Karl A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,947.21	9,257,463.36
1362	PR	954018	12/01/20		17627	Prange, Ross L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,695.00	9,253,768.36
1362	PR	954043	12/01/20		17628	Pruitt, Robert E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,610.12	9,251,158.24
1362	PR	954065	12/01/20		17629	Rafters, William C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,336.86	9,249,821.38
1362	PR	954089	12/01/20		17630	Redfern, Joshua L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,762.34	9,248,059.04
1362	PR	954112	12/01/20		17631	Reeves, Katherine D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	915.67	9,247,143.37
1362	PR	954137	12/01/20		17632	Rendl, Robert A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,073.48	9,244,069.89
1362	PR	954163	12/01/20		17633	Reyes, Adam N. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,978.31	9,242,091.58
1362	PR	954182	12/01/20		17634	Roberts, Jerry R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,301.72	9,239,789.86
1362	PR	954210	12/01/20		17635	Rocha, Edgar O. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,218.90	9,238,570.96
1362	PR	954237	12/01/20		17636	Roche, Benjamin H. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,727.21	9,235,843.75

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1362	PR	954247	12/01/20		17637	Rorick, Norman T. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	\$-	\$616.49	\$9,235,227.26
1362	PR	954270	12/01/20		17638	Rose, Cody S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,034.11	9,232,193.15
1362	PR	954301	12/01/20		17639	Runo, Kyle E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,879.62	9,230,313.53
1362	PR	954328	12/01/20		17640	Ryan, Keith M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	978.59	9,229,334.94
1362	PR	954350	12/01/20		17641	Scaife, Domenic J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,683.55	9,226,651.39
1362	PR	954372	12/01/20		17642	Schuster Jr., Alan J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,133.89	9,223,517.50
1362	PR	954394	12/01/20		17643	Seets, James W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,982.54	9,221,534.96
1362	PR	954421	12/01/20		17644	Sheldon, Wesley K. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,799.35	9,219,735.61
1362	PR	954442	12/01/20		17645	Sims, Lacie J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	979.61	9,218,756.00
1362	PR	954465	12/01/20		17646	Slay, Marcie C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	980.40	9,217,775.60
1362	PR	954491	12/01/20		17647	Smith, Jacob A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,049.71	9,216,725.89
1362	PR	954522	12/01/20		17648	Smith, Russell - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,742.42	9,214,983.47
1362	PR	954545	12/01/20		17649	Smith, Travis L. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,313.78	9,212,669.69
1362	PR	954572	12/01/20		17650	Snyder, Timothy E. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,553.72	9,210,115.97
1362	PR	954595	12/01/20		17651	Stewart, Jeff - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,766.02	9,208,349.95
1362	PR	954623	12/01/20		17652	Stooks, Wallace C. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,600.28	9,205,749.67
1362	PR	954648	12/01/20		17653	Stretton, Garrett M. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,297.26	9,204,452.41
1362	PR	954668	12/01/20		17654	Tarver, Shawn S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	3,583.55	9,200,868.86
1362	PR	954691	12/01/20		17655	Tharp, David S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,839.44	9,198,029.42
1362	PR	954720	12/01/20		17656	Thompson, Jacob S. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,517.34	9,196,512.08
1362	PR	954749	12/01/20		17657	Tillich, Timothy A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,280.79	9,195,231.29
1362	PR	954774	12/01/20		17658	Trask, Ryan A. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,175.18	9,193,056.11
1362	PR	954799	12/01/20		17659	Trujillo, Erik J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,751.88	9,191,304.23
1362	PR	954821	12/01/20		17660	Tucker, Michael I. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,109.43	9,189,194.80
1362	PR	954845	12/01/20		17661	Turner, Kenneth R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,272.35	9,186,922.45

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1362	PR	954865	12/01/20		17662	VanTuyl, Jonah D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	\$-	\$2,571.64	\$9,184,350.81
1362	PR	954890	12/01/20		17663	Vanatta, Justin B. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,159.70	9,183,191.11
1362	PR	954912	12/01/20		17664	Viscardi, Karen W. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,184.53	9,182,006.58
1362	PR	954937	12/01/20		17665	Wagner, Adam D. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,810.15	9,180,196.43
1362	PR	954964	12/01/20		17666	Weiland, Kayleen R. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,370.27	9,178,826.16
1362	PR	954986	12/01/20		17667	Welch-Cornell, Jaime - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	1,214.23	9,177,611.93
1362	PR	955009	12/01/20		17668	Wittenberg, David J. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,094.97	9,175,516.96
1362	PR	955035	12/01/20		17669	Zazueta, Robert P. - Payroll Bi-Weekly-Direct Deposit 12/1/2020	-	2,448.17	9,173,068.79
1384	PR	964009	12/03/20		756740396	Michlin, Rachael - Payroll Bi-Weekly-Check 12/3/2020	-	1,434.31	9,171,634.48
1383	CD	955671	12/08/20		756739521	Public Safety Personnel Retire - Void Check PUSAPE	470.94	-	9,172,105.42
1383	CD	955659	12/08/20		756740339	United Fire Equipment Company - Void Check UNFIEQ	31.10	-	9,172,136.52
1383	CD	955673	12/14/20		756740397	Arizona General / Ace Hardware - Cash Disbursement ACEHAR	-	42.35	9,172,094.17
1383	CD	955677	12/14/20		756740398	American Express, Inc. - Cash Disbursement AMEEXP	-	32,720.75	9,139,373.42
1383	CD	955931	12/14/20		756740413	American Fence Co, Inc - Cash Disbursement AMFECO	-	296.23	9,139,077.19
1383	CD	955933	12/14/20		756740414	APS - Cash Disbursement APS	-	3,038.71	9,136,038.48
1383	CD	955946	12/14/20		756740415	Arizona Crisis Team (ACT) - Cash Disbursement ARCRT	-	7,177.50	9,128,860.98
1383	CD	955948	12/14/20		756740416	Arizona Emergency Products - Cash Disbursement AREMPR	-	515.31	9,128,345.67
1383	CD	955952	12/14/20		756740417	Arizona PPE Recon, Inc - Cash Disbursement ARPPER	-	585.50	9,127,760.17
1383	CD	955955	12/14/20		756740418	Arizona Woodworkers Supply - Cash Disbursement ARWOSU	-	16,600.00	9,111,160.17
1383	CD	955958	12/14/20		756740419	Auto Trim Plus LLC - Cash Disbursement AUTRPL	-	3,199.22	9,107,960.95
1383	CD	955967	12/14/20		756740420	Bennett Oil - Cash Disbursement BENOIL	-	1,514.15	9,106,446.80
1383	CD	955970	12/14/20		756740421	Best Pick Disposal, Inc - Cash Disbursement BEPIDI	-	487.73	9,105,959.07
1383	CD	955980	12/14/20		756740422	Bound Tree Medical LLC - Cash Disbursement BOTRME	-	13,003.51	9,092,955.56
1383	CD	956041	12/14/20		756740426	B & W Fire Security Systems - Cash Disbursement BWFISE	-	2,019.00	9,090,936.56
1383	CD	956048	12/14/20		756740427	Cable One Business - Cash Disbursement CABONE	-	1,246.75	9,089,689.81
1383	CD	956056	12/14/20		756740428	CAROTHERS, ROBERT COUGAN - Cash Disbursement CARCOU	-	2,748.16	9,086,941.65
1383	CD	956058	12/14/20		756740429	CenturyLink - Cash Disbursement CENLIN	-	174.68	9,086,766.97
1383	CD	956065	12/14/20		756740430	Chains Required - Cash Disbursement CHAREQ	-	89.95	9,086,677.02
1383	CD	956067	12/14/20		756740431	Chase Bank - Cash Disbursement CHASE	-	2,861.92	9,083,815.10
1383	CD	956077	12/14/20		756740432	Chase Bank - Cash Disbursement CHASE	-	697,710.32	8,386,104.78
1383	CD	956115	12/14/20		756740435	City of Prescott - Cash Disbursement CITPRE	-	311.98	8,385,792.80
1383	CD	956118	12/14/20		756740436	Crisenberg, Gary - Cash Disbursement CRIGAR	-	1,875.00	8,383,917.80
1383	CD	956120	12/14/20		756740437	Cummins Rocky Mountain LLC - Cash Disbursement CUROMO	-	222.47	8,383,695.33

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1383	CD	956132	12/14/20		756740438	Curtis Tools for Heroes - Cash Disbursement CUTOHE	\$-	\$2,187.71	\$8,381,507.62
1383	CD	956145	12/14/20		756740439	Dish Network - Cash Disbursement DISNET	-	123.06	8,381,384.56
1383	CD	956148	12/14/20		756740440	FASTENAL - Cash Disbursement FASTEN	-	65.09	8,381,319.47
1383	CD	956152	12/14/20		756740441	Freightliner of AZ, LLC - Cash Disbursement FROFAR	-	23,687.84	8,357,631.63
1383	CD	956161	12/14/20		756740442	GEN-TECH - Cash Disbursement GENTEC	-	9,480.84	8,348,150.79
1383	CD	956194	12/14/20		756740444	W.W. Grainger, Inc - Cash Disbursement GRAING	-	133.84	8,348,016.95
1383	CD	956198	12/14/20		756740445	High Desert Fencing, LLC - Cash Disbursement HIDEFE	-	1,100.00	8,346,916.95
1383	CD	956200	12/14/20		756740446	Interstate Batteries - Cash Disbursement INTBAT	-	531.12	8,346,385.83
1383	CD	956203	12/14/20		756740447	Lamb Chevrolet - Cash Disbursement LAMCHE	-	27.98	8,346,357.85
1383	CD	956206	12/14/20		756740448	JLS Tools, LLC - Cash Disbursement MACTOO	-	58.88	8,346,298.97
1383	CD	956210	12/14/20		756740449	Manzanita Landscaping, Inc - Cash Disbursement MANLAN	-	1,316.00	8,344,982.97
1383	CD	956213	12/14/20		756740450	Mallory Safety & Supply LLC - Cash Disbursement MASASU	-	155.93	8,344,827.04
1383	CD	956216	12/14/20		756740451	Matheson Tri-Gas, Inc - Cash Disbursement MATTRI	-	599.32	8,344,227.72
1383	CD	956235	12/14/20		756740453	NAPA Auto Parts - Cash Disbursement NAAUPA	-	1,359.08	8,342,868.64
1383	CD	956285	12/14/20		756740456	Northern AZ Premier Termite - Cash Disbursement NOAZTE	-	370.00	8,342,498.64
1383	CD	956287	12/14/20		756740457	Nationwide Retirement Solution - Cash Disbursement NWRESO	-	518.69	8,341,979.95
1383	CD	956289	12/14/20		756740458	O'Reilly Auto Parts - Cash Disbursement ORAUPA	-	308.82	8,341,671.13
1383	CD	956300	12/14/20		756740459	Prescott Downtown Partnership - Cash Disbursement PDPINC	-	15.00	8,341,656.13
1383	CD	956302	12/14/20		756740460	Pehl Contracting Inc - Cash Disbursement PEHCON	-	1,100.00	8,340,556.13
1383	CD	956304	12/14/20		756740461	Praxair Distribution Inc - Cash Disbursement PRADIS	-	202.65	8,340,353.48
1383	CD	956311	12/14/20		756740462	Prescott Valley Ace Hardware - Cash Disbursement PVACHA	-	147.90	8,340,205.58
1383	CD	956322	12/14/20		756740463	Restored By Faith LLC - Cash Disbursement REBYFA	-	280.00	8,339,925.58
1383	CD	956325	12/14/20		756740464	Rosenbauer South Dakota, LLC - Cash Disbursement ROSODA	-	353.82	8,339,571.76
1383	CD	956329	12/14/20		756740465	Sandcastle Counseling, Inc - Cash Disbursement SANCOU	-	100.00	8,339,471.76
1383	CD	956331	12/14/20		756740466	Besonou Tools LLC - Cash Disbursement SNOTTO	-	122.92	8,339,348.84
1383	CD	956334	12/14/20		756740467	Staples Contract & Commmerc.Inc - Cash Disbursement STACOM	-	169.52	8,339,179.32
1383	CD	956344	12/14/20		756740468	D.G.Shoemaker & Associates Inc - Cash Disbursement SUNSUP	-	910.02	8,338,269.30
1383	CD	956350	12/14/20		756740469	Tessco, Inc - Cash Disbursement TESSCO	-	161.69	8,338,107.61
1383	CD	956354	12/14/20		756740470	The Hike Shack - Cash Disbursement THHISH	-	343.67	8,337,763.94
1383	CD	956357	12/14/20		756740471	Town of Prescott Valley - Cash Disbursement TOPRVA	-	189.66	8,337,574.28
1383	CD	956362	12/14/20		756740472	Turbo & Electric Sales & Svc - Cash Disbursement TUELSA	-	1,371.13	8,336,203.15
1383	CD	956370	12/14/20		756740473	Unisource Energy Services - Cash Disbursement UNENSE	-	778.02	8,335,425.13
1383	CD	956385	12/14/20		756740474	United Fire Equipment Company - Cash Disbursement UNFIEQ	-	2,060.08	8,333,365.05
1383	CD	956395	12/14/20		756740475	Verizon Wireless - Cash Disbursement VERWIR	-	640.06	8,332,724.99

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1383	CD	956399	12/14/20		756740476	W.W. Williams Company LLC - Cash Disbursement WWWILL	\$-	\$382.59	\$8,332,342.40
1383	CD	956403	12/14/20		756740477	XEROX FINANCIAL SERVICES - Cash Disbursement XEFISE	-	758.81	8,331,583.59
1383	CD	956408	12/14/20		756740478	Yavapai Regional Medical Ctr - Cash Disbursement YAREME	-	7,500.00	8,324,083.59
1383	CD	956411	12/14/20		756740479	York - Cash Disbursement YORK	-	150.00	8,323,933.59
1383	CD	956413	12/14/20		756740480	Zebrascares LLC - Cash Disbursement ZEBRAS	-	290.00	8,323,643.59
1383	CD	956088	12/14/20		DIR.DEP.PPE.12.5.2	Chase Bank - PR - DIRECT DEPOSIT PPE 12-5-20	322,904.23	-	8,646,547.82
1384	PR	960144	12/15/20		17670	Abel, Todd D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,867.71	8,643,680.11
1384	PR	960171	12/15/20		17671	Apolinar, Johnathan R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,672.44	8,642,007.67
1384	PR	960195	12/15/20		17672	Baker, Mark A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,197.17	8,639,810.50
1384	PR	960216	12/15/20		17673	Balsitis, Carolyn B. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	892.13	8,638,918.37
1384	PR	960240	12/15/20		17674	Barnum, Josh M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,043.00	8,636,875.37
1384	PR	960269	12/15/20		17675	Basurto-Cancino, Leobardo - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,890.09	8,633,985.28
1384	PR	960290	12/15/20		17676	Beck, David W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,154.05	8,631,831.23
1384	PR	960313	12/15/20		17677	Blum, Rodney A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,699.96	8,630,131.27
1384	PR	960337	12/15/20		17678	Brookins, Patricia M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,079.56	8,628,051.71
1384	PR	960359	12/15/20		17679	Brown Jr, Dennis F. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,150.02	8,625,901.69
1384	PR	960382	12/15/20		17680	Brunk, Jacob A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,565.46	8,624,336.23
1384	PR	960408	12/15/20		17681	Buchanan, Ben D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,922.55	8,621,413.68
1384	PR	960432	12/15/20		17682	Bulters, Scott D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,811.99	8,618,601.69
1384	PR	960456	12/15/20		17683	Buntin, Darrell R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,825.44	8,616,776.25
1384	PR	960480	12/15/20		17684	Burch, Brian J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,506.61	8,614,269.64
1384	PR	960504	12/15/20		17685	Burch, Bryten J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,173.30	8,613,096.34
1384	PR	960532	12/15/20		17686	Burch, Caden C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,420.96	8,611,675.38
1384	PR	960554	12/15/20		17687	Burch, Kylee C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	871.31	8,610,804.07
1384	PR	960576	12/15/20		17688	Bushman, James V. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,240.45	8,608,563.62
1384	PR	960600	12/15/20		17689	Butler, Jason - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,885.72	8,606,677.90
1384	PR	960620	12/15/20		17690	Butler, Karen S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,748.28	8,604,929.62

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1384	PR	960649	12/15/20		17691	Butterfield, Jesse D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	\$-	\$1,192.56	\$8,603,737.06
1384	PR	960673	12/15/20		17692	Carothers, Robert C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	10,874.81	8,592,862.25
1384	PR	960698	12/15/20		17693	Cazaly, Marshall - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,274.76	8,591,587.49
1384	PR	960717	12/15/20		17694	Chase, Rick D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,471.43	8,588,116.06
1384	PR	960746	12/15/20		17695	Collins, Seth M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,511.16	8,586,604.90
1384	PR	960770	12/15/20		17696	Copenhaver, Douglas J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,777.61	8,584,827.29
1384	PR	960792	12/15/20		17697	Cox, Phillip C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,217.82	8,582,609.47
1384	PR	960816	12/15/20		17698	Croft, Adam J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,448.74	8,581,160.73
1384	PR	960838	12/15/20		17699	Crossman, Eric L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,774.43	8,579,386.30
1384	PR	960860	12/15/20		17700	Cruz, Steven R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,636.19	8,577,750.11
1384	PR	960884	12/15/20		17701	Cunningham, Cody A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,790.53	8,575,959.58
1384	PR	960907	12/15/20		17702	Curry, Robert C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,280.34	8,573,679.24
1384	PR	960933	12/15/20		17703	Davidson, Glenn T. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,080.08	8,570,599.16
1384	PR	960956	12/15/20		17704	Davis, Bradley M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,428.48	8,567,170.68
1384	PR	960979	12/15/20		17705	DeJoria, Dana E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	866.42	8,566,304.26
1384	PR	961003	12/15/20		17706	Deering, Andrew L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	778.01	8,565,526.25
1384	PR	961030	12/15/20		17707	DiVall, Nelson - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,612.92	8,563,913.33
1384	PR	961054	12/15/20		17708	Dibble, Gordon L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,575.84	8,562,337.49
1384	PR	961078	12/15/20		17709	Dixon, Susanne M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,249.13	8,560,088.36
1384	PR	961104	12/15/20		17710	Douglas, Ren W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,926.74	8,558,161.62
1384	PR	961125	12/15/20		17711	Dowdy, Charles E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,814.68	8,556,346.94
1384	PR	961151	12/15/20		17712	DuCharme, Zachary J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,621.69	8,554,725.25
1384	PR	961175	12/15/20		17713	Duplessis, Robert A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,481.88	8,552,243.37
1384	PR	961201	12/15/20		17714	Eckle, Kellan J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,618.20	8,550,625.17
1384	PR	961224	12/15/20		17715	Edwards, David S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,246.86	8,548,378.31

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1384	PR	961244	12/15/20		17716	Feddema, John J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	\$-	\$2,982.69	\$8,545,395.62
1384	PR	961272	12/15/20		17717	Ferris, Ryan M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,451.23	8,543,944.39
1384	PR	961295	12/15/20		17718	Fields, Brody J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,985.17	8,540,959.22
1384	PR	961319	12/15/20		17719	Fields, Zachary E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,295.91	8,538,663.31
1384	PR	961351	12/15/20		17720	Fournier, Nick T. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,069.88	8,535,593.43
1384	PR	961372	12/15/20		17721	Frawley, Teresa A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,097.02	8,534,496.41
1384	PR	961394	12/15/20		17722	Frazier, Antonio - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,533.29	8,531,963.12
1384	PR	961415	12/15/20		17723	Freeman, Michael - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,579.54	8,530,383.58
1384	PR	961432	12/15/20		17724	Freitag, Scott A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,821.19	8,526,562.39
1384	PR	961455	12/15/20		17725	Gallman, Timothy B. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,596.46	8,523,965.93
1384	PR	961476	12/15/20		17726	Gardea Chaparro, Ivonne - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,017.68	8,522,948.25
1384	PR	961500	12/15/20		17727	Gentle, Joshua A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,015.01	8,521,933.24
1384	PR	961525	12/15/20		17728	Gillihan, Jim W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,856.95	8,520,076.29
1384	PR	961551	12/15/20		17729	Ginn, James E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,920.52	8,518,155.77
1384	PR	961573	12/15/20		17730	Goodman, Laurie K. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	839.67	8,517,316.10
1384	PR	961604	12/15/20		17731	Gray, JT A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,250.47	8,516,065.63
1384	PR	961633	12/15/20		17732	Guzzo, Nicholas R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,343.23	8,514,722.40
1384	PR	961662	12/15/20		17733	Hall, Jace R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,663.20	8,513,059.20
1384	PR	961692	12/15/20		17734	Harper, Leslie R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,043.79	8,511,015.41
1384	PR	961714	12/15/20		17735	Hlavacek, Evan - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,022.50	8,508,992.91
1384	PR	961737	12/15/20		17736	Horstman, Stephen W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,694.62	8,506,298.29
1384	PR	961760	12/15/20		17737	Huddleston, Michael B. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,485.90	8,503,812.39
1384	PR	961790	12/15/20		17738	Hutchison, Ethan K. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,247.13	8,502,565.26
1384	PR	961811	12/15/20		17739	Ingrao, Jory - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,259.80	8,499,305.46
1384	PR	961838	12/15/20		17740	Jacobson, Terrence L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,049.53	8,497,255.93

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1384	PR	961863	12/15/20		17741	Jimenez, Valentin - Payroll Bi-Weekly-Direct Deposit 12/15/2020	\$-	\$1,317.07	\$8,495,938.86
1384	PR	961890	12/15/20		17742	Jones, Shaun D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,633.80	8,494,305.06
1384	PR	961917	12/15/20		17743	King, Jeremiah D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,309.65	8,490,995.41
1384	PR	961943	12/15/20		17744	Kirk, Jaron J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,810.15	8,489,185.26
1384	PR	961963	12/15/20		17745	Kohler, Travis W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,977.39	8,487,207.87
1384	PR	961989	12/15/20		17746	Kontz, Michael V. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,181.45	8,484,026.42
1384	PR	962015	12/15/20		17747	Kumpula, Adrian K. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,294.38	8,482,732.04
1384	PR	962038	12/15/20		17748	Kuykendall, Jeffery W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,616.29	8,480,115.75
1384	PR	962059	12/15/20		17749	Lambrecht, Marci J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,033.28	8,479,082.47
1384	PR	962082	12/15/20		17750	Legge, David B. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,556.90	8,476,525.57
1384	PR	962109	12/15/20		17751	Litchfield, Ronald K. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,004.40	8,473,521.17
1384	PR	962132	12/15/20		17752	Lopeman, Keith A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,781.27	8,470,739.90
1384	PR	962159	12/15/20		17753	Lund, Kyle L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,046.01	8,469,693.89
1384	PR	962182	12/15/20		17754	Lynch, Peter J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,458.55	8,468,235.34
1384	PR	962210	12/15/20		17755	Lys, Damian P. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,503.88	8,465,731.46
1384	PR	962236	12/15/20		17756	Mauldin, Mark E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,621.39	8,463,110.07
1384	PR	962257	12/15/20		17757	Mayhall, Mathew T. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,457.95	8,460,652.12
1384	PR	962278	12/15/20		17758	Mazon, Joshua M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,260.59	8,458,391.53
1384	PR	962304	12/15/20		17759	Mazzella, Marc A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,745.06	8,456,646.47
1384	PR	962330	12/15/20		17760	McCarthy, Nicholas A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,291.71	8,455,354.76
1384	PR	962354	12/15/20		17761	McCarty, Daniel L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,019.32	8,453,335.44
1384	PR	962382	12/15/20		17762	McFadden, Matthew C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,421.97	8,451,913.47
1384	PR	962408	12/15/20		17763	McFadden, Michael J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,820.83	8,450,092.64
1384	PR	962434	12/15/20		17764	McGuire, Thaddeus J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,277.68	8,448,814.96
1384	PR	962457	12/15/20		17765	McIntire, Jacob V. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,271.74	8,447,543.22

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1384	PR	962481	12/15/20		17766	Merrill, Eric R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	\$-	\$2,796.03	\$8,444,747.19
1384	PR	962505	12/15/20		17767	Mills, Brett S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,157.37	8,443,589.82
1384	PR	962530	12/15/20		17768	Moore, Aaron J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,816.44	8,441,773.38
1384	PR	962557	12/15/20		17769	Moore, Ryan T. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,671.81	8,440,101.57
1384	PR	962585	12/15/20		17770	Muniz, Thomas E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,583.91	8,438,517.66
1384	PR	962610	12/15/20		17771	Nelson, Michael J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,539.79	8,436,977.87
1384	PR	962637	12/15/20		17772	Niemynski, Doug T. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,726.41	8,434,251.46
1384	PR	962665	12/15/20		17773	Nolan, Jason K. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,928.37	8,432,323.09
1384	PR	962696	12/15/20		17774	Olson, Rick C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	4,224.26	8,428,098.83
1384	PR	962719	12/15/20		17775	Overmyer, Titus C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,307.39	8,426,791.44
1384	PR	962739	12/15/20		17776	Parra, Dustin A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,452.55	8,424,338.89
1384	PR	962769	12/15/20		17777	Parra, Payton S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,367.88	8,421,971.01
1384	PR	962788	12/15/20		17778	Peckham, Christopher D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,585.19	8,420,385.82
1384	PR	962814	12/15/20		17779	Pena, Christopher D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,654.92	8,418,730.90
1384	PR	962847	12/15/20		17780	Perez, Anthony R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,611.71	8,417,119.19
1384	PR	962875	12/15/20		17781	Perkins, Shane M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,185.64	8,415,933.55
1384	PR	962900	12/15/20		17782	Poliakon, Brett M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,415.54	8,413,518.01
1384	PR	962924	12/15/20		17783	Postula, Justin M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,693.80	8,411,824.21
1384	PR	962948	12/15/20		17784	Postula, Karl A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,597.70	8,408,226.51
1384	PR	962970	12/15/20		17785	Prange, Ross L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,828.35	8,405,398.16
1384	PR	962995	12/15/20		17786	Pruitt, Robert E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,795.36	8,402,602.80
1384	PR	963017	12/15/20		17787	Rafters, William C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,336.86	8,401,265.94
1384	PR	963042	12/15/20		17788	Redfern, Joshua L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,768.14	8,399,497.80
1384	PR	963065	12/15/20		17789	Reeves, Katherine D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	915.67	8,398,582.13
1384	PR	963089	12/15/20		17790	Rendl, Robert A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,858.66	8,395,723.47

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10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
1384	PR	963115	12/15/20		17791	Reyes, Adam N. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	\$-	\$1,923.49	\$8,393,799.98
1384	PR	963133	12/15/20		17792	Roberts, Jerry R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,883.69	8,391,916.29
1384	PR	963161	12/15/20		17793	Rocha, Edgar O. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,320.98	8,390,595.31
1384	PR	963188	12/15/20		17794	Roche, Benjamin H. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,106.08	8,388,489.23
1384	PR	963198	12/15/20		17795	Rorick, Norman T. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	640.00	8,387,849.23
1384	PR	963221	12/15/20		17796	Rose, Cody S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,034.14	8,384,815.09
1384	PR	963253	12/15/20		17797	Runo, Kyle E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,859.39	8,381,955.70
1384	PR	963280	12/15/20		17798	Ryan, Keith M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	978.59	8,380,977.11
1384	PR	963302	12/15/20		17799	Scaife, Domenic J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,381.63	8,378,595.48
1384	PR	963323	12/15/20		17800	Schuster Jr., Alan J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,430.80	8,376,164.68
1384	PR	963346	12/15/20		17801	Seets, James W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,593.92	8,372,570.76
1384	PR	963373	12/15/20		17802	Sheldon, Wesley K. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,567.29	8,371,003.47
1384	PR	963394	12/15/20		17803	Sims, Lacie J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	979.61	8,370,023.86
1384	PR	963417	12/15/20		17804	Slay, Marcie C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	980.40	8,369,043.46
1384	PR	963443	12/15/20		17805	Smith, Jacob A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,049.71	8,367,993.75
1384	PR	963472	12/15/20		17806	Smith, Russell - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,661.96	8,366,331.79
1384	PR	963496	12/15/20		17807	Smith, Travis L. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,329.61	8,364,002.18
1384	PR	963520	12/15/20		17808	Snyder, Timothy E. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,626.45	8,361,375.73
1384	PR	963543	12/15/20		17809	Stewart, Jeff - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,766.02	8,359,609.71
1384	PR	963570	12/15/20		17810	Stooks, Wallace C. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,552.39	8,357,057.32
1384	PR	963596	12/15/20		17811	Stretton, Garrett M. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,293.81	8,355,763.51
1384	PR	963615	12/15/20		17812	Tarver, Shawn S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,747.14	8,353,016.37
1384	PR	963638	12/15/20		17813	Tharp, David S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,839.44	8,350,176.93
1384	PR	963667	12/15/20		17814	Thompson, Jacob S. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,909.36	8,348,267.57
1384	PR	963696	12/15/20		17815	Tillich, Timothy A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,295.25	8,346,972.32

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1384	PR	963720	12/15/20		17816	Trask, Ryan A. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	\$-	\$1,609.21	\$8,345,363.11
1384	PR	963745	12/15/20		17817	Trujillo, Erik J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,751.88	8,343,611.23
1384	PR	963767	12/15/20		17818	Tucker, Michael I. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,073.54	8,341,537.69
1384	PR	963792	12/15/20		17819	Turner, Kenneth R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,744.31	8,338,793.38
1384	PR	963813	12/15/20		17820	VanTuyl, Jonah D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,643.85	8,336,149.53
1384	PR	963838	12/15/20		17821	Vanatta, Justin B. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,176.14	8,334,973.39
1384	PR	963860	12/15/20		17822	Viscardi, Karen W. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,184.53	8,333,788.86
1384	PR	963885	12/15/20		17823	Wagner, Adam D. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,810.15	8,331,978.71
1384	PR	963913	12/15/20		17824	Weiland, Kayleen R. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,782.98	8,330,195.73
1384	PR	963935	12/15/20		17825	Welch-Cornell, Jaime - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	1,214.23	8,328,981.50
1384	PR	963959	12/15/20		17826	Wittenberg, David J. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	2,129.19	8,326,852.31
1384	PR	963987	12/15/20		17827	Zazueta, Robert P. - Payroll Bi-Weekly-Direct Deposit 12/15/2020	-	3,208.72	8,323,643.59
1391	CD	969969	12/15/20		756739520	Public Safety Personnel Retire - Void Check PUSAPE	1,071.03	-	8,324,714.62
1388	CR	964044	12/16/20		1197	HALL, DARRELL -	302.99	-	8,325,017.61
1389	CR	964209	12/16/20		121	DONATION -	100.00	-	8,325,117.61
1389	CR	964210	12/16/20		14263	PLANS REVIEW -	116.00	-	8,325,233.61
1388	CR	964070	12/16/20		14268	PLANS REVIEW -	116.00	-	8,325,349.61
1388	CR	964071	12/16/20		14269	PLANS REVIEW -	116.00	-	8,325,465.61
1388	CR	964072	12/16/20		14272	PLANS REVIEW -	392.00	-	8,325,857.61
1388	CR	964073	12/16/20		14273	PLANS REVIEW -	182.00	-	8,326,039.61
1389	CR	964084	12/16/20		1901	CAMACHO, ALBERT -	458.10	-	8,326,497.71
1389	CR	964085	12/16/20		2053	CORDES, GARY -	1,460.90	-	8,327,958.61
1389	CR	964087	12/16/20		212175	Bliss, Scott -	260.00	-	8,328,218.61
1389	CR	964088	12/16/20		212175	CAMACHO, ALBERT -	260.00	-	8,328,478.61
1389	CR	964089	12/16/20		212175	COLE, BRIAN -	82.62	-	8,328,561.23
1389	CR	964090	12/16/20		212175	COOK, CHARLES -	82.62	-	8,328,643.85
1389	CR	964091	12/16/20		212175	CORDES, GARY -	260.00	-	8,328,903.85
1389	CR	964092	12/16/20		212175	CURTIS, DAVID -	150.00	-	8,329,053.85
1389	CR	964093	12/16/20		212175	DALE, JACK -	82.62	-	8,329,136.47
1389	CR	964094	12/16/20		212175	DIBBLE, STEVE -	82.62	-	8,329,219.09
1389	CR	964095	12/16/20		212175	EMERY, STEPHEN -	150.00	-	8,329,369.09
1389	CR	964096	12/16/20		212175	Gnagey, Daniel -	260.00	-	8,329,629.09
1389	CR	964097	12/16/20		212175	HARRIS, ALLEN -	82.62	-	8,329,711.71
1389	CR	964098	12/16/20		212175	INGRAO, JACK -	82.62	-	8,329,794.33
1389	CR	964099	12/16/20		212175	KELLEY, JOE -	40.80	-	8,329,835.13
1389	CR	964100	12/16/20		212175	LOPEZ, RODNEY -	82.62	-	8,329,917.75

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1389	CR	964101	12/16/20		212175	MCCONNELL, DAVE -	\$106.08	\$-	\$8,330,023.83
1389	CR	964102	12/16/20		212175	MCKINNON, ALEX -	260.00	-	8,330,283.83
1389	CR	964103	12/16/20		212175	MOORE, SCOTT -	82.62	-	8,330,366.45
1389	CR	964104	12/16/20		212175	NESS, DANIEL -	150.00	-	8,330,516.45
1389	CR	964105	12/16/20		212175	PARRISH, MICHAEL -	40.80	-	8,330,557.25
1389	CR	964106	12/16/20		212175	POLACEK, JEFF -	260.00	-	8,330,817.25
1389	CR	964107	12/16/20		212175	Reyes, Charlie -	82.62	-	8,330,899.87
1389	CR	964108	12/16/20		212175	ROBISON, MICHAEL J. -	82.62	-	8,330,982.49
1389	CR	964109	12/16/20		212175	Sims, Mike -	260.00	-	8,331,242.49
1389	CR	964110	12/16/20		212175	Valadez, Armando -	260.00	-	8,331,502.49
1389	CR	964111	12/16/20		212175	VANATTA, DAVIN -	150.00	-	8,331,652.49
1389	CR	964112	12/16/20		212175	WILHARM, BRIAN -	215.00	-	8,331,867.49
1389	CR	964113	12/16/20		212188	Mills, Brett -	260.00	-	8,332,127.49
1389	CR	964211	12/16/20		219815158	MISCELLANEOUS INCOME -	28,784.12	-	8,360,911.61
1389	CR	964116	12/16/20		2273	CURTIS, DAVID -	628.85	-	8,361,540.46
1388	CR	964043	12/16/20		48862492	SKYVIEW SCHOOL -	78.41	-	8,361,618.87
1389	CR	964117	12/16/20		510590203	MOORE, SCOTT -	15.46	-	8,361,634.33
1388	CR	964065	12/16/20		56202	Fire Prevention Permits -	116.00	-	8,361,750.33
1388	CR	964067	12/16/20		6248	PLANS REVIEW -	499.00	-	8,362,249.33
1389	CR	964212	12/16/20		66	PLANS REVIEW -	178.00	-	8,362,427.33
1389	CR	964213	12/16/20		6936	PLANS REVIEW -	182.00	-	8,362,609.33
1388	CR	964064	12/16/20		6938	PLANS REVIEW -	182.00	-	8,362,791.33
1389	CR	964086	12/16/20		706101661	VERDE VALLEY FIRE DISTRICT -	1,061.73	-	8,363,853.06
1388	CR	964042	12/16/20		706502281	MAYER FIRE DISTRICT -	3,587.66	-	8,367,440.72
1388	CR	964045	12/16/20		756721703	COPPER CANYON FIRE & MEDICAL -	1,468.85	-	8,368,909.57
1388	CR	964066	12/16/20		8236	PLANS REVIEW -	306.00	-	8,369,215.57
1388	CR	964069	12/16/20		97064	MISCELLANEOUS INCOME -	709.98	-	8,369,925.55
1389	CR	964114	12/16/20		984	RORICK, NORM -	298.70	-	8,370,224.25
1389	CR	964115	12/16/20		986	RORICK, NORM -	10.65	-	8,370,234.90
1388	CR	964068	12/16/20		CASH	PLANS REVIEW -	392.00	-	8,370,626.90
1393	CR	970340	12/21/20		1055	MCKINNON, ALEX -	1,460.00	-	8,372,086.90
1392	CR	970300	12/21/20		312128	Town of Prescott Valley -	351.51	-	8,372,438.41
1392	CR	970299	12/21/20		40415623	Yavapai Community Health Svcs -	432.00	-	8,372,870.41
1393	CR	970343	12/21/20		510590439	NESS, DANIEL -	628.85	-	8,373,499.26
1393	CR	970342	12/21/20		510590469	POLACEK, JEFF -	1,444.34	-	8,374,943.60
1393	CR	970347	12/21/20		510590505	Valadez, Armando -	436.23	-	8,375,379.83
1393	CR	970346	12/21/20		510590506	Bliss, Scott -	568.40	-	8,375,948.23
1393	CR	970345	12/21/20		510590507	Sims, Mike -	1,444.34	-	8,377,392.57
1393	CR	970344	12/21/20		510590521	VANATTA, DAVIN -	628.85	-	8,378,021.42
1392	CR	970301	12/21/20		68342884	Dawydiuk, Lori -	282.89	-	8,378,304.31
1392	CR	970296	12/21/20		695228271	WILHARM, BRIAN -	613.40	-	8,378,917.71
1392	CR	970295	12/21/20		706101684	VERDE VALLEY FIRE DISTRICT -	1,153.67	-	8,380,071.38
1393	CR	970349	12/21/20		706502297	MAYER FIRE DISTRICT -	243.68	-	8,380,315.06
1393	CR	970341	12/21/20		706600640	Yarnell Fire District -	104.55	-	8,380,419.61
1393	CR	970348	12/21/20		756721715	COPPER CANYON FIRE & MEDICAL -	615.87	-	8,381,035.48
1392	CR	970298	12/21/20		8300018515	HELLS GATE FIRE DEPARTMENT -	247.61	-	8,381,283.09

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1392	CR	970297	12/21/20		987	RORICK, NORM -	\$222.83	\$-	\$8,381,505.92
1391	CD	969971	12/28/20		756740481	AAA Taxi - Cash Disbursement AAATAX	-	16.00	8,381,489.92
1391	CD	969973	12/28/20		756740482	Air Instrumentation of CA - Cash Disbursement AIINCA	-	3,535.03	8,377,954.89
1391	CD	969976	12/28/20		756740483	APS - Cash Disbursement APS	-	7,289.24	8,370,665.65
1391	CD	970007	12/28/20		756740485	Arizona Fire Chiefs Associatio - Cash Disbursement ARFICH	-	1,500.00	8,369,165.65
1391	CD	970009	12/28/20		756740486	Bennett Oil - Cash Disbursement BENOIL	-	461.85	8,368,703.80
1391	CD	970012	12/28/20		756740487	Bound Tree Medical LLC - Cash Disbursement BOTRME	-	11,647.01	8,357,056.79
1391	CD	970060	12/28/20		756740490	B & W Fire Security Systems - Cash Disbursement BWFISE	-	1,228.01	8,355,828.78
1391	CD	970063	12/28/20		756740491	Cable One Business - Cash Disbursement CABONE	-	16.96	8,355,811.82
1391	CD	970065	12/28/20		756740492	CenturyLink - Cash Disbursement CENLIN	-	1,190.74	8,354,621.08
1391	CD	970078	12/28/20		756740493	CenturyLink - Cash Disbursement CENLIN	-	35.64	8,354,585.44
1391	CD	970081	12/28/20		756740494	Chase Bank - Cash Disbursement CHASE	-	643,131.45	7,711,453.99
1391	CD	970109	12/28/20		756740496	Chase Card Services - Cash Disbursement CHCASE	-	4,284.20	7,707,169.79
1391	CD	970144	12/28/20		756740498	Chino Heating & Cooling, Inc - Cash Disbursement CHHECO	-	27.70	7,707,142.09
1391	CD	970146	12/28/20		756740499	City of Prescott - Cash Disbursement CITPRE	-	56,182.13	7,650,959.96
1391	CD	970148	12/28/20		756740500	City of Prescott - Cash Disbursement CITPRE	-	407.03	7,650,552.93
1391	CD	970153	12/28/20		756740501	Curtis Tools for Heroes - Cash Disbursement CUTOHE	-	1,397.50	7,649,155.43
1391	CD	970156	12/28/20		756740502	FACTORY MOTOR PARTS - Cash Disbursement FAMOPA	-	327.52	7,648,827.91
1391	CD	970168	12/28/20		756740503	Freightliner of AZ, LLC - Cash Disbursement FROFAR	-	1,117.38	7,647,710.53
1391	CD	970182	12/28/20		756740504	Galpin Ford, Inc. - Cash Disbursement GALFOR	-	40.11	7,647,670.42
1391	CD	970185	12/28/20		756740505	Globalstar - Cash Disbursement GLOBAL	-	227.48	7,647,442.94
1391	CD	970188	12/28/20		756740506	Healthcare Medical Waste Svcs - Cash Disbursement HEMEWA	-	152.41	7,647,290.53
1391	CD	970195	12/28/20		756740507	Hillyard-Flagstaff - Cash Disbursement HILLYA	-	301.86	7,646,988.67
1391	CD	970199	12/28/20		756740508	ImageTrend - Cash Disbursement IMATRE	-	22,685.75	7,624,302.92
1391	CD	970205	12/28/20		756740509	Pitney Bowes Global Financial - Cash Disbursement PIBOGL	-	137.57	7,624,165.35
1391	CD	970208	12/28/20		756740510	Praxair Distribution Inc - Cash Disbursement PRADIS	-	91.61	7,624,073.74
1391	CD	970211	12/28/20		756740511	Public Safety Crisis Solutions - Cash Disbursement PUSACR	-	4,187.50	7,619,886.24
1391	CD	970222	12/28/20		756740512	Smart Document Solutions - Cash Disbursement SMDOSO	-	428.46	7,619,457.78
1391	CD	970228	12/28/20		756740513	Spingola, Deborah - Cash Disbursement SPIDEB	-	300.00	7,619,157.78
1391	CD	970230	12/28/20		756740514	Staples Contract & Commerc.Inc - Cash Disbursement STACOM	-	1,566.57	7,617,591.21
1391	CD	970242	12/28/20		756740515	D.G.Shoemaker & Associates Inc - Cash Disbursement SUNSUP	-	1,203.71	7,616,387.50
1391	CD	970248	12/28/20		756740516	Teleflex Funding LLC - Cash Disbursement TELEFL	-	533.44	7,615,854.06
1391	CD	970255	12/28/20		756740517	The Hike Shack - Cash Disbursement THHISH	-	283.66	7,615,570.40
1391	CD	970260	12/28/20		756740518	Town of Prescott Valley - Cash Disbursement TOPRVA	-	598.15	7,614,972.25
1391	CD	970271	12/28/20		756740519	Unisource Energy Services - Cash Disbursement UNENSE	-	585.85	7,614,386.40
1391	CD	970280	12/28/20		756740520	United Disposal, Inc - Cash Disbursement UNIDIS	-	198.00	7,614,188.40

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1391	CD	970282	12/28/20		756740521	Verizon Wireless - Cash Disbursement VERWIR	\$-	\$3,291.03	\$7,610,897.37
1391	CD	970284	12/28/20		756740522	Yavapai County Recorder Office - Cash Disbursement YACORE	-	15.00	7,610,882.37
1391	CD	970286	12/28/20		756740523	York - Cash Disbursement YORK	-	229.40	7,610,652.97
1391	CD	970090	12/28/20		DIR.DEP.PPE.12.19.	Chase Bank - PR - DIRECT DEPOSIT PPE 12-19-20	317,493.11	-	7,928,146.08
1395	CR	970466	12/29/20		103651	DONATION -	1,000.00	-	7,929,146.08
1394	CR	970397	12/29/20		1101027899	ELOY FIRE DISTRICT -	1,944.55	-	7,931,090.63
1393	CR	970381	12/29/20		14274	PLANS REVIEW -	499.00	-	7,931,589.63
1393	CR	970382	12/29/20		14275	PLANS REVIEW -	499.00	-	7,932,088.63
1392	CR	970327	12/29/20		14281	PLANS REVIEW -	432.00	-	7,932,520.63
1392	CR	970328	12/29/20		14282	PLANS REVIEW -	392.00	-	7,932,912.63
1392	CR	970329	12/29/20		14283	PLANS REVIEW -	182.00	-	7,933,094.63
1392	CR	970330	12/29/20		14284	PLANS REVIEW -	232.00	-	7,933,326.63
1394	CR	970388	12/29/20		14287	PLANS REVIEW -	182.00	-	7,933,508.63
1394	CR	970389	12/29/20		14289	PLANS REVIEW -	204.00	-	7,933,712.63
1395	CR	970464	12/29/20		14292	PLANS REVIEW -	182.00	-	7,933,894.63
1395	CR	970467	12/29/20		14304	PLANS REVIEW -	116.00	-	7,934,010.63
1394	CR	970400	12/29/20		15244	PINE-STRAWBERRY FIRE DISTRICT -	533.97	-	7,934,544.60
1390	PR	967110	12/29/20		17828	Abel, Todd D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,032.68	7,931,511.92
1390	PR	967130	12/29/20		17829	Apolinar, Johnathan R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,519.23	7,929,992.69
1390	PR	967147	12/29/20		17830	Baker, Mark A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,309.88	7,927,682.81
1390	PR	967162	12/29/20		17831	Balsitis, Carolyn B. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	989.17	7,926,693.64
1390	PR	967179	12/29/20		17832	Barnum, Josh M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,211.20	7,924,482.44
1390	PR	967202	12/29/20		17833	Basurto-Cancino, Leobardo - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,664.01	7,922,818.43
1390	PR	967217	12/29/20		17834	Beck, David W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,144.32	7,920,674.11
1390	PR	967233	12/29/20		17835	Blum, Rodney A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,656.60	7,919,017.51
1390	PR	967251	12/29/20		17836	Brookins, Patricia M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,187.82	7,916,829.69
1390	PR	967267	12/29/20		17837	Brown Jr, Dennis F. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,222.52	7,914,607.17
1390	PR	967284	12/29/20		17838	Brunk, Jacob A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,510.17	7,913,097.00
1390	PR	967305	12/29/20		17839	Buchanan, Ben D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	4,060.76	7,909,036.24
1390	PR	967321	12/29/20		17840	Bulters, Scott D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,072.83	7,906,963.41
1390	PR	967339	12/29/20		17841	Buntin, Darrell R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,791.56	7,905,171.85
1390	PR	967356	12/29/20		17842	Burch, Brian J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,811.35	7,902,360.50

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1390	PR	967375	12/29/20		17843	Burch, Bryten J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	\$-	\$1,311.43	\$7,901,049.07
1390	PR	967397	12/29/20		17844	Burch, Caden C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,775.53	7,899,273.54
1390	PR	967413	12/29/20		17845	Burch, Kylee C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	989.84	7,898,283.70
1390	PR	967428	12/29/20		17846	Bushman, James V. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,438.49	7,895,845.21
1390	PR	967447	12/29/20		17847	Butler, Jason - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,881.04	7,893,964.17
1390	PR	967462	12/29/20		17848	Butler, Karen S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,819.37	7,892,144.80
1390	PR	967484	12/29/20		17849	Butterfield, Jesse D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,287.09	7,890,857.71
1390	PR	967499	12/29/20		17850	Carothers, Robert C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,762.55	7,887,095.16
1390	PR	967518	12/29/20		17851	Cazaly, Marshall - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,280.72	7,885,814.44
1390	PR	967532	12/29/20		17852	Chase, Rick D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,625.30	7,882,189.14
1390	PR	967553	12/29/20		17853	Collins, Seth M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,434.02	7,880,755.12
1390	PR	967571	12/29/20		17854	Copenhaver, Douglas J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,030.59	7,878,724.53
1390	PR	967586	12/29/20		17855	Cox, Phillip C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,625.25	7,876,099.28
1390	PR	967604	12/29/20		17856	Croft, Adam J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,496.70	7,874,602.58
1390	PR	967621	12/29/20		17857	Crossman, Eric L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,842.39	7,872,760.19
1390	PR	967639	12/29/20		17858	Cruz, Steven R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,774.43	7,870,985.76
1390	PR	967658	12/29/20		17859	Cunningham, Cody A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,240.74	7,868,745.02
1390	PR	967676	12/29/20		17860	Curry, Robert C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,224.69	7,866,520.33
1390	PR	967695	12/29/20		17861	Davidson, Glenn T. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,401.87	7,864,118.46
1390	PR	967713	12/29/20		17862	Davis, Bradley M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,473.66	7,860,644.80
1390	PR	967730	12/29/20		17863	DeJoria, Dana E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	974.93	7,859,669.87
1390	PR	967749	12/29/20		17864	Deering, Andrew L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	870.67	7,858,799.20
1390	PR	967769	12/29/20		17865	DiVall, Nelson - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,181.57	7,857,617.63
1390	PR	967788	12/29/20		17866	Dibble, Gordon L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,719.11	7,855,898.52
1390	PR	967806	12/29/20		17867	Dixon, Susanne M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,268.90	7,853,629.62

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1390	PR	967825	12/29/20		17868	Douglas, Ren W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	\$-	\$1,999.55	\$7,851,630.07
1390	PR	967840	12/29/20		17869	Dowdy, Charles E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,867.46	7,849,762.61
1390	PR	967858	12/29/20		17870	DuCharme, Zachary J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,957.84	7,847,804.77
1390	PR	967874	12/29/20		17871	Duplessis, Robert A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,523.22	7,845,281.55
1390	PR	967892	12/29/20		17872	Eckle, Kellan J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,626.23	7,843,655.32
1390	PR	967909	12/29/20		17873	Edwards, David S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,481.78	7,841,173.54
1390	PR	967923	12/29/20		17874	Feddema, John J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,163.15	7,838,010.39
1390	PR	967945	12/29/20		17875	Ferris, Ryan M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,395.32	7,836,615.07
1390	PR	967962	12/29/20		17876	Fields, Brody J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,249.96	7,834,365.11
1390	PR	967980	12/29/20		17877	Fields, Zachary E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,449.54	7,831,915.57
1390	PR	967999	12/29/20		17878	Fournier, Nick T. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,471.41	7,829,444.16
1390	PR	968015	12/29/20		17879	Frawley, Teresa A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,147.66	7,828,296.50
1390	PR	968030	12/29/20		17880	Frazier, Antonio - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,485.15	7,825,811.35
1390	PR	968045	12/29/20		17881	Freeman, Michael - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,710.66	7,824,100.69
1390	PR	968057	12/29/20		17882	Freitag, Scott A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,965.87	7,820,134.82
1390	PR	968076	12/29/20		17883	Gallman, Timothy B. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,411.34	7,818,723.48
1390	PR	968092	12/29/20		17884	Gardea Chaparro, Ivonne - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,017.68	7,817,705.80
1390	PR	968111	12/29/20		17885	Gentle, Joshua A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,015.42	7,816,690.38
1390	PR	968129	12/29/20		17886	Gillihan, Jim W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,699.63	7,814,990.75
1390	PR	968148	12/29/20		17887	Ginn, James E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,949.74	7,813,041.01
1390	PR	968164	12/29/20		17888	Goodman, Laurie K. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	940.21	7,812,100.80
1390	PR	968186	12/29/20		17889	Gray, JT A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,202.28	7,810,898.52
1390	PR	968207	12/29/20		17890	Guzzo, Nicholas R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,335.15	7,809,563.37
1390	PR	968228	12/29/20		17891	Hall, Jace R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,582.56	7,807,980.81
1390	PR	968249	12/29/20		17892	Harper, Leslie R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,453.55	7,806,527.26

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1390	PR	968265	12/29/20		17893	Hlavacek, Evan - Payroll Bi-Weekly-Direct Deposit 12/29/2020	\$-	\$2,158.24	\$7,804,369.02
1390	PR	968284	12/29/20		17894	Horstman, Stephen W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,947.54	7,801,421.48
1390	PR	968300	12/29/20		17895	Huddleston, Michael B. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,361.14	7,799,060.34
1390	PR	968324	12/29/20		17896	Hutchison, Ethan K. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,492.21	7,797,568.13
1390	PR	968337	12/29/20		17897	Ingrao, Jory - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,004.39	7,795,563.74
1390	PR	968356	12/29/20		17898	Jacobson, Terrence L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,165.93	7,793,397.81
1390	PR	968373	12/29/20		17899	Jimenez, Valentin - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	987.93	7,792,409.88
1390	PR	968395	12/29/20		17900	Jones, Shaun D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,292.82	7,790,117.06
1390	PR	968416	12/29/20		17901	King, Jeremiah D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,961.76	7,787,155.30
1390	PR	968438	12/29/20		17902	Kirk, Jaron J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,407.69	7,784,747.61
1390	PR	968454	12/29/20		17903	Kohler, Travis W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,008.74	7,782,738.87
1390	PR	968475	12/29/20		17904	Kontz, Michael V. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,774.13	7,779,964.74
1390	PR	968495	12/29/20		17905	Kumpula, Adrian K. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,221.12	7,778,743.62
1390	PR	968511	12/29/20		17906	Kuykendall, Jeffery W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,779.39	7,775,964.23
1390	PR	968526	12/29/20		17907	Lambrecht, Marci J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,031.43	7,774,932.80
1390	PR	968542	12/29/20		17908	Legge, David B. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,392.23	7,772,540.57
1390	PR	968559	12/29/20		17909	Litchfield, Ronald K. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,860.45	7,770,680.12
1390	PR	968576	12/29/20		17910	Lopeman, Keith A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,688.62	7,767,991.50
1390	PR	968599	12/29/20		17911	Lund, Kyle L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,417.79	7,766,573.71
1390	PR	968617	12/29/20		17912	Lynch, Peter J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,458.55	7,765,115.16
1390	PR	968639	12/29/20		17913	Lys, Damian P. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,444.74	7,761,670.42
1390	PR	968660	12/29/20		17914	Mauldin, Mark E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,596.66	7,759,073.76
1390	PR	968675	12/29/20		17915	Mayhall, Mathew T. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,624.87	7,756,448.89
1390	PR	968694	12/29/20		17916	Mazon, Joshua M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,213.07	7,754,235.82
1390	PR	968713	12/29/20		17917	Mazzella, Marc A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,774.26	7,752,461.56

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1390	PR	968731	12/29/20		17918	McCarthy, Nicholas A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	\$-	\$1,292.69	\$7,751,168.87
1390	PR	968749	12/29/20		17919	McCarty, Daniel L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,984.72	7,749,184.15
1390	PR	968770	12/29/20		17920	McFadden, Matthew C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,423.89	7,747,760.26
1390	PR	968789	12/29/20		17921	McFadden, Michael J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,884.09	7,745,876.17
1390	PR	968808	12/29/20		17922	McGuire, Thaddeus J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,348.20	7,744,527.97
1390	PR	968826	12/29/20		17923	McIntire, Jacob V. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,304.74	7,743,223.23
1390	PR	968845	12/29/20		17924	Merrill, Eric R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,665.27	7,740,557.96
1390	PR	968861	12/29/20		17925	Mills, Brett S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,190.83	7,739,367.13
1390	PR	968883	12/29/20		17926	Moore, Aaron J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,984.28	7,737,382.85
1390	PR	968904	12/29/20		17927	Moore, Ryan T. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,412.40	7,734,970.45
1390	PR	968922	12/29/20		17928	Muniz, Thomas E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,095.75	7,731,874.70
1390	PR	968944	12/29/20		17929	Nelson, Michael J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,270.21	7,729,604.49
1390	PR	968962	12/29/20		17930	Niemynski, Doug T. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,945.16	7,726,659.33
1390	PR	968982	12/29/20		17931	Nolan, Jason K. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,057.96	7,724,601.37
1390	PR	969001	12/29/20		17932	Olson, Rick C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,329.63	7,722,271.74
1390	PR	969019	12/29/20		17933	Overmyer, Titus C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,397.34	7,720,874.40
1390	PR	969034	12/29/20		17934	Parra, Dustin A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,624.98	7,718,249.42
1390	PR	969055	12/29/20		17935	Parra, Payton S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,583.75	7,716,665.67
1390	PR	969069	12/29/20		17936	Peckham, Christopher D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,585.19	7,715,080.48
1390	PR	969088	12/29/20		17937	Pena, Christopher D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,249.25	7,712,831.23
1390	PR	969110	12/29/20		17938	Perez, Anthony R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,252.67	7,711,578.56
1390	PR	969132	12/29/20		17939	Perkins, Shane M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,298.81	7,710,279.75
1390	PR	969149	12/29/20		17940	Poliakon, Brett M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,714.82	7,708,564.93
1390	PR	969169	12/29/20		17941	Postula, Justin M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,888.73	7,706,676.20
1390	PR	969188	12/29/20		17942	Postula, Karl A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,914.86	7,703,761.34

CAFMA-Central Arizona Fire and Medical

GL Account Ledger - Detail By Period

12/1/2020 through 12/31/2020

Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
1390	PR	969203	12/29/20		17943	Prange, Ross L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	\$-	\$3,044.11	\$7,700,717.23
1390	PR	969221	12/29/20		17944	Pruitt, Robert E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,696.59	7,698,020.64
1390	PR	969238	12/29/20		17945	Rafters, William C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,301.41	7,696,719.23
1390	PR	969257	12/29/20		17946	Redfern, Joshua L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,678.58	7,695,040.65
1390	PR	969275	12/29/20		17947	Reeves, Katherine D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,272.17	7,693,768.48
1390	PR	969294	12/29/20		17948	Rendl, Robert A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,008.22	7,690,760.26
1390	PR	969313	12/29/20		17949	Reyes, Adam N. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,897.98	7,688,862.28
1390	PR	969326	12/29/20		17950	Roberts, Jerry R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,890.73	7,686,971.55
1390	PR	969347	12/29/20		17951	Rocha, Edgar O. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,385.93	7,685,585.62
1390	PR	969368	12/29/20		17952	Roche, Benjamin H. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,845.86	7,682,739.76
1390	PR	969378	12/29/20		17953	Rorick, Norman T. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	592.97	7,682,146.79
1390	PR	969395	12/29/20		17954	Rose, Cody S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,301.00	7,678,845.79
1390	PR	969419	12/29/20		17955	Runo, Kyle E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,183.05	7,676,662.74
1390	PR	969440	12/29/20		17956	Ryan, Keith M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	909.22	7,675,753.52
1390	PR	969456	12/29/20		17957	Scaife, Domenic J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,490.53	7,673,262.99
1390	PR	969471	12/29/20		17958	Schuster Jr., Alan J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,440.09	7,670,822.90
1390	PR	969489	12/29/20		17959	Seets, James W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,542.11	7,668,280.79
1390	PR	969508	12/29/20		17960	Sheldon, Wesley K. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,683.48	7,666,597.31
1390	PR	969524	12/29/20		17961	Sims, Lacie J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,053.20	7,665,544.11
1390	PR	969543	12/29/20		17962	Slay, Marcie C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,100.01	7,664,444.10
1390	PR	969562	12/29/20		17963	Smith, Jacob A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,074.22	7,663,369.88
1390	PR	969585	12/29/20		17964	Smith, Russell - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,090.25	7,661,279.63
1390	PR	969601	12/29/20		17965	Smith, Travis L. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,449.15	7,658,830.48
1390	PR	969619	12/29/20		17966	Snyder, Timothy E. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,798.55	7,656,031.93
1390	PR	969637	12/29/20		17967	Stewart, Jeff - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,823.13	7,654,208.80

CAFMA-Central Arizona Fire and Medical

GL Account Ledger - Detail By Period

12/1/2020 through 12/31/2020

Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
1390	PR	969655	12/29/20		17968	Stooks, Wallace C. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	\$-	\$2,727.32	\$7,651,481.48
1390	PR	969675	12/29/20		17969	Stretton, Garrett M. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,307.83	7,650,173.65
1390	PR	969688	12/29/20		17970	Tarver, Shawn S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,819.58	7,647,354.07
1390	PR	969706	12/29/20		17971	Tharp, David S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,062.24	7,644,291.83
1390	PR	969729	12/29/20		17972	Thompson, Jacob S. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,493.46	7,642,798.37
1390	PR	969752	12/29/20		17973	Tillich, Timothy A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,306.72	7,641,491.65
1390	PR	969769	12/29/20		17974	Trask, Ryan A. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,519.69	7,639,971.96
1390	PR	969787	12/29/20		17975	Trujillo, Erik J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,831.90	7,638,140.06
1390	PR	969802	12/29/20		17976	Tucker, Michael I. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,189.51	7,635,950.55
1390	PR	969821	12/29/20		17977	Turner, Kenneth R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,169.58	7,632,780.97
1390	PR	969837	12/29/20		17978	VanTuyl, Jonah D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,828.22	7,629,952.75
1390	PR	969857	12/29/20		17979	Vanatta, Justin B. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,664.50	7,628,288.25
1390	PR	969873	12/29/20		17980	Viscardi, Karen W. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,320.69	7,626,967.56
1390	PR	969891	12/29/20		17981	Wagner, Adam D. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,834.66	7,625,132.90
1390	PR	969915	12/29/20		17982	Weiland, Kayleen R. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,687.35	7,623,445.55
1390	PR	969930	12/29/20		17983	Welch-Cornell, Jaime - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	1,316.73	7,622,128.82
1390	PR	969947	12/29/20		17984	Wittenberg, David J. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	2,043.88	7,620,084.94
1390	PR	969968	12/29/20		17985	Zazueta, Robert P. - Payroll Bi-Weekly-Direct Deposit 12/29/2020	-	3,033.45	7,617,051.49
1394	CR	970403	12/29/20		312198	Town of Prescott Valley -	1,706.40	-	7,618,757.89
1392	CR	970332	12/29/20		34355	PLANS REVIEW -	425.00	-	7,619,182.89
1394	CR	970390	12/29/20		3856	PLANS REVIEW -	271.00	-	7,619,453.89
1394	CR	970404	12/29/20		40415750	Yavapai Community Health Svcs -	432.00	-	7,619,885.89
1395	CR	970442	12/29/20		40415865	YAVAPAI CO SHERIFF'S OFFICE -	8,588.67	-	7,628,474.56
1395	CR	970437	12/29/20		42732830	RUNO, KYLE -	66.18	-	7,628,540.74
1395	CR	970440	12/29/20		43050333	SANCHEZ, MICHAEL -	162.29	-	7,628,703.03
1394	CR	970398	12/29/20		4369	Findlay Toyota Center -	116.00	-	7,628,819.03
1395	CR	970438	12/29/20		49363302	BUCKEY VALLEY FIRE DISTRICT -	491.04	-	7,629,310.07
1394	CR	970396	12/29/20		510590611	Gnagey, Daniel -	442.78	-	7,629,752.85
1394	CR	970405	12/29/20		510590717	Gnagey, Daniel -	442.78	-	7,630,195.63
1395	CR	970444	12/29/20		510590764	MOORE, SCOTT -	15.46	-	7,630,211.09
1395	CR	970443	12/29/20		514880	CPR CLASS -	50.00	-	7,630,261.09
1396	CR	970473	12/29/20		55036.52190	AZ Dept of Forestry & Fire Mgt -	6,050.00	-	7,636,311.09

CAFMA-Central Arizona Fire and Medical

GL Account Ledger - Detail By Period

12/1/2020 through 12/31/2020

Batch	Journal	Entry #	Date	Job	Document	Description	Debits	Credits	Balance
10.1100.0.0.000			CASH WITH YAVAPAI COUNTY (CONTINUED)						
1395	CR	970463	12/29/20		559	PLANS REVIEW -	\$226.00	\$-	\$7,636,537.09
1392	CR	970331	12/29/20		603	Buffaloe, Becky -	57.04	-	7,636,594.13
1393	CR	970378	12/29/20		6255	PLANS REVIEW -	516.78	-	7,637,110.91
1393	CR	970379	12/29/20		6255	PLANS REVIEW -	476.78	-	7,637,587.69
1394	CR	970391	12/29/20		6273	PLANS REVIEW -	654.44	-	7,638,242.13
1395	CR	970439	12/29/20		66792	PAYSON FIRE DEPARTMENT -	1,327.62	-	7,639,569.75
1394	CR	970402	12/29/20		706502331	MAYER FIRE DISTRICT -	439.71	-	7,640,009.46
1395	CR	970441	12/29/20		706502339	MAYER FIRE DISTRICT -	423.42	-	7,640,432.88
1394	CR	970401	12/29/20		706600656	Yarnell Fire District -	945.02	-	7,641,377.90
1395	CR	970465	12/29/20		7534	PLANS REVIEW -	526.09	-	7,641,903.99
1394	CR	970399	12/29/20		756721733	COPPER CANYON FIRE & MEDICAL -	1,809.71	-	7,643,713.70
1393	CR	970380	12/29/20		8114	MISCELLANEOUS INCOME -	50.00	-	7,643,763.70
1395	CR	970436	12/29/20		8549	DIBBLE, STEVE -	92.76	-	7,643,856.46
1392	CR	970326	12/29/20		90211	MISCELLANEOUS INCOME -	140.00	-	7,643,996.46
1385	GJ	964010	12/31/20		Cash With Yav Cty	Fire Authority Funding - December, 2020	2,984,070.69	-	10,628,067.15
1404	GJ	970546	12/31/20		Cash With Yav Cty	Interest Revenue GF December, 2020	3,074.97	-	10,631,142.12
1386	GJ	964014	12/31/20		GF Cash With YavCt	Trf Back Temp Borrowed Funds to CR	-	2,000,000.00	8,631,142.12
CASH WITH YAVAPAI COUNTY TOTALS:							\$3,719,250.86	\$4,570,466.37	\$8,631,142.12
TOTAL OF LEDGER:							\$3,719,250.86	\$4,570,466.37	\$8,631,142.12

CAFMA-Central Arizona Fire and Medical
GL Trial Balance Worksheet
For The Period of 12/1/2020 through 12/31/2020

Account	Description	Balances				Adjustments
		Beginning	Debits	Credits	Ending	
10.1100.0.0.000	Cash with Yavapai County	\$9,482,357.63	\$3,719,250.86	\$4,570,466.37	\$8,631,142.12	
TOTALS:		<u>\$9,482,357.63</u>	<u>\$3,719,250.86</u>	<u>\$4,570,466.37</u>	<u>\$8,631,142.12</u>	

* Inactive accounts are marked and appear in grey.

CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY

Capital Projects Fund FY 20-21

GL #1200

Date	Transaction	Debit	Credit	Balance
07/01/20	Fiscal Year Beginning Balance			\$ 9,712,484.87
07/31/20	Interest Revenue - July, 2020	\$2,646.79		\$ 9,715,131.66
07/31/20	Transfer of Funds - Capital Purchase - SCBAs		\$1,095,278.58	\$ 8,619,853.08
07/31/20	Transfer of Funds - Temporary Borrowed Funds		\$4,000,000.00	\$ 4,619,853.08
08/31/20	Interest Revenue - August, 2020	\$629.66		\$ 4,620,482.74
10/31/20	Transfer of Funds - Temporary Borrowed Funds		\$1,000,000.00	\$ 3,620,482.74
10/31/20	Interest Revenue - October, 2020	\$21,696.51		\$ 3,642,179.25
11/30/20	Transfer of Funds - Temporary Borrowed Funds		\$1,000,000.00	\$ 2,642,179.25
12/31/20	Transfer Back - Temporary Borrowed Funds	\$2,000,000.00		\$ 4,642,179.25
12/31/20	Interest Revenue - December, 2020	\$1,515.33		\$ 4,643,694.58

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

CENTRAL ARIZONA FIRE & MEDICAL
AUTHORITY

Board Chair Date

ATTEST:

By _____
Date

Board Clerk Date

121 POLICY COMMITTEE

Created/Revised: 07/01/2016 / 09/14/2020

Reviewed: 09/14/2020



I. PURPOSE

To identify the purpose and function of the Policy Committee.

II. SCOPE

This applies to all Policy Committee Members.

The Policy Committee shall consist of the following representatives:

- Fire Chief
- Battalion Chief (or designee)
- Labor Representative (2)
- Assistant Chief of Administration / Executive Administrative Director
- Administrative Member Representative (2)
- Planning and Logistics Representative
- Operations Member Representative (3)
- Fire Prevention Representative
- Alternate Members

III. POLICY

A Policy Advisory Committee shall be established to study issues and make policy recommendations to the Board of Directors. Representation on the Committee shall be drawn from all levels of the organization.

The Policy Committee shall operate under the provisions of the Arizona Open Meeting Law and Robert's Rules of Order. The Committee will serve as an advisory committee to the Board of Directors on all items that fall within the scope of the current policy manual. Items of policy will be presented to the Board of Directors after a majority vote by the Policy Committee. A dissenting opinion may be included in the presentation if the dissenter wishes.

The Policy Committee may also discuss items related to operational procedures and make recommendations to the Fire Chief for consideration.

The Committee may meet on a monthly basis; however, due to wildland season and reduced attendance, meetings may be suspended annually during the months of June, July, and August as directed by Fire Chief.

121 POLICY COMMITTEE

Created/Revised: 07/01/2016 / 09/14/2020

Reviewed: 09/14/2020



Selection

The representatives shall be selected by their peers. Each representative will then appoint an alternate.

Term

Each Committee member will serve at least a two-year term with the exception of the Fire Chief and the Assistant Chief of Administration. Positions will be open for selection in April of each year.

Attendance

The Policy Committee will meet as needed. Committee members must attend 66% of the meetings and not miss more than three (3) consecutive meetings to remain a member. If a member is removed from the Committee due to poor attendance, the alternate shall assume the regular position and another alternate will be selected as outlined above.

Officers

Officers of the Committee shall consist of a chairperson and a clerk. These officers will be elected from the membership of the Committee at an election during the regular meeting in April of each year. If either office is vacated for any reason, the Committee shall elect an interim officer to fill the position until the next annual election.

At the direction of the Committee, the Clerk shall produce agendas, packets, and minutes for Policy Committee meetings. The Clerk may be a non-voting member appointed by the Chairperson.

Voting

Each position on the Policy Committee has one vote. Members must be present to cast a vote. An alternate may cast a vote if a regular member is not present at the meeting.

Policy Review

All policies, including the organizational chart, will be reviewed every five (5) years by the Policy Committee, agency legal counsel, or an outside 3rd party subject matter expert as appropriate or deemed necessary by the Board of Directors. every five (5) years.

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201.01 PRE-EMPLOYMENT PSYCHOLOGICAL EVALUATION

Created/Revised: 07/01/2016 / 3/26/2018

Reviewed: 03/12/2018



I. PURPOSE

The purpose of this policy is to ensure that prospective members meet the minimum performance standards of the job-related functions for the position to which they are assigned.

II. SCOPE

This policy applies to all individuals who ~~submit an application for employment with~~ have received a conditional offer of employment from the Agency.

III. POLICY

~~Most, if not all,~~ Many of the positions to which a member may be assigned can involve high levels of stress and consequently require that the Agency ensure that ~~all~~ members possess the necessary personality and psychological traits to fulfill the functions of the position to which they are assigned. Therefore, it is the Agency's policy to require psychological evaluations prior to employment for all suppression positions, to ensure members are psychologically capable of fulfilling the essential functions of the position to which they are assigned. At the discretion of the Agency, other non-suppression positions may be subject to a pre-employment psychological evaluation.

The Agency's goal is not to discover information concerning a prospective member's mental health condition, but rather is to discover indicators of a prospective member's personality traits and to determine whether they are capable of fulfilling the essential functions of the position to which they are assigned, consistent with the Agency's business necessity.

Guidelines:

- ~~Job-Conditional~~ offers of employment to prospective members will be made contingent upon the applicant passing a psychological evaluation—~~assessment.~~
- The evaluation ~~/assessment~~ will be conducted by a licensed psychologist the Agency retains and may consist of any battery of assessment tests and procedures.
- The Agency's psychologist will not reveal to the Agency any information about the prospective member's mental health conditions, but rather will only opine as to whether the prospective member can perform the essential functions of the position to which they may be assigned.
- All prospective members who have received a conditional offer of employment and are subject to a psychological evaluation will be required to sign a consent and release form prior to the evaluation. ~~being subjected to a psychological evaluation / assessment, but will not be required nor permitted to sign such a~~

201.01 PRE-EMPLOYMENT PSYCHOLOGICAL EVALUATION

Created/Revised: 07/01/2016 / 3/26/2018

Reviewed: 03/12/2018



~~consent and release until after the Agency has extended the applicant a conditional offer.~~

- In the event the Agency's psychologist reports to the Agency that the applicant is not capable of fulfilling the essential functions of the position to which the applicant would be assigned, the offer of employment will be withdrawn.
- In accordance with HIPAA and the ADA, all psychological / medical information about the applicant and from the Agency psychologist will be kept confidential.

COMMUNITY INTEGRATED PARAMEDICINE PROGRAM AGREEMENT

THIS AGREEMENT is made and entered into as of the date last signed below by and between Central Arizona Fire and Medical Authority, ("Agency"), and YAVAPAI COMMUNITY HOSPITAL ASSOCIATION, dba YAVAPAI REGIONAL MEDICAL CENTER, ("YRMC") with both parties acting in their respective roles as Independent Contractors.

RECITALS, whereas:

- A. YRMC is a health care facility licensed under the laws of the State of Arizona and operates acute care hospitals in Prescott, Arizona and Prescott Valley, Arizona; and
- B. YRMC and Agency share a mission to improve the health of residents in Yavapai County; and
- C. Agency operates a Community Integrated Paramedicine Program ("CIP Program") designed to provide community-based in-home support and increased access to health care services to patients in YRMC's and Agency's service areas; and
- D. The CIP program services are provided by Agency personnel who have special training to care for patients in non-emergent situations, providing in-home care coordination, general health assessments, home safety checks, medication reconciliation, and similar services pursuant to the providers' scope of practice under Arizona law; and
- E. Agency makes the CIP Program services available to designated individuals with specific conditions or those who are at high risk for hospital readmission, those likely to require initial hospital admission for chronic medical conditions and individuals who are facing social or environmental challenges in managing their health and who are not approved for home health services; and
- F. Agency requires medical direction for its CIP Program from a physician trained in emergency medicine; and
- G. YRMC desires to provide limited support for the Agency's CIP Program in recognition of the commitment YRMC has for serving the communities' health needs across the continuum of care.

THEREFORE, the parties agree as follows:

A. Responsibilities of YRMC. YRMC shall:

- 1. YRMC shall reimburse, up to five (5) hours per month, a licensed physician experienced in emergency medicine and trained, or to be trained, in the provision of CIP services to serve as the Medical Director for the joint CIP Program (CIP Medical Director). The CIP Medical Director will provide the medical director services set forth in the attached **Exhibit A** in support of the CIP Program.
- 2. Appoint a Medical Director that meets the qualifications and fulfills the responsibilities of the Arizona Department of Health Services rules and regulations in A.A.C. §R9-25-201, AAC R9-25-202 and AAC R9-25-20. The parties confirm that they have each reviewed this regulation and understand its terms.
- 3. Coordinate the patients that may qualify to receive services under this Agreement, and shall be responsible for the maintenance of and provision of

designated patients' accurate and complete medical records necessary for the provision of services to the Agency, prior to provision of services by the Agency.

B. Responsibilities of Agency. Agency shall:

1. Provide the CIP Program services in accordance with the criteria set forth in **Exhibit A. YRMC shall bear no responsibility for the day-to-day operations or the execution of any services rendered by Agency, except as to any matter originating from an omission or failure arising from its own responsibilities under this Agreement.**
2. Function at the advanced level as expected of a paramedic subject to the scope of work set forth in the Arizona Revised Statutes and the Arizona Administrative Code as they apply to such services, and subject to the requirements of the Arizona Department of Health Services as amended from time to time.
3. Provide the CIP Program services for patients referred by YRMC and as the Agency identifies those patients for services who satisfy the Agency's criteria for the identification and qualification of individuals to receive CIP services.
4. Prepare and maintain necessary forms and/or Electronic Health Records to adequately document and record patient encounters and treatment rendered by Agency personnel. Those records will be treated as outside vendor records and not YRMC entries into the records.

C. EHR Access and Use.

1. YRMC will provide designated and authorized CIP providers with remote access to YRMC's electronic medical records ("EHR"). This will allow CIP providers the ability to access clinical information to assist with providing CIP Program services. Agency shall enter into the YRMC Electronic Medical Record Access Agreement attached to this agreement as **Exhibit B.**
2. Agency will ensure that: 1) access to the EHR is within the scope of practice and the expertise of any Authorized User; 2) each Authorized User enters into the YRMC Remote Access User Agreement attached to this agreement as **Exhibit C.** Any contrary use of YRMC's EHR will be grounds for contract termination for material breach, as outlined below.
3. Agency and each Authorized User will comply with YRMC applicable policies including but not limited to confidentiality, privacy and security of health information. Agency and each Authorized User will also comply with all applicable provisions of state and federal law, including without limitation laws regarding the privacy and security of health information, HIPAA Privacy, Security and Breach Reporting rules.
4. Neither the Agency nor any Authorized User may access or use YRMC's EHR for any purpose other than those expressly permitted by this Agreement.
5. Agency will notify YRMC immediately of any change of status of any Authorized User that would render such Authorized User unable or unauthorized to continue to access the EHR.

- D. **Term and Termination.** The term of this Agreement is for a period of one (1) year from the date last signed below. This Agreement may be terminated by either Party at any time upon the provision of 60 days prior written notice to the other Party. At the end of the initial term, this Agreement shall automatically renew on an annual basis. Either party may then terminate this Agreement without penalty by giving at least 30 days prior written notice.
- E. **Compensation.** The Parties hereto agree that the services the subject of this Agreement shall be a temporary program, and that the program shall be considered to be in a trial phase for a six-month period commencing upon the signing of this Agreement by both parties to allow the Parties to determine the efficacy and cost-savings associated with the CIP Program. During that six-month period, Agency shall bear all costs associated with the services it provides under the program. If at the end of the initial six-month trial period the Parties agree that the program is operating as the Parties expect and hope that it shall, the Parties may timely negotiate a compensation agreement that would benefit both parties, to be appended to this Agreement as a further exhibit that may reimburse the Agency for, without limitation, its personnel, management, equipment, supplies, maintenance, insurance, and other costs directly and indirectly associated with the program, and may also include a reasonable additional amount for compensation for services rendered under this Agreement going forward.
- F. **Notice, Breach, and Cure.** If a party is in material breach of this Agreement, the nonbreaching party may give notice in writing to the breaching party. If the breaching party does not cure the material breach within 10 days after the submission of the written notice, the nonbreaching party may terminate this Agreement or pursue any of its legal or equitable remedies.
- G. **Federal Violations.** Agency warrants that Agency and Agency's Board members, owners, employees, subcontractors and any personnel performing the Services have not been excluded, suspended or otherwise listed on the Office of Inspector General or General Services Administration for governmental sanctions. A breach of this section shall be considered a material breach by Agency and YRMC may terminate this agreement without notice.
- H. **Governing Law; Jurisdiction; Venue; Severability.** The laws of the State of Arizona shall apply to this agreement, without regard to principles of choice of law or conflict of law. The Parties consent to the exclusive jurisdiction of the Superior Court of Arizona, with venue in Yavapai County, for any legal action or proceeding that arises out of or relates to this Agreement. The Parties waive any claim that such court is an inconvenient venue or forum. This Agreement's terms are severable: if any term is held invalid by a court of competent jurisdiction, the remaining terms shall continue to be valid.
- I. **Confidentiality.** Except as otherwise required by law or as necessary for the performance of this Agreement, the party to whom disclosure of Confidential Information is made ("Recipient") shall not disclose nor use the Confidential Information except for the purposes contemplated by this Agreement. The Parties shall use appropriate safeguards to prevent misuse or improper disclosure of the Confidential Information. Upon written request, Recipient shall promptly: (1) return the Confidential Information; or, (2) destroy the Confidential Information and certify in writing to the disclosing party that the Confidential Information was destroyed. A breach of this section shall be promptly disclosed to the party whose Confidential Information was misused or improperly disclosed or accessed. Notwithstanding, a Party may share Confidential Information with the Party's professional advisors, such as attorneys or accountants, if

they agree to the provisions of this section. This section shall survive this Agreement's expiration or termination.

"Confidential Information" means all information relating to the disclosing party or its business provided by the disclosing party to or shown to Recipient or any of its representatives by or on behalf of the disclosing party and includes information in any written, electronic, or other format, including any notes, analysis, or other compilations but does not include any information that is available to the general public or becomes available to the Recipient from a third party that is not bound by a similar duty of confidentiality.

- J. **Records.** Agency and YRMC shall maintain records relating to this Agreement in accordance with applicable rules, regulations and statutes, including Arizona records retention guidelines for state agencies. Until the expiration of four (4) years after the furnishing of such services pursuant to this Agreement, both Parties shall make available, upon written request to the Secretary of Health and Human Services, to the Comptroller General of the United States of America or any of their duly authorized representatives, the contracts, books, documents and records that are necessary to certify the nature and extent of reimbursed costs.
- K. **Insurance.** During this Agreement, Agency shall maintain, at its sole cost and expense, liability insurance coverage in an aggregate amount of at least Five Million Dollars (\$5,000,000) with a minimum combined single limit for each occurrence of One Million Dollars (\$1,000,000). Agency must supply YRMC with the Certificate of Insurance to demonstrate that such insurance is in force and effect, **Exhibit E**. Agency must notify YRMC prior to any cancelation, modification or non-renewal of said professional liability insurance policy required hereafter, at least 30 days prior to any modification of the policy.
- L. **Indemnity.**
1. **YRMC Indemnification of Agency.** YRMC shall defend, indemnify and hold Agency harmless from any and all actions, judgments, claims, demands, injuries, damages, costs, expenses and fees (including reasonable attorney's fees) of any nature or kind which may arise out of the negligent act or omission of YRMC, its employees, or agents in performing services pursuant to this agreement.
 2. **YRMC Indemnification of Medical Director.** YRMC shall defend, indemnify and hold the Administrative Medical Director and/or any physician acting as the Administrative Medical Director harmless for liability for acts caused by YRMC.
 3. **Agency Indemnification of YRMC.** Agency shall defend, indemnify and hold YRMC harmless from any and all actions, judgments, claims, demands, injuries, damages, costs, expenses, and fees (including reasonable attorney's fees) of any nature or kind which may arise out of the negligent act or omission of Agency, its employees, or agents in performing services pursuant to this Agreement.
 4. **Agency Indemnification of Medical Director.** Agency shall defend, indemnify and hold the Administrative Medical Director and/or any physician acting as the Administrative Medical Director harmless for liability from acts caused by Agency.
- M. **Limitation of Liability.** A.R.S. §48-818 provides that a district (as defined therein), or an employee of a district, or a private fire or ambulance company whose services are procured by a fire district, and others as described therein, when rendering emergency

medical aid provided by a certified Emergency Medical Technician is not liable for civil or other damages to the recipient of the emergency medical aid unless the person is guilty of gross negligence or intentional misconduct. Likewise, A.R.S. §36-2206 provides that a health care provider (as defined therein) who in good faith gives emergency instructions to certified Emergency Medical Technicians at the scene of an emergency or who provides pre-arrival instructions following the minimum standards established by A.R.S. §36-2204, Paragraph 9, shall not be liable for any civil damages as a result of such instructions. Nothing herein is intended to limit any applicable limitation of liability, laws, or regulations of the Agency, YRMC, and/or of any physicians who provide services pursuant to this Agreement.

N. Miscellaneous Provisions.

1. Independent Contractor. Agency, its employees, agents and representatives shall be independent contractors and shall not be deemed employees of YRMC. YRMC, its employees, agents and representatives shall be independent contractors and shall not be deemed employees of Agency.
2. Agent. Neither party shall be considered an agent of the other and neither party shall have the authority to bind the other.
3. Binding Effect. This Agreement shall be binding upon and shall inure to the benefit of the parties hereto, their respective successors, assigns or other legal representatives.
4. Assignment. No right or obligation hereunder may in any way whatsoever be assigned or delegated to a third party without the express prior written consent of the other party.
5. Legal Fees. In the event either party brings any legal action or arbitration for any relief, declaratory or otherwise, arising out of this Agreement, or on account of any breach or default hereof, the prevailing party shall be entitled to receive from the other party, reasonable attorneys' fees, costs, and expenses related to such action.
6. Severability. If any portion or portions of this Agreement shall be for any reason invalid or unenforceable, the remaining portion(s) shall be valid and enforceable.
7. Notices. Any notice required or permitted to be given pursuant to any provisions of this Agreement shall be given in writing, and either delivered in person, deposited in the United States mail, postage pre-paid, registered or certified mail, return receipt requested, properly addressed, or by a nationally recognized overnight courier service, to the following addresses:

If to YRMC:

Chief Executive Officer
Yavapai Regional Medical Center
1003 Willow Creek Road
Prescott, Arizona 86301

If to Agency:

Chief of EMS
8603 E. Eastridge Drive
Prescott Valley, AZ 86314

The notification addresses listed above can be changed by either party with proper written notice to the other as listed above.

- O. **Entire Agreement.** This Agreement constitutes the entire Agreement and understanding between the parties and supersedes any previous agreement or understanding. No modification of this Agreement shall be valid unless in writing and signed by the Parties.
- P. **Dispute Resolution.** Any controversy or claim arising out of or relating to this Agreement or the breach hereof, shall be settled by binding arbitration in accordance with the arbitration rules and/or services provided by the American Health Lawyers Association in effect on the date of this Agreement, and judgment upon the award rendered by the arbitrators may be entered in any court having jurisdiction thereof. Any remedy that would be available from a court of law or equity shall be available to the arbitrator(s). The arbitration hearing and all proceedings in connection herewith shall take place in Prescott, Arizona. The award shall be in writing, binding on both parties, and immediately enforceable in a court of law or equity. The arbitrator's cost shall be borne equally by the parties.
- Q. **Eligibility to Do Business.** If at such time as Agency begins to bill for services Agency hereby warrants and represents that it is eligible to do business with the necessary federal or state health care programs, including, without limitation, Medicare, Medicaid, and AHCCCS. Agency shall, throughout the term of this Agreement, maintain its eligibility to do business with all federal and state health care programs. In the event Agency is excluded from doing business with any federal or state healthcare program, Agency shall immediately notify YRMC in writing of the exclusion.
- R. **HIPAA.** The Parties confirm their intent to comply with the requirements of the Standards for Privacy of Individually Identifiable Health Information 45 C.F.R. 160.103, 164.501 et. seq., as amended from time to time ("Privacy Standards") for protected health information ("PHI"). The use and handling of PHI by YRMC and Agency in providing Services under this Agreement is related to the provision of patient care services and is authorized under the Privacy Standards without additional agreements or consents.
- S. **Prohibition of Doing Business with Sudan and Iran.** If applicable, each Party certifies that pursuant to A.R.S. §§ 35-391.06(A) and 35-393.06 (B), it does not have a scrutinized business operations, as defined in A.R.S. §§ 35-391 and 35-393, in either Sudan or Iran.
- T. **E-Verify.** This provision applies only to the extent that Agency is a governmental entity subject to the requirements of A.R.S. §41-4401. YRMC and Agency hereby warrant that they will, at all times during the terms of this Agreement, comply with all federal immigration laws applicable to the employment of their respective employees, the requirements of A.R.S. §41-4401, and with the e-verification requirements of A.R.S. §23-214(A) (together the "state and federal immigration laws"). YRMC further agrees to ensure that each subcontractor that it hires to perform any work under this Agreement likewise complies with the State and Federal immigration laws.

A breach of a warranty regarding compliance with the state and federal immigration laws shall be deemed a material breach of the Agreement and the Parties who breach may be subject to penalties up to and including termination of the Agreement. Provided that Agency is a governmental entity, Agency retains the legal right to inspect the papers of YRMC and any contractor or subcontract employee working under the terms of the Agreement to ensure that YRMC is complying with the state and federal immigration laws.

- U. **Non-Discrimination.** The Parties hereto agree that they shall comply with all state and

federal laws, rules and regulations which mandate that all persons, regardless of race, color, creed, religion, sex, genetic information, age, national origin, disability, familial status or political affiliation, shall have equal access to employment opportunities, including but not limited to the Americans with Disabilities Act. The Parties shall take affirmative action to ensure that they will not participate either directly or indirectly in the discrimination prohibited by Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Section 109 of the Housing and Community Development Act of 1974, the Age Discrimination Act of 1975, Genetic Information Nondiscrimination Act of 2008 and Executive Orders 99-4 and 2000-4.

- V. **Non-Appropriation.** This Agreement shall be subject to available funding for Agency, and nothing in this Agreement shall bind Agency to expenditures in excess of funds appropriated and allotted for the purposes outlined in this Agreement.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed by their representatives this 25 day of January, 2021.

Provider Agency

Yavapai Community Hospital Association
dba Yavapai Regional Medical Center

By: _____

By:  _____

Printed Name: _____

John Amos
President & Chief Executive Officer (or
Designee)

Title: _____

Date: _____

Date: 12/18/2020

By: _____

Printed Name: _____
Administrative Medical Director

Date: _____

Exhibit A

Medical Director and Agency CIP Program Duties

THEREFORE, the parties agree as follows:

A. The Medical Director appointed by YRMC shall:

1. The Medical Director will provide medical direction services in support of the Community Integrated Paramedicine (CIP) Program.
2. Develop protocols based on best practices that are current within industry standards and relevant to our community.
3. Give educational updates and briefings as needed to ensure community health providers' knowledge is up to date.
4. Consult on disciplinary/reporting requirements for violations of CIP paramedics' certifications.
5. Assist YRMC, as needed, in coordinating continuity of care for CIP patients with the community YRMC medical providers.
6. Review CIP records, as needed, and provide appropriate feedback to assure standards of care are met.

B. Agency CIP Program duties include:

1. Providing community paramedicine care to the participant including, but not limited to:
 - a. Careful and thorough assessment of new CHP participants with a focus on current illness/injury conditions, other chronic conditions that may be present, overall state of health, the participant's knowledge about his/her health status, identifications of gaps in the health care plan for the participant, participant attitudes about his/her health, mobility issues, financial/resource concerns about healthcare, and identifying opportunities to solve health issues.
 - b. Ongoing reassessments of the participant's health status and progress in subsequent visits.
 - c. Providing general health education and condition-specific education to the participant.
 - d. A focus on wellness education and activities, including disease prevention and avoidance of relapses.
 - e. Encouraging and assisting the participant in setting health improvement objectives.
 - f. Helping the participant with medication management (in partnership with a pharmacist from the Arizona Poison & Drug Information Center) which includes general education about the purpose and proper use of the participant's medications, answering medication-related questions, connecting the participant with additional resources regarding medications, using available resources to help solve medication issues, communicating problems to those who are prescribed medications when needed, and monitoring the participant for compliance with the prescribed medication regimen.
 - g. Helping the participant to understand hospital discharge plans and monitoring their progress under the plan.
 - h. Referral of the participant to healthcare resources when indicated.
 - i. Conducting home environmental surveys to prevent falls and other injuries and providing environmental hazard removal/modification as resources allow.
 - j. Use of motivational interviewing techniques and other proactive health promotion approaches aimed at positive health behavior change.
 - k. Proper documentation of assessments and actions taken in the provision of care.
 - l. Function at the advanced level as expected of a paramedic subject to the scope of work set forth in the Arizona Revised Statutes and the Arizona Administrative Code as they apply to such services, and subject to the requirements of the Arizona Department of Health Services as amended from time to time.

Exhibit B

YRMC Electronic Medical Record Access Agreement

ELECTRONIC MEDICAL RECORD

ACCESS AGREEMENT

This Electronic Medical Record Access Agreement ("Agreement") is entered into this 25 day of January, 2021 ("Effective Date") among Yavapai Community Hospital Association, an Arizona nonprofit corporation doing business as Yavapai Regional Medical Center ("Hospital") and Central Arizona Fire and Medical Authority ("Independent Contractor") working with Yavapai Regional Medical Center ("Hospital Department").

Background

1. Hospital owns and operates Yavapai Regional Medical Center, with a general hospital located at 1003 East Willow Creek Road, Prescott, Arizona and a second general hospital located at 7700 East Florentine Road, Prescott Valley, Arizona. Hospital has implemented an Electronic Medical Record system (the "EMR") for the recording and storing of patient medical record information.
2. Independent Contractor has signed an Agreement and a *HIPAA Business Associate Agreement* with Hospital to provide professional services to Hospital.
3. Independent Contractor provides _____ services to Hospital department for the purpose of _____.
4. Independent Contractor has requested access to the EMR's medical record information for Hospital patients ("Patient Medical Records") in order to facilitate service agreement responsibilities, as permitted under state and federal law and as provided for in this Agreement.
5. To make Patient Medical Records in the EHR accessible to Independent Contractor, Hospital will permit Independent Contractor to access the EMR through a secure web portal ("Portal") established and maintained by Hospital.
6. Independent Contractor may access the EMR and use the information in the Patient Medical Records pursuant to the terms and conditions as set forth below.

Therefore, the Parties agree as follows:

Agreement

1. Terms and Conditions for Independent Contractors Access to Patient Medical Records.
 - 1.1 Compliance with Applicable Law. Independent Contractor recognizes that its use and disclosure of Patient Medical Records must comply with patient privacy and related obligations under federal and state laws on health information confidentiality and security, including but not limited to the HIPAA Privacy Rule, 45 C.F.R. Part 160 and Part 164, Subparts A and E ("Privacy Rule"), the HIPAA Security Standards, 45 C.F.R. Part 160 and Part 164, Subparts A and C ("Security Rule"), the HIPAA Breach Reporting Regulations, 45 C.F.R. Part 160 and Part 164, Subparts A and D ("Breach Reporting Rule"), and applicable state law, all as amended from time to time (collectively "Applicable Law"). Independent Contractor represents and warrants that it has taken and will take all steps reasonably necessary to comply with the requirements of Applicable Law.
 - 1.2 Independent Contractor acknowledges that termination or expiration of the Agreement or the *HIPAA Business Associate Agreement* is grounds for immediate termination of this Agreement.

1.3 Identification of Independent Contractor's Authorized Users. "Authorized Users" means individuals identified by Independent Contractors who require access to the EMR to perform their duties on behalf of Independent Contractor and pursuant of the Agreement. Authorized Users must be individuals and may not be companies or other entities. Independent Contractor may identify any employee or agent as an Authorized User, if Independent Contractor determines that the employee or agent must have access to Patient Medical Records for Permitted Purposes, as defined in Section 1.5. To request a username and password for an Authorized User, Independent Contractor will provide to remoteaccess@ymc.org, the individual's name, role, date of birth and a signed *Authorized User Agreement* as required in Section 1.6. No individual may access the EMR without his or her own unique username and password.

1.4 Notification of Changes in Authorized Users. Independent Contractor will provide Hospital with advance notice by mail, fax or email of any anticipated change to its Authorized Users, or notice by fax or email within 24 hours of such change if advance notice is not possible.

1.5 Access Only by Authorized Users for Permitted Purposes. Independent Contractor will ensure that only individuals who are "Authorized Users" as defined in Section 1.3 have access to the EMR, and that each Authorized User's access is within the scope of his or her employment or engagement with the Independent Contractors and is only to perform services pursuant to its agreement and *HIPAA Business Associate Agreement* with Hospital. Independent Contractor is responsible for the access to and use of the EMR by Independent Contractor's Authorized Users.

1.6 Security Requirements. Independent Contractor recognizes that the EMR must be secure against unauthorized access. Independent Contractor will adopt and implement security policies and procedures as required by this Section and Applicable Law. Upon Hospital's request, Independent Contractors will provide evidence to Hospital that such policies and procedures are in place and are properly managed.

(a) Secure Usernames, Passwords and Access Codes. Independent Contractor will take reasonable steps to secure its usernames, passwords, and any other access codes, including use of commercially reasonable virus protection, firewall and security software.

(b) Monitoring, Reporting and Access. Independent Contractor will reasonably monitor its Authorized Users to ensure compliance with this Agreement and Applicable Law, and will promptly notify Hospital in writing of any suspected violations of the Agreement or Applicable Law. With advance notice by Hospital, Independent Contractor will provide Hospital with reasonable access to Independent Contractor's equipment and location to monitor and support secure and efficient operations of the EMR, and compliance with this Agreement and Applicable Law.

(c) Compliance with Hospital Instructions. Independent Contractor will comply with all Hospital instructions related to securing Patient Medical Records, the EMR, and access to the Portal.

1.7 Restriction or Termination of Access. Hospital reserves the right at any time to restrict or terminate access to the EMR to Independent Contractors or any Authorized User as necessary to protect the security, privacy and integrity of the EMR or Patient Medical Records in accordance with Applicable Laws.

1.8 Hardware, Software, and Connections. Independent Contractor is responsible for procuring and maintaining all infrastructures required for Independent Contractor to access the Portal and the EMR.

1.9 Software Changes/Viruses. Independent Contractor will not change, reverse engineer, disassemble or otherwise try to learn the source code, structure or ideas underlying the Portal or the EMR or introduce a virus to the Portal or EMR. Independent Contractor will not make any changes to the configuration of the Portal or EMR without advance approval of Hospital. YRMC does not provide phone or onsite hardware or network connectivity support. Please contact a local computer technical support store for assistance.

1.10 Compliance Review. Hospital or its designee may inspect and audit Independent Contractors for compliance with this Agreement and Applicable Law. In doing so, Hospital will take reasonable measures to minimize any disruption to Independent Contractors.

2. Disclaimer of Warranties. HOSPITAL EXPRESSLY DISCLAIMS ANY AND ALL WARRANTIES RELATING TO THIS AGREEMENT, THE EMR, THE PORTAL, AND PATIENT MEDICAL RECORDS, INCLUDING, WITHOUT LIMITATION, ANY WARRANTY OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND INFRINGEMENT. NEITHER HOSPITAL NOR ITS LICENSORS GUARANTEE THAT THE EHR OR THE PORTAL WILL PERFORM ERROR-FREE OR UNINTERRUPTED. Independent Contractor acknowledges and agrees that Hospital and its licensors are not responsible for: (a) the accuracy of codes or other data that have been incorporated into or included in the software supporting the EMR or the Portal, or (b) any downtime or loss or corruption of data that occurs as a result of transmitting or receiving data or viruses via the internet.

3. Indemnification.

3.1 Both Hospital and Independent Contractor will defend, indemnify and hold harmless the other, its affiliates, subsidiaries, parent, directors, officers, members, shareholders, employees, agents and licensors (individually and collectively, "Indemnitees") from such portion of any losses, damages, liabilities, costs, and expenses, including reasonable attorney's fees (collectively, "Losses") arising out of any demand, suit, action, or proceeding brought by a third party (collectively, "Claim") related to the use of the Portal or the EMR by or the failure to comply with this Agreement by Independent Contractors, its Authorized Users, or its employees, contractors or agents.

3.2 All Parties will promptly notify the others in writing of any Claims of which it becomes aware, provided. Indemnitees have the right to select and obtain representation by separate legal counsel and participate in the investigation or defense of any Claim at their own expense. Independent Contractor will not settle, compromise, or consent to entry of any judgment of any Claim commenced or threatened, without the advance written consent of Indemnitees, unless such settlement, compromise, or consent unconditionally releases Indemnitees of all liability, is solely monetary in nature, and does not include a statement as to or an admission of fault, culpability, or otherwise adversely affect Indemnitee.

4. Term and Termination.

4.1 Term. This Agreement is effective upon the Effective Date and will have an initial term ("Initial Term") of one year. After the Initial Term, this Agreement will automatically renew annually for additional one-year periods, unless terminated pursuant to this Section.

4.2 Termination of License. This Agreement will terminate immediately upon the termination for any reason of the license agreement between Hospital and its EMR vendor.

4.3 Termination of Service Agreement or HIPAA Business Associate Agreement with Independent Contractor. Hospital may immediately terminate this Agreement if the agreement for services or the *HIPAA Business Associate Agreement* expires or is terminated for any reason, or if Independent Contractor is no longer providing services to Hospital. Independent Contractor shall provide advance written notice to Hospital of the conditions that would give rise to termination of this Agreement under this Section. If advance notice is not possible, Independent Contractor shall notify Hospital within 24 hours of the conditions giving rise to termination under this Section. In the event of termination under this Section, Independent Contractor shall comply with its obligations to return or destroy all Patient Medical Information set forth in the *HIPAA Business Associate Agreement*, or as required under 45 C.F.R. § 164.504(2)(I).

4.4 Effect of Termination. Upon any termination of this Agreement:

(a) Termination of Access. Hospital will disable Independent Contractor and its Authorized Users' ability to use the Portal and access the EMR.

(b) Stop Use. Independent Contractor will cease use of, and cause its Authorized Users to cease use of, the Portal and the EMR, including disabling any access links, system log-on and passwords established for purposes of this Agreement.

5. General.

5.1 Assignment. Independent Contractor will not assign this Agreement without the prior written consent of Hospital, which will not be unreasonably withheld. This Agreement will be binding upon and inure to the benefit of the parties hereto, their permitted successors and assigns.

5.2 Governing Law. This Agreement shall be governed by, and construed and enforced in accordance with, the laws of the State of Arizona, without regard to conflicts of law principles. Any action or claim arising from, under or pursuant to this Agreement, shall be brought in the courts, state or federal, within Yavapai County, and the parties expressly waive the right to bring any legal action or claims in any other courts.

5.3 Notices. Unless otherwise specified in this Agreement, all notices required or permitted under this Agreement will be in writing to the addresses specified in the signature blocks to this Agreement, and delivered by courier, overnight delivery service, or by certified mail, and in each instance will be deemed given upon receipt. Any party may change its address for notices under this Agreement by giving written notice to the other parties by the means specified in this Section.

5.4 Force Majeure. No party will be responsible for any failure or delay in its performance under this Agreement due to causes beyond its reasonable control that makes performance commercially impractical.

5.5 Relationship of Parties. This Agreement will not establish any relationship of partnership, employment or agency among any of the parties. No party will have the power to bind any other party or incur obligations on any other party's behalf without the other's prior written consent.

5.6 Waiver; Severability. The waiver of a breach of this Agreement may be affected only by writing signed by the waiving party and will not constitute a waiver of any other breach. If for any reason a court of competent jurisdiction finds any provision of this Agreement invalid

or unenforceable, that provision of this Agreement will be enforced to the maximum extent permissible and the other provisions of this Agreement will remain in full force and effect.

6.8 Conflict between Documents. If there is any conflict between this Agreement and any other document issued in connection with it (including, without limitation any purchase orders, invoices, etc.), this Agreement will control.

6.9 Counterparts. This Agreement may be executed in counterparts, each of which will be deemed an original and all of which together will constitute one and the same instrument.

6.10 Entire Agreement. This Agreement contains the entire understanding between the parties and supersedes all other agreements relating to the subject matter herein. Except as expressly set forth in this Agreement, a provision of this Agreement may be altered only by a writing signed by all parties.

6.11 Non-Discrimination. The Parties warrant that they comply with all state and federal laws, rules and regulations which mandate that all persons, regardless of race, color, creed, religion, sex, genetic information, age, national origin, disability, familial status or political affiliation, shall have equal access to employment opportunities, including but not limited to the Americans with Disabilities Act. The Parties shall take affirmative action to ensure that they will not participate either directly or indirectly in the discrimination prohibited by or pursuant to Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Section 109 of the Housing and Community Development Act of 1974, the Age Discrimination Act of 1975, Genetic Information Nondiscrimination Act of 2008 and Executive Orders 99-4 and 2000-4.

6.12 Legal Arizona Workers Act Compliance. The Parties are required to comply with A.R.S. §41-4401, and hereby warrant that they will, at all times during the term of this Agreement, comply with all federal immigration laws applicable to the employment of their respective employees, the requirements of A.R.S. §41-4401, and with the e-verification requirements of A.R.S. §23-214(A) (together the "state and federal immigration laws"). The Parties further agree to ensure that each subcontractor that performs any work under this Agreement likewise complies with the state and federal immigration laws.

A breach of a warranty regarding compliance with the state and federal immigration laws shall be deemed a material breach of the Agreement and the Party who breaches may be subject to penalties up to and including termination of the Agreement.

The Parties each retain the legal right to inspect the papers of any contractor or subcontract employee working under the terms of the Agreement to ensure that the other Party is complying with the warranties regarding compliance with the state and federal immigration laws.

6.13 Non-appropriation. This Agreement shall be subject to available funding for CAFMA ("Independent Contractor"), and nothing in this Agreement shall bind CAFMA to expenditures in excess of funds appropriated and allotted for the purposes outlined in this Agreement.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized representatives.

Independent Contractor

By _____

Name _____

Title _____
Officer

Date _____

HospitalBy  _____

Name John Amos (or designee)

Title President and Chief Executive

Date 12/18/2020

All notices to Hospital or Independent Contractor will be sent to the following:

For Independent Contractor

Name _____

Title _____

Address 8603 E. Eastridge DrivePrescott Valley, AZ 86314Phone (928) 772-7711**For Hospital**

Privacy Officer

1003 Willow Creek Road

Prescott, AZ 86301-1668

(928) 771-5688

Exhibit C

YRMC Remote Access User Agreement

Authorized User Agreement

You have been identified by the company listed below ("Independent Contractor") as an Authorized User. Yavapai Regional Medical Center ("Hospital") will agree to provide access to you to the Electronic Health Record system ("EHR") only if you agree to the terms and conditions of this Authorized User Agreement ("Agreement").

THIS IS A BINDING AGREEMENT. By signing below, you agree to comply with all terms and conditions in this Agreement and applicable state and federal law. Failure to comply with these terms and conditions may be grounds for discipline, including, without limitation, denial of your privileges to access the EHR or termination of the contract with Independent Contractor. You also understand that if you violate this Agreement you could place the Independent Contractor in jeopardy of losing access to the EHR. You and the Independent Contractor could also be subject to criminal sanctions and civil penalties under both federal and state law for inappropriately accessing or using any confidential information to which you will have access.

As an Authorized User, you agree to the following:

1. You may access or view Protected Health Information ("PHI") in the EHR only to fulfill your job duties with the Independent Contractor. You may access PHI only for purposes related to performing services for YRMC ("Permitted Purposes"). You may access only the amount of PHI necessary to perform your job functions related to those services.
2. You will not make any unauthorized copies of PHI. You will not save PHI or other confidential information to portable media devices (floppies, ZIP disks, CDs, PDAs, and other devices), unless expressly permitted in writing by an authorized representative of YRMC. You will not email any PHI to another email account, unless the recipient email account and the mode of transmission are encrypted and secure.
3. You will not release your authentication code or password to any other person, including any employee or person acting on your behalf. You will not allow anyone else to access the EHR under your authentication code or password. You agree not to use anyone else's authentication code or password. You agree to notify YRMC and Independent Contractor immediately if you become aware or suspect that another person has access to your authentication code or password.
4. You agree not to allow your family, friends or other persons to see PHI on your computer screen while you are accessing the EHR. You agree to log out of the EHR or activate a screen saver default (set at five (5) minutes) before leaving your workstation to prevent others from accessing the EHR.
5. You agree never to access PHI for "curiosity viewing." This includes viewing PHI of your children, other family members, friends, or coworkers, unless access is necessary for you to do your job and it is for Permitted Purposes.
6. YRMC and Independent Contractor have the right at all times and without notice to access any hardware or software you use to access the EHR to review and audit your use of the EHR. This includes any hardware or software located at your office, your home, or any other site from which you access the EHR.

7. You understand that all access to the EHR and all receipt or viewing of information will be permanently logged and that such log will be used to audit and verify that you have followed the terms of this Agreement.
8. You agree to report at once any violations of the above terms to your supervisor at the Independent Contractor and to YRMC's Corporate Compliance/Privacy Officer. You also agree to notify your Independent Contractor supervisor and YRMC's Corporate Compliance/Privacy Officer of any violations or suspected violations by other employees or Authorized Users.
9. You agree to comply with applicable federal and state law regarding patient privacy and security.
10. You agree not to change, reverse engineer, disassemble or otherwise try to learn the source code, structure or ideas underlying the EHR software or introduce a virus to the EHR. You may not connect or install unauthorized or uncertified equipment, hardware or software or improperly use the hardware or software relating to use of the EHR. You will not make any changes to the configuration of the EHR without advance written consent from Hospital.

Independent Contractor

Company Name _____

Supervisor's Name (printed) _____

Supervisor's Signature _____

Date _____

Employee (or Independent Contractor if same)

Name _____

Email Address _____

Date of Birth (for identification purposes only) _____

Signature _____

Date _____

Exhibit D

Business Associate Agreement

BUSINESS ASSOCIATE AGREEMENT

This Business Associate Agreement (this "Agreement") is entered into on this 25 day of January, 2021, between Yavapai Community Hospital Association & Affiliates d/b/a Yavapai Regional Medical Center, an Arizona non-profit corporation ("Covered Entity") and Central Arizona Fire and Medical Authority ("Business Associate"), with an effective date of _____ ("Effective Date"). This Agreement sets out the responsibilities and obligations of Business Associate as a business associate of Covered Entity under the Health Insurance Portability and Accountability Act ("HIPAA") and the Health Information Technology for Economic and Clinical Health Act ("HITECH Act") and the rules and regulations implementing both. Covered Entity and Business Associate may be referred to separately herein as a "Party" or collectively as the "Parties."

RECITALS:

A. Business Associate may provide services to Covered Entity under a written agreement entered into before the effective date of this Agreement (the "Written Agreement"). If so, Written Agreement is titled _____, and has an effective date of _____.

B. Business Associate performs the services described in Written Agreement ("Services"). If there is not a Written Agreement, Business Associate provides the following services ("Services") to Covered Entity, including but not limited to the following, and as may change from time to time:

C. Covered Entity may make available and/or transfer to Business Associate Protected Health Information ("PHI") of Individuals in conjunction with Services, which Business Associate will Use or Disclose only in accordance with this Agreement.

AGREEMENT:

Business Associate and Covered Entity agree to the terms and conditions of this Agreement in order to comply with the rules on handling of Protected Health Information ("PHI") under the HIPAA Standards for Privacy of Individually Identifiable Health Information, 45 C.F.R. Part 160 and Part 164, Subpart E ("Privacy Rule"), the HIPAA Security Standards, 45 C.F.R. Part 160 and Part 164, Subpart C ("Security Rule"), and the HIPAA Breach Notification Regulations, 45 C.F.R. Part 164, Subpart D ("Breach Notification Regulations"), all as amended from time to time.

1. DEFINITIONS

- a. **Terms Defined in Regulation:** Unless otherwise provided, all capitalized terms in this Agreement will have the same meaning as provided under the Privacy Rule, the Security Rule and the Breach Notification Regulations.

- b. **Protected Health Information or PHI:** Protected Health Information or PHI, as defined by the Privacy Rule, for this Agreement means PHI that is received, created, maintained, or transmitted on behalf of Covered Entity by Business Associate.

2. USES AND DISCLOSURES OF PROTECTED HEALTH INFORMATION

- a. **Performance of Services:** Business Associate will Use or Disclose PHI only for those purposes necessary to perform Services, or as otherwise expressly permitted in this Agreement or required by law and will not further Use or Disclose such PHI.
- b. **Minimum Necessary:** Business Associate will make uses and disclosures and requests for PHI consistent with Covered Entity's minimum necessary policies and procedures.
- c. **Subcontractor Performance of Services:** Business Associate agrees that anytime it provides PHI to a subcontractor, or permits a subcontractor to create, receive, maintain, or transmit PHI on behalf of Business Associate, in order to perform Services for Covered Entity, Business Associate first will enter into a Business Associate Agreement with such subcontractor that contains the same terms, conditions, restrictions, and requirements for the Use and Disclosure of PHI as contained in this Agreement, as well as the same obligations to comply with those provisions of the HIPAA Rules identified in this Agreement. To the extent Business Associate becomes aware of a pattern of activity or practice by its subcontractor that constitutes a material breach or violation of the subcontractor's obligations under its Business Associate Agreement, Business Associate will take reasonable steps to cure the breach or end the violation. If such steps are not successful, Business Associate will terminate the agreement with the subcontractor.
- d. **Covered Entity Responsibilities:** To the extent Business Associate is to carry out one or more of Covered Entity's obligations under the Privacy Rule, Business Associate will comply with the requirements of the Privacy Rule that apply to Covered Entity in the performance of such obligations.
- e. **Sale of PHI Prohibited:** Business Associate or subcontractor of Business Associate may not engage in the Sale of PHI. This prohibition does not apply to the disclosure of PHI in connection with the Services performed under this Agreement where the only remuneration provided is for the performance of such Services, or to any other activity excluded from the definition of "Sale" under the Privacy Rule at 45 C.F.R. § 164.502(a)(5)(ii).
- f. **Other Uses and Disclosures:** Business Associate may not use or disclose PHI in a manner that would violate the Privacy Rule if done by Covered Entity, except for the specific uses and disclosures set forth below in Subsections i through iii:
 - i. **Business Associate Management, Administration and Legal Responsibilities:** Business Associate may Use or Disclose PHI for Business Associate's management and administration, or to carry out Business Associate's legal responsibilities. Business Associate may Disclose PHI received from Covered Entity to a third party for such purposes only if: (1) the Disclosure is required by law; or (2) Business Associate secures written assurance from the receiving party that the receiving party will: (i) hold the PHI confidentially; (ii) Use or Disclose the PHI only as required by law or for the purposes for which it was Disclosed

to the recipient; and (iii) notify Business Associate of any other Use or Disclosure of PHI.

- ii. **Data Aggregation:** Business Associate may Use PHI to perform data aggregation services relating to the health care operations of Covered Entity as permitted by 45 CFR § 164.504(e)(2)(i)(B).
- iii. Business Associate may de-identify PHI in accordance with 45 C.F.R. 164.514.

3. SAFEGUARDS FOR PROTECTED HEALTH INFORMATION

- a. **Adequate Safeguards:** Business Associate will implement and maintain appropriate safeguards to prevent any Use or Disclosure of PHI for purposes other than those permitted by this Agreement, including administrative, physical and technical safeguards to protect the confidentiality, integrity, and availability of any electronic protected health information ("ePHI"), if any, that Business Associate creates, receives, maintains, and transmits on behalf of Covered Entity. Upon request of Covered Entity, Business Associate will provide evidence to Covered Entity that these safeguards are in place and are properly managed.
- b. **Compliance with HIPAA Security Rule:** Business Associate will comply with those provisions of the Security Rule that apply to Business Associates, including 45 C.F.R. §§ 164.302, 164.306, 164.308, 164.310, 164.312, 164.314, and 164.316, with respect to electronic protected health information.

4. REPORTS OF IMPROPER USE OR DISCLOSURE OF PROTECTED HEALTH INFORMATION, SECURITY INCIDENTS AND BREACHES

- a. **Use or Disclosure Not Permitted by This Agreement:** Business Associate will report in writing to Covered Entity any Use or Disclosure of PHI for purposes other than those permitted by this Agreement within 5 business days of Business Associate's learning of such Use or Disclosure.
- b. **Security Incidents:** Business Associate will report in writing to Covered Entity any Security Incident of which Business Associate becomes aware. Specifically, Business Associate will report to Covered Entity any successful unauthorized access, Use, disclosure, modification, or destruction of ePHI or interference with system operations in an information system containing ePHI of which Business Associate becomes aware within five (5) business days of Business Associate learning of such Security Incident. Business Associate also will report the aggregate number of unsuccessful, unauthorized attempts to access, use, disclose, modify, or destroy ePHI or interfere with system operations in an information system containing ePHI, of which Business Associate becomes aware, provided that: (i) such reports will be provided only as frequently as the parties mutually agree, but no more than once per month; and (ii) if the definition of "Security Incident" under the Security Rule is amended to remove the requirement for reporting "unsuccessful" attempts to use, disclose, modify or destroy ePHI, the portion of this Section 4 addressing the reporting of unsuccessful, unauthorized attempts will no longer apply as of the effective date of such amendment.
- c. **Breaches of Unsecured PHI:** Business Associate will report in writing to Covered Entity any Breach of Unsecured Protected Health Information, as defined in the Breach Notification Regulations, within five (5) business days of the date Business

Associate learns of the incident giving rise to the Breach. Business Associate will provide such information to Covered Entity as required in the Breach Notification Regulations, including but not limited to: (i) the nature and extent of the PHI involved, including the types of identifiers and the likelihood of re-identification; (ii) the unauthorized person who used the PHI or to whom the disclosure was made; (iii) whether the PHI was actually acquired or viewed; and (iv) the extent to which the risk to the PHI has been mitigated. Business Associate will reimburse Covered Entity for any reasonable expenses Covered Entity incurs in notifying Individuals of a Breach caused by Business Associate or Business Associate's subcontractors or agents, and for reasonable expenses Covered Entity incurs in mitigating harm to those Individuals. Business Associate also will defend, hold harmless and indemnify Covered Entity and its employees, agents, officers, directors, shareholders, members, contractors, parents, and subsidiary and affiliate entities, from and against any claims, losses, damages, liabilities, costs, expenses, penalties or obligations (including attorneys' fees) that Covered Entity may incur due to a Breach caused by Business Associate or Business Associate's subcontractors or agents. If the PHI that is the subject of the Breach contains the individual's first initial or first name and last name and/or any of the following: (i) social security number; (ii) driver's license, (iii) state identification card; (iv) account number or credit or debit card number in combination with any required security code, access code, or password that would permit access to an individual's financial account; or (v) PHI, then Covered Entity and Business Associate shall work together to structure a credit monitoring offering commensurate to the risk posed by the Breach and Business Associate shall, in any event, pay the costs of credit monitoring for one (1) year for such individuals.

5. ACCESS TO PROTECTED HEALTH INFORMATION

- a. **Covered Entity Access:** Within five (5) business days of a request by Covered Entity for access to PHI, Business Associate will make requested PHI available to Covered Entity in the manner requested by Covered Entity and will provide a copy upon request.
- b. **Individual Access:** If an Individual makes a request for access directly to Business Associate, other than by means of court order or pursuant to section 2(f) above, Business Associate will within five (5) business days forward such request in writing to Covered Entity. Covered Entity will be responsible for making all determinations regarding the grant or denial of an Individual's request for PHI and Business Associate will make no such determinations. Only Covered Entity will release PHI to an Individual pursuant to such a request.

6. AMENDMENT OF PROTECTED HEALTH INFORMATION

- a. **Covered Entity Request:** Within five (5) business days of receiving a request from Covered Entity to amend an Individual's PHI, Business Associate will provide such information to Covered Entity for amendment. Alternatively, if Covered Entity's request includes specific instructions on how to amend the PHI, Business Associate will incorporate such amendment into the PHI it holds within five (5) business days of receipt of the Covered Entity request.
- b. **Individual Request:** If an Individual makes a request for amendment directly to Business Associate, Business Associate will within five (5) business days forward such request in writing to Covered Entity. Covered Entity will be responsible for making all determinations regarding amendments to PHI and Business Associate will make no such determinations.

7. ACCOUNTING OF DISCLOSURES OF PROTECTED HEALTH INFORMATION

- a. **Disclosure Records:** Business Associate will keep a record of any Disclosure of PHI that Business Associate makes, if Covered Entity would be required to provide an accounting to Individuals of such Disclosures under 45 C.F.R. § 164.528. For each Disclosure for which it is required to keep a record, Business Associate will record and maintain the information required by 45 C.F.R. § 164.528. Business Associate will maintain its record of such Disclosures for six years from the termination of this Agreement.
- b. **Provision to Covered Entity:** Within five (5) business days of receiving a notice from Covered Entity, Business Associate will provide to Covered Entity its Disclosure records in the manner requested by Covered Entity.
- c. **Request by Individual:** If an Individual requests an accounting of Disclosures directly from Business Associate, Business Associate will forward the request and its Disclosure record to Covered Entity within five (5) business days of Business Associate's receipt of the Individual's request. Covered Entity will be responsible for preparing and delivering the accounting to the Individual. Business Associate will not provide an accounting of its Disclosures directly to any Individual.

8. ACCESS TO BOOKS AND RECORDS

- a. **Covered Entity Access:** Business Associate will, within five (5) business days of Covered Entity's written request, make available during normal business hours at Business Associate's offices, all records, books, agreements, policies and procedures relating to the Use or Disclosure of PHI for the purpose of allowing Covered Entity or its agents or auditors to determine Business Associate's compliance with this Agreement.
- b. **Government Access:** Business Associate will make its internal practices, books and records on the Use and Disclosure of PHI available to the Secretary of the Department of Health and Human Services to the extent required for determining compliance with the Privacy Rule, Security Rule, or Breach Notification Regulations.
- c. No attorney-client, accountant-client or other legal privilege will be deemed waived by Business Associate or Covered Entity as a result of this Section.

9. TERM AND TERMINATION

This Agreement shall commence as of the Effective Date and terminate in accordance with the provisions of Section 10, below.

10. TERMINATION

- a. **Termination by Mutual Agreement:** This Agreement and the Written Agreement, if any, may be terminated by the parties at any time upon mutual written agreement.
- b. **Termination by Covered Entity for Cause:** This Agreement and the Written Agreement, if any, may be terminated by Covered Entity at any time if Covered Entity determines, in its sole discretion, that Business Associate or its subcontractors have materially breached any of the term or conditions of this Agreement, and if Covered Entity determines, in its sole discretion, that Business Associate has failed to

adequately cure or remedy that material breach within fifteen (15) days after receipt of written notice of such breach.

- c. **Termination Without Cause:** This Agreement and the Written Agreement, if any, may be terminated by either Party at any time without cause or penalty by giving the other Party sixty (60) days advance written notice of such termination.
- d. **Termination upon Insolvency, Bankruptcy, Assignment, Dissolution or Death:** This Agreement and the Written Agreement, if any, may be terminated by either Party at any time, immediately upon the delivery of notice to the other Party, of (i) the institution by or against either Party of insolvency, receivership or bankruptcy proceedings or any other proceedings for the settlement of that Party's debts, (ii) the making, by either Party, of an assignment for the benefit of creditors, (iii) the dissolution or ceasing to do business of either Party, of (iv) if Business Associate is an individual, upon the death of the Business Associate.

11. RETURN OR DESTRUCTION OF PROTECTED HEALTH INFORMATION

- a. **Return or Destruction of PHI:** Within 30 days of termination of this Agreement, Business Associate will return to Covered Entity all PHI that Business Associate or its subcontractors maintain in any form or format. Alternatively, Business Associate may, upon Covered Entity's written consent, destroy all such PHI and provide written documentation of such destruction. Business Associate will retain no copies of any PHI. Business Associate will be responsible for recovering any PHI from its subcontractors or agents, or documenting their destruction of such PHI, consistent with the terms of this Section.
- b. **Retention of PHI if Return or Destruction is Infeasible:** If Business Associate believes that returning or destroying PHI at the termination of this Agreement is infeasible, it will provide written notice to Covered Entity within 30 days of the effective date of termination of this Agreement. Such notice will set forth the circumstances that Business Associate believes makes the return or destruction of PHI infeasible and the measures that Business Associate will take for assuring the continued confidentiality and security of the PHI. Covered Entity promptly will notify Business Associate of whether it agrees that the return or destruction of PHI is infeasible. If Covered Entity agrees that return or destruction of PHI is infeasible, Business Associate may keep the PHI but will extend all protections, limitations and restrictions of this Agreement to Business Associate's Use or Disclosure of PHI retained after termination of this Agreement and will limit further Uses or Disclosures to those purposes that make the return or destruction of the PHI infeasible. Business Associate will also ensure that any such extended protections, limitations and restrictions apply to its subcontractors for whom return or destruction of PHI is determined by Covered Entity to be infeasible. If Covered Entity does not agree that the return or destruction of PHI from Business Associate or its subcontractors is infeasible, Covered Entity will provide Business Associate with written notice of its decision, and Business Associate and its subcontractors will proceed with the return or destruction of the PHI pursuant to the terms of this Section within 30 days of the date of Covered Entity's notice.
- c. **Survival:** The obligations of Business Associate under this Section 11 shall survive the termination of this Agreement.

12. RESTRICTIONS ON USE OR DISCLOSURE OF PROTECTED HEALTH INFORMATION

If Covered Entity advises Business Associate of any changes in, or restrictions to, the permitted Use or Disclosure of PHI, Business Associate will restrict the Use or Disclosure of PHI consistent with Covered Entity's instructions.

13. MITIGATION PROCEDURES

Business Associate will mitigate, to the maximum extent practicable, any deleterious effect from its or its subcontractors' Use or Disclosure of PHI in a manner that violates this Agreement.

14. OBLIGATIONS REGARDING BUSINESS ASSOCIATE PERSONNEL

Business Associate will train and educate all of its Workforce Members, subcontractor and agents on HIPAA and the HITECH Act. If Business Associate's Workforce Members will have access to Covered Entity's PHI systems, Business Associate will notify Covered Entity within one (1) day of Workforce Member leaving Business Associate employment. Business Associate will inform all of its Workforce Members, subcontractors and agents ("Business Associate Personnel") whose services may be used to satisfy Business Associate's obligations under the Written Agreement, if any, or this Agreement, of Business Associate's obligations under this Agreement. Business Associate represents and warrants that the Business Associate Personnel are under legal obligation to Business Associate, by contract or otherwise, sufficient to enable Business Associate to fully comply with the provisions of this Agreement. Business Associate will maintain a system of sanctions for any Business Associate Personnel who violates this Agreement.

15. COMPLIANCE WITH HITECH ACT AND REGULATIONS

Business Associate will comply with the requirements of Title XIII, Subtitle D of the HITECH Act, codified at 42 U.S.C. §§ 17921-17954, which are applicable to Business Associate, and will comply with all regulations issued by the Department of Health and Human Services (HHS) to implement these referenced statutes, as of the date by which Business Associate is required to comply with such referenced statutes and HHS regulations. Business Associate acknowledges that under the terms of such regulations, by becoming a business associate of Covered Entity, Business Associate is subject to the jurisdiction of HHS to enforce HIPAA and the HITECH Act and their associated regulations. Business Associate is also liable for the acts or omissions of its agents, including workforce members and subcontractors. Business Associate agrees, upon the request of the Secretary of HHS, to cooperate with any requested compliance review to determine the compliance of Covered Entity or Business Associate with such laws and regulations.

16. MISCELLANEOUS

- a. **COMPLIANCE WITH LAWS:** The Parties are required to comply with federal and state laws. If this Agreement must be amended to secure such compliance, the Parties will meet in good faith to agree upon such amendments. If the Parties cannot agree upon such amendments, then either Party may terminate this Agreement upon 30 days written notice to the other Party.
- b. **CONSTRUCTION OF TERMS:** The terms of this Agreement will be construed in light of any applicable interpretation or guidance on the Privacy Rule, Security Rule, or Breach Notification Regulations issued by the Department of Health and Human

Services. Any ambiguity in this Agreement shall be resolved in favor of a meaning that permits Covered Entity to comply with the Privacy Rule, Security Rule, or Breach Notification Regulations.

- c. **NO THIRD PARTY BENEFICIARIES:** Nothing in this Agreement will confer upon any person other than the parties and their respective successors or assigns, any rights, remedies, obligations, or liabilities whatsoever.
- d. **NO INTIMIDATION OR RETALIATION:** Business Associate will not threaten, intimidate, coerce, harass, discriminate against, or take any other retaliatory action against any individual for filing a complaint relating to the potential violation of HIPAA or HITECH; testifying or assisting in any investigation or hearing under the HIPAA regulations; or opposing any action that is not permitted under HIPAA or HITECH.
- e. **NOTICES:** All notices required under the Agreement will be given in writing and will be delivered by (1) personal service, (2) first class mail, or (3) messenger or courier. All notices shall be addressed and delivered to the contact designated in the signature block, or other address provided by the Party from time to time in writing to the other Party. Notices given by mail will be deemed for all purposes to have been given forty-eight hours after deposit with the United States Postal Service. Notices delivered by any other authorized means will be deemed to have been given upon actual delivery.
- f. **ENTIRE AGREEMENT:** This Agreement constitutes the entire agreement between the parties with regard to the Privacy Rule, Security Rule and Breach Notification Regulations, there are no understandings or agreements relating to this Agreement that are not fully expressed in this Agreement, and no change, waiver or discharge of obligations arising under this Agreement will be valid unless in writing and executed by the Party against whom such change, waiver or discharge is sought to be enforced.
- g. **WRITTEN AGREEMENT:** This Agreement will be considered an attachment to Written Agreement, if any, and is incorporated as though fully set forth within the Written Agreement. This Agreement will govern in the event of conflict or inconsistency with any provision of Written Agreement.
- h. **COUNTERPARTS AND SIGNATURE:** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original and when taken together shall constitute one agreement. Facsimile and electronic signatures shall be deemed to be original signatures for all purposes of this Agreement.
- i. **CHOICE OF LAW:** Governing Law: The validity, construction and effect of this Agreement will be governed by the laws of the State of Arizona, without giving effect to that state's conflict of laws rules. Any dispute will be resolved in a forum located in Yavapai County in the State of Arizona.

BUSINESS ASSOCIATE

By: _____

COVERED ENTITY

By:  _____

Print Name: _____

Print Name: John R. Amos

Title: _____

Title: President & CEO

Date: _____

Date: 12/18/2020

Contacts for Notices Under This Agreement:

Title: _____

Title: Privacy Officer

Address: 8603 E. Eastridge Drive
Prescott Valley, AZ 86314

Address: 1003 Willow Creek Road
Prescott, AZ 86301

Phone: (928) 772-7711

Phone: (928) 771-5688

Exhibit E

Certificate of Insurance

ADDENDUM TO BUSINESS ASSOCIATE AGREEMENT

This Addendum, made and entered into effective this 25 day of January, 2021, is added to that certain business associate agreement between Central Arizona Fire and Medical Authority, a statutory entity created under the authority of the state of Arizona (hereinafter "CAFMA") and Yavapai Community Hospital Association and Affiliates d/b/a Yavapai Regional Medical Center (hereinafter "YRMC"), dated January 25, 2021 (the "Agreement"), adding or modifying the following provisions the same as if said provisions were contained in the body of said document. Except as otherwise provided in this Addendum, the specifications, clarifications, exceptions, warranties and other provisions as set forth in the Agreement dated January 25, 2021 shall be incorporated herein by this reference.

1. The Agreement is hereby modified to include the following:

"CAFMA may terminate this Agreement pursuant to the provisions of A.R.S. §38-511."

2. The Agreement is hereby modified to include the following if it does not otherwise appear:

"MISCELLANEOUS PROVISIONS:" This Agreement shall be construed in accordance with the laws of the State of Arizona. The parties agree that any arbitration or litigation arising from or in connection with any dispute between the parties under this Agreement shall be conducted within the venue and jurisdiction of the Yavapai County Superior Court or the relevant Arizona Federal District Court. The parties agree that this Agreement bears a rational relationship to the State of Arizona and they consent to the personal jurisdiction of such state and further consent and stipulate to venue in the above described court."

3. **Non-Discrimination:** Company warrants that it complies with any state and federal laws, rules and regulations which mandate that all persons, regardless of race, color, creed, religion, sex, genetic information, age, national origin, disability, familial status or political affiliation, shall have equal access to employment opportunities, including but not limited to the Americans with Disabilities Act. The Company shall take affirmative action to ensure that it will not participate either directly or indirectly in the discrimination prohibited by or pursuant to Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Section 109 of the Housing and Community Development Act of 1974, the Age Discrimination Act of 1975, Genetic Information Nondiscrimination Act of 2008 and Executive Orders 99-4 and 2000-4.

4. **Legal Arizona Workers Act Compliance:** Company is required to comply with A.R.S. §41-4401, and hereby warrants that it will, at all times during the term of this Agreement, comply with all federal immigration laws applicable to the employment of their respective employees, the requirements of A.R.S. §41-4401, and with the e-verification requirements of A.R.S. §23-214(A) (together the "state and federal immigration laws"). Company further agrees to ensure that each subcontractor that performs any work under this Agreement likewise complies with the state and federal immigration laws.

A breach of a warranty regarding compliance with the state and federal immigration laws shall be deemed a material breach of the Agreement and the party who breaches may be subject to penalties up to and including termination of the Agreement.

CAFMA retains the legal right to inspect the papers of any contractor or subcontract employee working under the terms of the Agreement to ensure that the other party is complying with the warranties regarding compliance with the state and federal immigration laws.

5. **Non-appropriation:** This Agreement shall be subject to available funding for CAFMA, and nothing in this Agreement shall bind CAFMA to expenditures in excess of funds appropriated and allotted for the purposes outlined in this Agreement.

6. The parties stipulate and agree that to the extent this Addendum conflicts with or is inconsistent with any term of the original Agreement referenced above, this Addendum shall control. In all other respects and manner, the original Agreement entered into by and between the parties shall remain in full force and effect.

PASSED, APPROVED AND ADOPTED by the Governing Board of the Central Arizona Fire and Medical Authority this 25 day of January, 2021.

CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY, a statutory
entity of the State of Arizona

By: _____
Chief Scott Freitag

YAVAPAI COMMUNITY HOSPITAL ASSOCIATION AND AFFILIATES
d/b/a YAVAPAI REGIONAL MEDICAL CENTER

By: _____
Name: John Amos
Its: President & CEO