PUBLIC NOTICE
REGULAR BOARD MEETING AGENDA
Wednesday, November 18, 2026
Station 32, 8905 Koch Field Road, Flagstaff, AZ 6:00 pm

www. zoom.us / Meeting ID: 885 2281 1636 Passcode 432385
https://us02web.zoom.us/j/88522811636?pwd=dlVDTzJzOHRRZWthaGdnU0gyTWtKQT09

Pursuant to A.R.S. 38-431.01, notice is hereby given to the Board of Directors and the public that the Summit Fire District will hold a Regular Meeting open to the public. The Governing Board of Summit Fire & Medical District will meet **in a Regular Session on Wednesday, November 18, 2026, at 6:00 p.m. The meeting will be held in person and remotely through technological means (see above).** The meeting room will be open to the public at 5:30 pm**.** Members of the Governing Board will attend either in person or by technological means. The Board may vote to go into Executive Session on any agenda item, pursuant to ARS 38-431.03(A)(3) Discussion or consultation for legal advice with the county attorney or attorneys of the public body. ***All items are set for possible action***.

1. CALL TO ORDER

2. ROLL CALL OF BOARD MEMBERS / AFFIRMATION OF QUORUM

3. PLEDGE OF ALLEGIANCE

4. **CALL TO THE PUBLIC**

The Chairman shall announce this portion of the District Board meeting as a Call to the Public which is for public input/comment, in accordance with A.R.S. §38-431.0(H). Those wishing to address the Board regarding an issue within the jurisdiction of this public body may do so by completing a Request to Comment Form and submitting it to the Staff in person. If attending via remote, comments are to be sent to Staff via chat options prior to the start of the meeting. Individuals addressing the Board are limited to three minutes for their comments but may submit written comments for the Board records. The Chairman will recognize each individual**. The Governing Board cannot discuss or take legal action on any issues raised during the Public Forum unless they are agendized due to restrictions of the Open Meeting Laws.**

5. **CONSENT AGENDA** – Items on the consent agenda are of a routine nature or have been previously studied by the Governing Board. Items on the Consent agenda are intended to be acted upon in one motion unless the Board wishes to hear any of the items separately.
   a. Discussion and Approval of the Regular Board Meeting Minutes of October 21, 2026.
   b. Approval of Reconciliations and Financial Reports for October 2026.

6. **Current Events Summaries, Reports, and/or Correspondence**– In accordance with A.R.S. 38-431.02(K), ***the Board shall not propose, discuss, deliberate, or take legal action*** on any matter in the following summaries:
   a. Monthly Run Report – On-Duty Battalion Chief
   b. Monthly Updates
      - Fire Chief Callander
        - Hiring Update
        - EMS Update
        - New County Attorney -
        - Wildfire Insurance
      - Local 1505 - Union Representative

7. **NEW BUSINESS / ACTION ITEMS** - **Public Comment**: Public comment/input is welcome after each agenda item of New Business/Action Items and Unfinished Business. Individual comments are limited to three minutes per individual and must pertain to the specific agenda item.

   a. Review, discuss, and possible action: **2027 Fire Board Meeting Calendar.**

   b. Review, discuss, and possible action on **appointing a new Board Chair and Board Clerk for the upcoming Year.**

   c. Review, discuss, and possible action: B**oard vacancy and candidate interview options.**

   d. Review, discuss, and possible action: **Selection of firm to conduct a District Consolidation Feasibility Study for Summit, Highlands, and Pinewood Districts.**

8. **FIRE BOARD COMMENTS**- Board Member comments are meant to inform and clarify. No action will be taken. Only Board Members can speak.

9. **ADJOURNMENT**

Posted on or before November 17, 2026, which is at least 24 hours prior to the Public Hearing. The complete packet of information from the Board meetings or portions thereof is available from the Administrative Office upon completion of a Public Records Request. The District Administrative Office is accessible to the handicapped. In compliance with the Americans with Disabilities Act (ADA), those with special needs, such as large-type face print or other reasonable accommodations, may request those through the Summit Fire and Medical District Administrative Offices (928-526-9537) at least twenty-four hours before the meeting.

BOARD MEETING MINUTES

Wednesday, October 21, 2026

Station 32, 8905 Koch Field Road, Flagstaff, AZ

- **CALL TO ORDER**
  Board Chair Timney called the meeting to order at 6:00 pm.
- **ROLL CALL OF BOARD MEMBERS / AFFIRMATION OF QUORUM**
  Members Present: Chair Timney, Board Members Faus, DiVittorio, Walton and Parker
  Administration: FC Callander, BC Fisk, Fennema, Schieffer. Local Rep Brooks
- **Pledge of Allegiance**
- **CALL TO THE PUBLIC:** none
- **CONSENT AGENDA**
  - Approval of the Regular Board Meeting Minutes of September 16, 2026
  - Approval of Reconciliations and Financial Reports for September 2026.
    Board Member Parker moved to approve the September 2026 minutes and financial reports. Board Member Faus seconded the motion.
    Vote Conducted. MOTION PASSED unanimously.
    AYES: Timney, Faus, Walton, DiVittorio, & Parker
    NAYES: None
- **Current Events Summaries, Reports, and/or Correspondence**

a. Monthly Run Report:
- BC Fisk reported on stats from September 2026. Total incidents were 101; of which MVA calls were the majority. Call distribution is as follows: Unit 31 had 35 calls, Unit 32 had 53, Unit 37 had 15, and 5 calls for the water tenders. Avg response time was 9:41 for the District; Sta# 31 at 11.23 min, #32 at 7.00 min, and #37 at 7:41.

b. Monthly Chief Updates: FC Callander
- Hiring Process- Open for another 3 weeks, we have 51 who have already completed the process. We only need 1 FF here at Summit, with 9 total for the GFR. We will be running a "green" academy meaning recruits only need their EMT to apply. We expect another 50-60 to apply in the last week.
- Our new website is up and running now.
- Paul Oltrogge with FFD passed away this week. Memorial Service will be 11/8 at the Orpheum at 3pm. He will be missed greatly!
- The date for our move to the new Medical Direction company will be November 3rd.

c. Labor Update: Robert Brooks:
- Thank you to all who participated in the Smoke Detector installation project conducted this past weekend in conjunction with the Red Cross. Eighteen (18) homes had new smoke detectors installed.
- Labor is working closely with the other department to come up with a better process for attracting and selecting new recruits that are a good fit, as each department runs a little differently.

- Celebrating one year with new Fire Chief Callander. We have had a lot of things happening and good changes being made.
- Thank you, Scott Walton, for all you have done for our community. Enjoy your 3rd retirement from the fire service 😊

NEW BUSINESS / ACTION ITEMS

a. Jennifer Frank from Squire (formerly Hinton Burdick) presented the audit findings for FY25-26.
   - Internal control and compliance report: no material weaknesses or significant deficiencies.
   - Our net position increased by 1,400,000 in FY26.
   - Auditor praised district's controls and staff efforts; offered availability for questions.
   - **Conclusion**: Clean audit with stable financial trends; controls effective; no recommendations for changes.

   Motion to approve the FY26 Audited Financial Statements (CAFR) by Board Member Faus, seconded by Board Member DiVittorio.
   Vote Conducted. MOTION PAST ALL IN FAVOR
   AYES: Timney, Walton, Faus, DiVittorio & Parker

b. Bi-annual Shop Report presented by Tammy Schieffer: Total Profit for FY26 was $37,789.24, and YTD for FY27 is $2,710.78 **No Motion Needed.**

c. Updated Policy #156-Performance Evaluations: The updated policy outlines the timeline for getting evaluations processed.

   Motion was made to approve the updated policy #156 as written by Board Member Parker, seconded by Board Member Faus.
   Vote Conducted. MOTION PAST ALL IN FAVOR
   AYES: Timney, Walton, Faus, DiVittorio, Parker

d. Updated Policy #148-Compensation Administration and backpay for recently promoted and newly hired employees. Newly hired employees and promoted employees will use the date that occurred as their annual review/evaluation date, instead of November 1st. All employees hired before June 2026 will continue to use November as their annual review deadline. We are asking for Backpay for four (4) employees who, due to past practices, have not received an increase in compensation for well over a year. The cost to the District for this backpay will be $3497.43, and we will move their review dates back to hire date and promotion date.

   Motion to approve updated Policy #148, and backpay four (4) employees was made by Board Member Faus, seconded by Board Member Walton.
   Vote Conducted. MOTION PAST ALL IN FAVOR
   AYES: Timney, Walton, Faus, DiVittorio, & Parker

e. Board Vacancy application process has been extended to November 30th. At the November board meeting, we will pick a date in early December for interviewing candidates. One (1) application was received so far, but it was after the original deadline of November 15.

   Motion was made by Board Member Faus, seconded by Board Member Parker.
   Vote Conducted. MOTION PAST ALL IN FAVOR
   AYES: Timney, Walton, Faus, DiVittorio, & Parker

f. Chief Callander presented a list of goals he has set for himself for the upcoming year. These goals will be used by the board when doing his annual evaluation next year.

Motion to approve Chief Callander's goals as presented was made by Board Member Walton, seconded by Board Member Faus.
Vote Conducted. MOTION PAST ALL IN FAVOR
AYES: Timney, Walton, Faus, DiVittorio, & Parker

g. Thank you, Scott Walton, for your service to our community for the past 4 years. This is Scott's last board meeting as a member of our governing board.

Fire Board Comments:

Thank you to everyone who helped with the audit prep this year, and thank you again to Scott for his service.

ADJOURNMENT: Board Meeting adjourned at 7:32 pm

Motion to adjourn by Board Member Parker, seconded by Board Chair Timney
Vote Conducted. MOTION PAST ALL IN FAVOR
AYES: Timney, Walton, Faus, DiVittorio, and Parker

Respectfully
submitted by:

Robb Faus,
Board Clerk

Summit Fire & Medical District

Account Balances

Registered Balance (end of month)	July 2026	Aug 2026	Sept 2026	Oct 2026	Nov 2026	Dec 2026	Jan 2027	Feb 2027	Mar 2027	Apr 2027	May 2027	June 2027
Budget Stabilization	$3,905,699.27	$3,395,262.97	$3,148,925.59	$5,621,522.53								
OWA	$443,340.31	$480,907.59	$586,998.33	$614,084.83								
Petty Cash	$896.11	$878.11	$1,110.64	$1,639.37								
Capital	$915,841.44	$917,025.35	$919,532.94	$923,035.50								
Emergency	$517,763.39	$518,432.70	$519,850.34	$521,830.48								
Debt Services / GO	$14,577.41	$14,735.78	$19,560.91	$131,836.54								
Contingency / COP	$1,777,204.90	$1,777,204.90	$1,777,204.90	$1,777,204.90								
TOTAL	$7,575,322.83	$7,104,447.40	$6,973,183.65	$9,591,154.15	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
LAST FISCAL YEAR	$6,549,156.55	$6,171,125.49	$5,928,137.27	$6,940,286.51	$8,761,520.15	$8,493,661.95	$8,181,671.66	$7,921,218.14	$7,701,012.63	$8,969,376.56	$8,925,028.28	$7,956,856.42

B.S. ACTUALS	YTD actuals	Annual Budget	Over / Under	% of Budget
Revenue	$3,434,651.74	$7,865,710.52	-$4,431,058.78	44%
Expenses	$2,583,431.00	$7,275,823.95	-$4,692,392.95	36%
Net Income	$851,220.74	$589,886.57	$261,334.17	144%

34% of the fiscal year.

Summit Fire & Medical District
Profit & Loss Budget vs. Actual
July through October 2026

	Jul - Oct 26	Budget	$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
1100 TAX REVENUE				
1101 Property Tax	2,935,990.92	6,631,039.00	-3,695,048.08	44.28%
1102 FDAT	150,739.18	376,432.00	-225,692.82	40.04%
1103 Delinquent Property Tax	22,554.42	71,682.00	-49,127.58	31.47%
Total 1100 TAX REVENUE	3,109,284.52	7,079,153.00	-3,969,868.48	43.92%
1200 GRANTS	0.00	112,500.00	-112,500.00	0.0%
1250 OWA Income	248,432.87	250,000.00	-1,567.13	99.37%
1300 MISC INCOME				
1302 Interest	43,032.68	185,400.42	-142,367.74	23.21%
1304 Contracts with Towers	9,181.18	27,217.00	-18,035.82	33.73%
1305 Out of District Calls	0.00	500.00	-500.00	0.0%
1308 Service Subscriptions	10,058.47	5,840.00	4,218.47	172.23%
1310 Misc. Income	7,734.06	3,750.00	3,984.06	206.24%
1312 Community Room Rental	1,600.00	3,000.00	-1,400.00	53.33%
1313 Rental Income #33	850.00			
1315 SSFND-Smart & Safe AZ Fund	0.00	95,708.00	-95,708.00	0.0%
1300 MISC INCOME - Other	-3,638.99	3,749.86	-7,388.85	-97.04%
Total 1300 MISC INCOME	68,817.40	325,165.28	-256,347.88	21.16%
1400 Maint Facility Income	8,116.95	98,892.24	-90,775.29	8.21%
Total Income	3,434,651.74	7,865,710.52	-4,431,058.78	43.67%
Gross Profit	3,434,651.74	7,865,710.52	-4,431,058.78	43.67%
Expense				
2000 PERSONNEL SALARIES				
2001 Fire Chief	50,384.64	167,200.00	-116,815.36	30.13%
2009 Acting Pay				
2009 .1 Acting Pay BC	1,258.50	850.00	408.50	148.06%
2009. 2 Acting Captain	2,670.50	5,800.00	-3,129.50	46.04%
2009.3 Acting Engineer	3,338.00	4,850.00	-1,512.00	68.83%
2009 Acting Pay - Other	40.00	240.00	-200.00	16.67%
Total 2009 Acting Pay	7,307.00	11,740.00	-4,433.00	62.24%
2032 OWA Backfill	50,188.55	25,000.00	25,188.55	200.75%
2033 OWA OT	79,123.71	60,000.00	19,123.71	131.87%
2034 OWA Eng Boss	1,360.00	2,000.00	-640.00	68.0%
2035 OWA Payroll	45,362.63	30,000.00	15,362.63	151.21%
2036 OWA Single Resource OT	9,670.14	5,000.00	4,670.14	193.4%
2037 OWA Holiday Pay	438.38	1,248.13	-809.75	35.12%
2070 Battalion Chief	92,066.17	317,019.30	-224,953.13	29.04%
2071 Administrative Officer	26,218.47	80,730.00	-54,511.53	32.48%
2072 Admin Assistant II	19,286.77	61,866.71	-42,579.94	31.18%
2073 EVT Mechanic III	18,999.75	80,409.91	-61,410.16	23.63%

Summit Fire & Medical District
Profit & Loss Budget vs. Actual
July through October 2026

	Jul - Oct 26	Budget	$ Over Budget	% of Budget
2073.2 EVT Mechanic II	21,704.52	76,320.96	-54,616.44	28.44%
2075 Captains	233,349.37	819,148.92	-585,799.55	28.49%
2076 Engineer	194,826.90	664,247.01	-469,420.11	29.33%
2077 Firefighters	252,025.06	1,093,908.49	-841,883.43	23.04%
2080 Mileage	8.78			
2081 FLSA	21,318.40	58,000.00	-36,681.60	36.76%
2082 Overtime				
2082.3 Medic Class OT	6,002.57	0.00	6,002.57	100.0%
2082 Overtime - Other	64,737.03	357,433.33	-292,696.30	18.11%
Total 2082 Overtime	70,739.60	357,433.33	-286,693.73	19.79%
2083 Vacation Leave	70,552.69	165,775.00	-95,222.31	42.56%
2084 Sick Leave	26,869.61	60,521.91	-33,652.30	44.4%
2088 Holiday Pay				
2088.1 Holiday Worked 1/2 time	3,631.33			
2088 Holiday Pay - Other	18,332.29	65,000.00	-46,667.71	28.2%
Total 2088 Holiday Pay	21,963.62	65,000.00	-43,036.38	33.79%
Total 2000 PERSONNEL SALARIES	1,313,764.76	4,202,569.67	-2,888,804.91	31.26%
2200 PENSION				
2201 NationW Hybrid Tier 3 FD	1,593.46	0.00	1,593.46	100.0%
2202 NationW - Tier 2 FD	169.63	0.00	169.63	100.0%
2206 PSPRS - Tier 1 FD	44,178.13	0.00	44,178.13	100.0%
2208 PSPRS - Tier 1A & 2 FD	5,639.56	0.00	5,639.56	100.0%
2210.2 PSPRS - DB Tier 3	38,679.82	0.00	38,679.82	100.0%
2215 ASRS	12,398.83	0.00	12,398.83	100.0%
2216 Other Retirement	37,363.19			
2200 PENSION - Other	1,850.00	605,257.58	-603,407.58	0.31%
Total 2200 PENSION	141,872.62	605,257.58	-463,384.96	23.44%
2300 PAYROLL EXPENSES				
2301 Workmen's Comp.	102,834.00	214,928.00	-112,094.00	47.85%
2303 Social Security	7,663.50	18,558.35	-10,894.85	41.29%
2304 Medicare	18,427.60	57,489.60	-39,062.00	32.05%
2305 Direct Deposit	409.44	0.00	409.44	100.0%
2306 Vacation Leave Payout	0.00	12,000.00	-12,000.00	0.0%
2307 Sick Leave Payout	0.00	30,000.00	-30,000.00	0.0%
Total 2300 PAYROLL EXPENSES	129,334.54	332,975.95	-203,641.41	38.84%
2400 PERSONNEL INSURANCE				
2401 Medical Insurance	126,804.33	364,386.72	-237,582.39	34.8%
2402 Dental Insurance	6,493.33	18,838.68	-12,345.35	34.47%
2404 Life Insurance	1,500.91	4,305.00	-2,804.09	34.86%
2405 Vision Insurance	1,191.87	3,690.72	-2,498.85	32.29%
Total 2400 PERSONNEL INSURANCE	135,990.44	391,221.12	-255,230.68	34.76%
2500 CONTRACTUALS				

Summit Fire & Medical District
Profit & Loss Budget vs. Actual
July through October 2026

	Jul - Oct 26	Budget	$ Over Budget	% of Budget
2503 Broker Fees Medical Ins				
2503.1 East Flag Medical-Croft	1,800.00	3,600.00	-1,800.00	50.0%
Total 2503 Broker Fees Medical Ins	1,800.00	3,600.00	-1,800.00	50.0%
2504 Audit	16,900.25	20,000.00	-3,099.75	84.5%
2509 Admin Service Contracts				
2509.1 SMT IT Mgmt	0.00	34,444.00	-34,444.00	0.0%
2509.2 Website design	7,362.98	4,500.00	2,862.98	163.62%
2509 Admin Service Contracts - Oth	3,825.00	950.00	2,875.00	402.63%
Total 2509 Admin Service Contracts	11,187.98	39,894.00	-28,706.02	28.04%
2510 Executech Annual Contract	2,730.45	0.00	2,730.45	100.0%
2511 Software Contracts				
2511.10 Fire Manager Software	0.00	4,324.00	-4,324.00	0.0%
2511.11 Executech Addl Svc	0.00	8,100.00	-8,100.00	0.0%
2511.2 Quickbooks Software	0.00	4,743.00	-4,743.00	0.0%
2511.4 Misc. Software	324.26	1,729.00	-1,404.74	18.75%
2511.6 PS Trax Eng, SCBA, PPE,	0.00	2,847.00	-2,847.00	0.0%
2511.9 ESO Software	7,587.24	7,430.00	157.24	102.12%
2511 Software Contracts - Other	5,582.06	0.00	5,582.06	100.0%
Total 2511 Software Contracts	13,493.56	29,173.00	-15,679.44	46.25%
2514 Bld & Vehicle Insurance	23,536.00	94,176.00	-70,640.00	24.99%
2515 IGA Services				
2515.2 Dispatch	0.00	80,000.00	-80,000.00	0.0%
2515.3 Reg Training Coord- RTO	22,137.00	22,137.00	0.00	100.0%
Total 2515 IGA Services	22,137.00	102,137.00	-80,000.00	21.67%
2517.1 DEA Mgmt Contract	0.00	17,000.00	-17,000.00	0.0%
2517.2 DEA Supplies	17,285.40	23,000.00	-5,714.60	75.15%
2519 Memberships & Subscription				
2519.1 AFDA	0.00	4,000.00	-4,000.00	0.0%
2519.3 AFCA & IAFC memberships	0.00	514.00	-514.00	0.0%
2519.5 Other (District Merger)	0.00	25,000.00	-25,000.00	0.0%
Total 2519 Memberships & Subscription	0.00	29,514.00	-29,514.00	0.0%
2520 Computers, Printers	0.00	2,500.00	-2,500.00	0.0%
2530 New Hire NTN, Fingerprints	0.00	44.00	-44.00	0.0%
Total 2500 CONTRACTUALS	109,070.64	361,038.00	-251,967.36	30.21%
2600 COP Payment	532,339.56	646,080.00	-113,740.44	82.4%
3005 FLEET SERVICES				
3005.1 Training-Certificates	0.00	3,500.00	-3,500.00	0.0%
3005.2 Shop Uniforms	1,498.76	4,300.00	-2,801.24	34.86%
3005.4 EVT Tool Allowance	0.00	2,000.00	-2,000.00	0.0%
3005.5 Tools, Supplies & Safety	183.36			
3005.6 Parts for SFMD Vehicles	18,147.71	85,000.00	-66,852.29	21.35%
3005 FLEET SERVICES - Other	8.06			

Summit Fire & Medical District
Profit & Loss Budget vs. Actual
July through October 2026

	Jul - Oct 26	Budget	$ Over Budget	% of Budget
Total 3005 FLEET SERVICES	19,837.89	94,800.00	-74,962.11	20.93%
3110 Apparatus Equipment				
3110.1.1 Holmatro Service	24.63	2,500.00	-2,475.37	0.99%
3110.2 Ladder Testing	0.00	1,600.00	-1,600.00	0.0%
3110.3 Foam	0.00	10,000.00	-10,000.00	0.0%
3110.4 Bar Oil, Fuel Power Equi	0.00	47,900.00	-47,900.00	0.0%
3110.5 Nozzles, Hoses etc	0.00	3,000.00	-3,000.00	0.0%
3110 Apparatus Equipment - Other	9,867.01	0.00	9,867.01	100.0%
Total 3110 Apparatus Equipment	9,891.64	65,000.00	-55,108.36	15.22%
3115 Communication-Radios	2,013.57	7,400.00	-5,386.43	27.21%
3120 SCBA	1,571.39	15,200.00	-13,628.61	10.34%
3200 SUPPLIES				
3210 EMS Program	11,196.82	63,172.00	-51,975.18	17.72%
3212 PPE Program	11,260.11	52,760.00	-41,499.89	21.34%
3220 Office Supplies	6,227.40	10,500.00	-4,272.60	59.31%
3225 BLD/Land Maint.				
3225.1 Supplies for #33 rental	703.33			
3225 BLD/Land Maint. - Other	32,968.66	63,796.00	-30,827.34	51.68%
Total 3225 BLD/Land Maint.	33,671.99	63,796.00	-30,124.01	52.78%
3227 Procurement	3,863.57	15,130.00	-11,266.43	25.54%
3235 PIO / Pub ED	2,601.89	2,700.00	-98.11	96.37%
3241 Honor Guard	626.95	6,750.00	-6,123.05	9.29%
Total 3200 SUPPLIES	69,448.73	214,808.00	-145,359.27	32.33%
3300 UNIFORMS				
3310 Uniforms - SFMD	4,437.68	38,500.00	-34,062.32	11.53%
3330 - Boots	1,266.29	7,200.00	-5,933.71	17.59%
Total 3300 UNIFORMS	5,703.97	45,700.00	-39,996.03	12.48%
3400 FITNESS-HEALTH & WELLNESS				
3401 Fitness	0.00	6,689.50	-6,689.50	0.0%
3405 Health & Wellness				
3405.1 Annual Physicals	652.98	5,000.00	-4,347.02	13.06%
3405.2 Staff Counseling	23,517.56	58,000.00	-34,482.44	40.55%
3405.3 Stress Test	0.00	3,000.00	-3,000.00	0.0%
3405.4 New Hire Physicals & Men	0.00	3,000.00	-3,000.00	0.0%
3405.5 Cancer Screening	0.00	500.00	-500.00	0.0%
3405 Health & Wellness - Other	150.00	0.00	150.00	100.0%
Total 3405 Health & Wellness	24,320.54	69,500.00	-45,179.46	34.99%
Total 3400 FITNESS-HEALTH & WELLNESS	24,320.54	76,189.50	-51,868.96	31.92%
3500 Wildland SFMD				
3501 New Equipment-Uniforms	87.69	11,900.00	-11,812.31	0.74%
3502 Maintenance Replacement	0.00	1,500.00	-1,500.00	0.0%
3500 Wildland SFMD - Other	1,417.69	0.00	1,417.69	100.0%

Summit Fire & Medical District
Profit & Loss Budget vs. Actual
July through October 2026

	Jul - Oct 26	Budget	$ Over Budget	% of Budget
Total 3500 Wildland SFMD	1,505.38	13,400.00	-11,894.62	11.23%
3600 Training and Travel				
3605 Training Registration	2,081.46	19,250.00	-17,168.54	10.81%
3610 Lodging	2,948.55	5,000.00	-2,051.45	58.97%
3615 Food	1,821.00	5,000.00	-3,179.00	36.42%
3620 Supplies/Vent	46.80	0.00	46.80	100.0%
3625 Travel Fuel Rentals Air	99.12	0.00	99.12	100.0%
3630 Tuition Reimbursement	0.00	10,000.00	-10,000.00	0.0%
Total 3600 Training and Travel	6,996.93	39,250.00	-32,253.07	17.83%
4000 UTILITIES				
4005 Fuel for Apparatus	14,207.93	35,000.00	-20,792.07	40.59%
4010 Electric	10,048.82	38,000.00	-27,951.18	26.44%
4015 Gas / Propane	1,429.56	20,500.00	-19,070.44	6.97%
4020 Water	4,634.96	15,500.00	-10,865.04	29.9%
4025 Phones / Internet / TV	5,385.49	35,000.00	-29,614.51	15.39%
4030 Trash Pickup	4,408.37	11,500.00	-7,091.63	38.33%
4050 Radio Site Rental Elden	1,496.60	4,434.13	-2,937.53	33.75%
Total 4000 UTILITIES	41,611.73	159,934.13	-118,322.40	26.02%
4200 OWA Expenses				
4230 OWA Exp.	16,846.37	5,000.00	11,846.37	336.93%
Total 4200 OWA Expenses	16,846.37	5,000.00	11,846.37	336.93%
4400 Shop Outside Customer Exp	17,839.76	0.00	17,839.76	100.0%
Reconciliation Discrepancies	3,470.54	0.00	3,470.54	100.0%
Total Expense	2,583,431.00	7,275,823.95	-4,692,392.95	35.51%
Net Ordinary Income	851,220.74	589,886.57	261,334.17	144.3%
Net Income	**851,220.74**	**589,886.57**	**261,334.17**	**144.3%**

Summit Fire & Medical District
Reconciliation Summary
101 County Treasurer, Period Ending 10/31/2026

	Oct 31, 26	
Beginning Balance		3,151,280.71
Cleared Transactions		
Checks and Payments - 74 items	-462,095.56	
Deposits and Credits - 5 items	2,966,004.56	
Total Cleared Transactions	2,503,909.00	
Cleared Balance		5,655,189.71
Uncleared Transactions		
Checks and Payments - 19 items	-133,341.56	
Deposits and Credits - 47 items	99,674.38	
Total Uncleared Transactions	-33,667.18	
Register Balance as of 10/31/2026		5,621,522.53
New Transactions		
Checks and Payments - 22 items	-198,996.68	
Deposits and Credits - 41 items	0.00	
Total New Transactions	-198,996.68	
Ending Balance		5,422,525.85

Deposit Summary

11/5/2026 7:46 AM

Summit Fire & Medical District

Summary of Deposits to 101 County Treasurer on 10/14/2026

Chk No.	PmtMethod	Rcd From	Memo	Amount
	E-Check		October 2026 Prop tax collected	2,794,300.30
	E-Check		October 2026 FDAT	142,470.04
	E-Check		October 2026 Del Taxes collected	12,561.63

Less Cash Back:

Deposit Total: **2,949,331.97**

Summit Fire & Medical District
Reconciliation Detail
101 County Treasurer, Period Ending 10/31/2026

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						3,151,280.71
Cleared Transactions						
Checks and Payments - 74 items						
Liability Check	08/27/2026	826000...	5 Star Life Insurance ...	X	-34.66	-34.66
Bill Pmt -Check	09/10/2026	826000...	Flagstaff Counseling C...	X	-360.00	-394.66
Liability Check	09/16/2026	826000...	United Summit Fire Fi...	X	-1,530.59	-1,925.25
Liability Check	09/24/2026	826000...	United Summit Fire Fi...	X	-1,530.59	-3,455.84
Bill Pmt -Check	09/24/2026	826000...	Optimum Business	X	-286.64	-3,742.48
Check	09/24/2026	826000...	Carlos Luna	X	-207.00	-3,949.48
Check	10/01/2026	826000...	National Bank of Arizona	X	-24,576.67	-28,526.15
Bill Pmt -Check	10/01/2026	826000...	Pinewood Fire District	X	-11,578.78	-40,104.93
Bill Pmt -Check	10/01/2026	826000...	ESO / Firehouse	X	-7,587.24	-47,692.17
Bill Pmt -Check	10/01/2026	826000...	APS	X	-2,048.04	-49,740.21
Bill Pmt -Check	10/01/2026	826000...	Coconino Auto Supply	X	-990.38	-50,730.59
Bill Pmt -Check	10/01/2026	826000...	AT&T Mobility	X	-468.34	-51,198.93
Bill Pmt -Check	10/01/2026	826000...	Matador Coffee Roasti...	X	-378.00	-51,576.93
Bill Pmt -Check	10/01/2026	826000...	Optimum Business	X	-266.99	-51,843.92
Bill Pmt -Check	10/01/2026	826000...	Right Water Hauling of...	X	-120.00	-51,963.92
Bill Pmt -Check	10/01/2026	826000...	City of Flagstaff	X	-117.98	-52,081.90
Bill Pmt -Check	10/01/2026	826000...	Prudential Overall Sup...	X	-83.90	-52,165.80
Liability Check	10/07/2026		QuickBooks Payroll S...	X	-88,341.94	-140,507.74
Bill Pmt -Check	10/07/2026	EFT	Public Safety Retirem...	X	-1,850.00	-142,357.74
Liability Check	10/08/2026	EFT	United States Treasury	X	-12,737.00	-155,094.74
Liability Check	10/08/2026	EFT	Voya Financial	X	-10,293.23	-165,387.97
Liability Check	10/08/2026	EFT	MotivHealth	X	-5,001.05	-170,389.02
Liability Check	10/08/2026	EFT	Public Safety Retirem...	X	-3,624.66	-174,013.68
Bill Pmt -Check	10/08/2026	826000...	QC Office	X	-3,291.26	-177,304.94
Liability Check	10/08/2026	EFT	Arizona State Retirem...	X	-2,612.12	-179,917.06
Liability Check	10/08/2026	EFT	Arizona Department of...	X	-2,581.50	-182,498.56
Bill Pmt -Check	10/08/2026	826000...	beta|Pr	X	-1,999.63	-184,498.19
Liability Check	10/08/2026	EFT	Nationwide Trust Co. ...	X	-1,645.64	-186,143.83
Liability Check	10/08/2026	826000...	United Summit Fire Fi...	X	-1,530.59	-187,674.42
Bill Pmt -Check	10/08/2026	826000...	NAPA	X	-1,279.08	-188,953.50
Bill Pmt -Check	10/08/2026	826000...	Doney Park Water	X	-845.02	-189,798.52
Bill Pmt -Check	10/08/2026	826000...	Niles Radio	X	-832.50	-190,631.02
Bill Pmt -Check	10/08/2026	826000...	Rush Truck	X	-718.48	-191,349.50
Bill Pmt -Check	10/08/2026	826000...	Right Water Hauling of...	X	-269.00	-191,618.50
Bill Pmt -Check	10/08/2026	826000...	Prudential Overall Sup...	X	-83.90	-191,702.40
Liability Check	10/09/2026	EFT	AFLAC	X	-723.18	-192,425.58
Liability Check	10/09/2026	EFT	VSP Insurance Co. (CT)	X	-393.80	-192,819.38
Bill Pmt -Check	10/15/2026	826000...	J & H Construction, Inc.	X	-14,800.00	-207,619.38
Bill Pmt -Check	10/15/2026	826000...	Squire	X	-4,800.00	-212,419.38
Bill Pmt -Check	10/15/2026	826000...	Loren Vickers Overhe...	X	-4,085.48	-216,504.86
Bill Pmt -Check	10/15/2026	826000...	Life Assist, Inc	X	-1,888.73	-218,393.59
Bill Pmt -Check	10/15/2026	826000...	APS	X	-489.45	-218,883.04
Bill Pmt -Check	10/15/2026	826000...	Verizon Wireless	X	-337.93	-219,220.97
Bill Pmt -Check	10/15/2026	826000...	Optimum Business	X	-266.99	-219,487.96
Bill Pmt -Check	10/15/2026	826000...	UniSource Energy Ser...	X	-186.85	-219,674.81
Bill Pmt -Check	10/15/2026	826000...	Rush Truck	X	-182.89	-219,857.70
Bill Pmt -Check	10/15/2026	826000...	Right Water Hauling of...	X	-120.00	-219,977.70
Bill Pmt -Check	10/15/2026	826000...	Prudential Overall Sup...	X	-83.90	-220,061.60
Bill Pmt -Check	10/15/2026	826000...	Sonora Quest	X	-42.02	-220,103.62
Bill Pmt -Check	10/15/2026	826000...	John Graves Propane	X	-29.75	-220,133.37
Check	10/16/2026	EFT	Arizona Department of...	X	-109.30	-220,242.67
Liability Check	10/21/2026		QuickBooks Payroll S...	X	-93,789.54	-314,032.21
Bill Pmt -Check	10/21/2026	826000...	Securis	X	-49,102.00	-363,134.21
Liability Check	10/21/2026		QuickBooks Payroll S...	X	-2,262.66	-365,396.87
Bill Pmt -Check	10/21/2026	826000...	Rush Truck	X	-893.87	-366,290.74
Bill Pmt -Check	10/21/2026	826000...	IIA Lifting Services, Inc	X	-750.28	-367,041.02
Check	10/21/2026	826000...	McNeil Hodges-	X	-600.00	-367,641.02
Bill Pmt -Check	10/21/2026	826000...	Life Assist, Inc	X	-516.86	-368,157.88
Bill Pmt -Check	10/21/2026	826000...	Mountain Ts	X	-362.07	-368,519.95
Bill Pmt -Check	10/21/2026	826000...	Optimum Business	X	-287.57	-368,807.52
Bill Pmt -Check	10/21/2026	826000...	Right Water Hauling of...	X	-138.00	-368,945.52
Bill Pmt -Check	10/21/2026	826000...	Sonora Quest	X	-23.36	-368,968.88
Liability Check	10/22/2026	EFT	Public Safety Retirem...	X	-24,159.38	-393,128.26
Liability Check	10/22/2026	EFT	United States Treasury	X	-14,627.16	-407,755.42
Liability Check	10/22/2026	EFT	Voya Financial	X	-10,871.31	-418,626.73

Summit Fire & Medical District
Reconciliation Detail
101 County Treasurer, Period Ending 10/31/2026

Type	Date	Num	Name	Clr	Amount	Balance
Liability Check	10/22/2026	EFT	MotivHealth	X	-5,001.05	-423,627.78
Liability Check	10/22/2026	EFT	Arizona Department of...	X	-2,777.34	-426,405.12
Liability Check	10/22/2026	EFT	Arizona State Retirem...	X	-2,612.12	-429,017.24
Liability Check	10/22/2026	EFT	Nationwide Trust Co. ...	X	-1,879.29	-430,896.53
Liability Check	10/26/2026	EFT	Principal Life Insuranc...	X	-2,548.41	-433,444.94
Liability Check	10/28/2026	EFT	MotivHealth	X	-28,512.62	-461,957.56
Liability Check	10/28/2026	EFT	5 Star Life Insurance ...	X	-69.32	-462,026.88
Check	10/29/2026	EFT	5 Star Life Insurance ...	X	-34.66	-462,061.54
Liability Check	10/30/2026	EFT	Colonial Supplemental...	X	-34.02	-462,095.56
Total Checks and Payments					-462,095.56	-462,095.56
Deposits and Credits - 5 items						
Deposit	09/28/2026			X	1,932.91	1,932.91
Deposit	10/01/2026			X	1,058.00	2,990.91
Deposit	10/14/2026			X	2,949,331.97	2,952,322.88
Deposit	10/15/2026			X	12,435.31	2,964,758.19
Deposit	10/22/2026			X	1,246.37	2,966,004.56
Total Deposits and Credits					2,966,004.56	2,966,004.56
Total Cleared Transactions					2,503,909.00	2,503,909.00
Cleared Balance					2,503,909.00	5,655,189.71
Uncleared Transactions						
Checks and Payments - 19 items						
General Journal	06/30/2026	FY26 J...			-99,011.63	-99,011.63
General Journal	06/30/2026	FY26 J...			-25,884.10	-124,895.73
General Journal	07/01/2026	FY26 J...			-662.75	-125,558.48
Bill Pmt -Check	09/10/2026	826000...	NAPA		-76.89	-125,635.37
Check	09/16/2026	826000...	Swatzell, Brandon-		-162.00	-125,797.37
Bill Pmt -Check	10/15/2026	826000...	RWC International		-312.84	-126,110.21
Bill Pmt -Check	10/21/2026	826000...	East Flagstaff Family ...		-1,800.00	-127,910.21
Bill Pmt -Check	10/21/2026	826000...	Prudential Overall Sup...		-83.90	-127,994.11
Bill Pmt -Check	10/21/2026	826000...	DSB Distributing LLC		-19.50	-128,013.61
Liability Check	10/22/2026	826000...	United Summit Fire Fi...		-1,530.59	-129,544.20
Bill Pmt -Check	10/28/2026	826000...	Municipal Emergency ...		-1,562.79	-131,106.99
Bill Pmt -Check	10/28/2026	826000...	Executech		-659.69	-131,766.68
Bill Pmt -Check	10/28/2026	826000...	APS		-507.32	-132,274.00
Bill Pmt -Check	10/28/2026	826000...	Matador Coffee Roasti...		-378.00	-132,652.00
Bill Pmt -Check	10/28/2026	826000...	Life Assist, Inc		-331.35	-132,983.35
Bill Pmt -Check	10/28/2026	826000...	Right Water Hauling of...		-126.00	-133,109.35
Bill Pmt -Check	10/28/2026	826000...	City of Flagstaff		-117.98	-133,227.33
Bill Pmt -Check	10/28/2026	826000...	Prudential Overall Sup...		-80.27	-133,307.60
Bill Pmt -Check	10/28/2026	826000...	RWC International		-33.96	-133,341.56
Total Checks and Payments					-133,341.56	-133,341.56
Deposits and Credits - 47 items						
General Journal	06/30/2026	FY26 J...			662.75	662.75
General Journal	07/01/2026	FY26 J...			99,011.63	99,674.38
Liability Check	08/21/2026		QuickBooks Payroll S...		0.00	99,674.38
Bill Pmt -Check	09/18/2026		Audit Adjustment		0.00	99,674.38
Paycheck	10/22/2026	710894	Vaughn, Russell		0.00	99,674.38
Paycheck	10/22/2026	710893	Unmacht III, James		0.00	99,674.38
Paycheck	10/22/2026	710896	Zambeck, Christopher R		0.00	99,674.38
Paycheck	10/22/2026	710895	Walsh, Brian M		0.00	99,674.38
Paycheck	10/22/2026	710883	Pickett, Michael E.		0.00	99,674.38
Paycheck	10/22/2026	710892	Sweeney, John		0.00	99,674.38
Paycheck	10/22/2026	710891	Swatzell, Brandon		0.00	99,674.38
Paycheck	10/22/2026	710890	Stalvey, Adam		0.00	99,674.38
Paycheck	10/22/2026	710889	Snively, Nanea		0.00	99,674.38
Paycheck	10/22/2026	710888	Schmidt, Wesley		0.00	99,674.38
Paycheck	10/22/2026	710887	Schieffer, Tammy S		0.00	99,674.38
Paycheck	10/22/2026	710886	Russo, David B.		0.00	99,674.38
Paycheck	10/22/2026	710885	Robinson, Casey L.		0.00	99,674.38
Paycheck	10/22/2026	710884	Riggs, Elliott A		0.00	99,674.38
Paycheck	10/22/2026	710874	Hodges, McNeil		0.00	99,674.38
Paycheck	10/22/2026	710882	Palm, Torsten H.		0.00	99,674.38

Summit Fire & Medical District
Reconciliation Detail
101 County Treasurer, Period Ending 10/31/2026

Type	Date	Num	Name	Clr	Amount	Balance
Paycheck	10/22/2026	710881	Morse, Zachary		0.00	99,674.38
Paycheck	10/22/2026	710880	Modrell, Ian P.		0.00	99,674.38
Paycheck	10/22/2026	710879	Marquardt, Marcus		0.00	99,674.38
Paycheck	10/22/2026	710878	Luna, Carlos L.		0.00	99,674.38
Paycheck	10/22/2026	710877	Kester, Alan		0.00	99,674.38
Paycheck	10/22/2026	710876	Jokkel, Kyle		0.00	99,674.38
Paycheck	10/22/2026	710875	Hunt, Gannon		0.00	99,674.38
Paycheck	10/22/2026	710873	Hernandez, Fernando G		0.00	99,674.38
Paycheck	10/22/2026	710872	Harrison, Maguire		0.00	99,674.38
Paycheck	10/22/2026	710871	Harper, Tyler		0.00	99,674.38
Paycheck	10/22/2026	710870	Gibbs, Reuben L.		0.00	99,674.38
Paycheck	10/22/2026	710869	Gibbs, Matthew L		0.00	99,674.38
Paycheck	10/22/2026	710868	Gia, Brandon		0.00	99,674.38
Paycheck	10/22/2026	710867	Fisk, Benjamin J.		0.00	99,674.38
Paycheck	10/22/2026	710866	Fennema, Vivian L		0.00	99,674.38
Paycheck	10/22/2026	710865	Engle, Elijah		0.00	99,674.38
Paycheck	10/22/2026	710864	Drennan, Steven		0.00	99,674.38
Paycheck	10/22/2026	710863	Davis, Warren K		0.00	99,674.38
Paycheck	10/22/2026	710862	Colaiacovo, Brandon		0.00	99,674.38
Paycheck	10/22/2026	710861	Christian III, Nikolas J		0.00	99,674.38
Paycheck	10/22/2026	710860	Callander, Earl		0.00	99,674.38
Paycheck	10/22/2026	710859	Brooks, Robert W		0.00	99,674.38
Paycheck	10/22/2026	710858	Black, William A		0.00	99,674.38
Paycheck	10/22/2026	710857	Bain, Chuck A.		0.00	99,674.38
Paycheck	10/22/2026	710897	Harper, Tyler		0.00	99,674.38
Paycheck	10/22/2026	710856	Allen, Michael W.		0.00	99,674.38
Bill Pmt -Check	10/30/2026		Audit Adjustment		0.00	99,674.38
Total Deposits and Credits					99,674.38	99,674.38
Total Uncleared Transactions					-33,667.18	-33,667.18
Register Balance as of 10/31/2026					2,470,241.82	5,621,522.53
New Transactions						
Checks and Payments - 22 items						
Liability Check	11/04/2026		QuickBooks Payroll S...		-94,694.49	-94,694.49
Bill Pmt -Check	11/05/2026	826000...	HUB International Insu...		-23,536.00	-118,230.49
Liability Check	11/05/2026	EFT	Public Safety Retirem...		-23,528.72	-141,759.21
Liability Check	11/05/2026	EFT	United States Treasury		-14,141.32	-155,900.53
Liability Check	11/05/2026	EFT	Voya Financial		-10,500.17	-166,400.70
Check	11/05/2026	826000...	National Bank of Arizona		-9,312.41	-175,713.11
Liability Check	11/05/2026	EFT	MotivHealth		-4,981.05	-180,694.16
Liability Check	11/05/2026	EFT	Arizona Department of...		-2,731.62	-183,425.78
Liability Check	11/05/2026	EFT	Arizona State Retirem...		-2,612.12	-186,037.90
Bill Pmt -Check	11/05/2026	826000...	beta|Pr		-2,269.35	-188,307.25
Liability Check	11/05/2026	EFT	Nationwide Trust Co. ...		-1,868.66	-190,175.91
Bill Pmt -Check	11/05/2026	826000...	Rush Truck		-1,767.15	-191,943.06
Bill Pmt -Check	11/05/2026	826000...	Sunstate Technology ...		-1,706.23	-193,649.29
Bill Pmt -Check	11/05/2026	826000...	Orion Energy Inc.		-1,548.41	-195,197.70
Liability Check	11/05/2026	826000...	United Summit Fire Fi...		-1,530.59	-196,728.29
Bill Pmt -Check	11/05/2026	826000...	APS		-984.42	-197,712.71
Bill Pmt -Check	11/05/2026	826000...	AT&T Mobility		-461.40	-198,174.11
Liability Check	11/05/2026	EFT	VSP Insurance Co. (CT)		-393.80	-198,567.91
Bill Pmt -Check	11/05/2026	826000...	Optimum Business		-266.99	-198,834.90
Bill Pmt -Check	11/05/2026	826000...	Prudential Overall Sup...		-80.27	-198,915.17
Bill Pmt -Check	11/05/2026	826000...	Coconino Auto Supply		-70.22	-198,985.39
Bill Pmt -Check	11/05/2026	826000...	RWC International		-11.29	-198,996.68
Total Checks and Payments					-198,996.68	-198,996.68
Deposits and Credits - 41 items						
Paycheck	11/05/2026	710901	Black, William A		0.00	0.00
Paycheck	11/05/2026	710902	Brooks, Robert W		0.00	0.00
Paycheck	11/05/2026	710903	Callander, Earl		0.00	0.00
Paycheck	11/05/2026	710904	Christian III, Nikolas J		0.00	0.00
Paycheck	11/05/2026	710936	Unmacht III, James		0.00	0.00
Paycheck	11/05/2026	710935	Sweeney, John		0.00	0.00
Paycheck	11/05/2026	710934	Swatzell, Brandon		0.00	0.00

Summit Fire & Medical District
Reconciliation Detail
101 County Treasurer, Period Ending 10/31/2026

Type	Date	Num	Name	Clr	Amount	Balance
Paycheck	11/05/2026	710933	Stalvey, Adam		0.00	0.00
Paycheck	11/05/2026	710932	Snively, Nanea		0.00	0.00
Paycheck	11/05/2026	710931	Schmidt, Wesley		0.00	0.00
Paycheck	11/05/2026	710927	Riggs, Elliott A		0.00	0.00
Paycheck	11/05/2026	710926	Pickett, Michael E.		0.00	0.00
Paycheck	11/05/2026	710925	Palm, Torsten H.		0.00	0.00
Paycheck	11/05/2026	710924	Morse, Zachary		0.00	0.00
Paycheck	11/05/2026	710923	Modrell, Ian P.		0.00	0.00
Paycheck	11/05/2026	710922	Marquardt, Marcus		0.00	0.00
Paycheck	11/05/2026	710921	Luna, Carlos L.		0.00	0.00
Paycheck	11/05/2026	710920	Kester, Alan		0.00	0.00
Paycheck	11/05/2026	710919	Jokkel, Kyle		0.00	0.00
Paycheck	11/05/2026	710918	Hunt, Gannon		0.00	0.00
Paycheck	11/05/2026	710917	Hodges, McNeil		0.00	0.00
Paycheck	11/05/2026	710916	Hernandez, Fernando G		0.00	0.00
Paycheck	11/05/2026	710900	Bain, Chuck A.		0.00	0.00
Paycheck	11/05/2026	710906	Davis, Warren K		0.00	0.00
Paycheck	11/05/2026	710930	Schieffer, Tammy S		0.00	0.00
Paycheck	11/05/2026	710937	Vaughn, Russell		0.00	0.00
Paycheck	11/05/2026	710938	Walsh, Brian M		0.00	0.00
Paycheck	11/05/2026	710939	Zambeck, Christopher R		0.00	0.00
Paycheck	11/05/2026	710928	Robinson, Casey L.		0.00	0.00
Paycheck	11/05/2026	710929	Russo, David B.		0.00	0.00
Paycheck	11/05/2026	710907	Drennan, Steven		0.00	0.00
Paycheck	11/05/2026	710915	Harrison, Maguire		0.00	0.00
Paycheck	11/05/2026	710914	Harper, Tyler		0.00	0.00
Paycheck	11/05/2026	710913	Gibbs, Reuben L.		0.00	0.00
Paycheck	11/05/2026	710912	Gibbs, Matthew L		0.00	0.00
Paycheck	11/05/2026	710911	Gia, Brandon		0.00	0.00
Paycheck	11/05/2026	710899	Allen, Michael W.		0.00	0.00
Paycheck	11/05/2026	710910	Fisk, Benjamin J.		0.00	0.00
Paycheck	11/05/2026	710909	Fennema, Vivian L		0.00	0.00
Paycheck	11/05/2026	710908	Engle, Elijah		0.00	0.00
Paycheck	11/05/2026	710905	Colaiacovo, Brandon		0.00	0.00
Total Deposits and Credits					0.00	0.00
Total New Transactions					-198,996.68	-198,996.68
Ending Balance					**2,271,245.14**	**5,422,525.85**

Summit Fire & Medical District
Reconciliation Summary
120 Capital Fund, Period Ending 10/31/2026

	Oct 31, 26	
Beginning Balance		919,532.94
Cleared Transactions		
Deposits and Credits - 1 item	3,502.56	
Total Cleared Transactions	3,502.56	
Cleared Balance		**923,035.50**
Register Balance as of 10/31/2026		923,035.50
Ending Balance		923,035.50

Capital Fund

Reconciled 11/5/26

Summit Fire & Medical District
Reconciliation Summary
150 Emergency Fund, Period Ending 10/31/2026

	Oct 31, 26	
Beginning Balance		519,850.34
Cleared Transactions		
Deposits and Credits - 1 item	1,980.14	
Total Cleared Transactions	1,980.14	
Cleared Balance		**521,830.48**
Register Balance as of 10/31/2026		521,830.48
Ending Balance		521,830.48

Emergency Fund

Reconciled 11/5/26

Summit Fire & Medical District
Reconciliation Summary
102 OWA Account, Period Ending 10/31/2026

	Oct 31, 26	
Beginning Balance		586,998.33
Cleared Transactions		
Checks and Payments - 4 items	-13,880.45	
Deposits and Credits - 3 items	40,966.95	
Total Cleared Transactions	27,086.50	
Cleared Balance		**614,084.83**
Uncleared Transactions		
Deposits and Credits - 1 item	0.00	
Total Uncleared Transactions	0.00	
Register Balance as of 10/31/2026		**614,084.83**
Ending Balance		614,084.83

OWA

Reconciled 11/5/26

Summit Fire & Medical District
Reconciliation Detail
102 OWA Account, Period Ending 10/31/2026

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						586,998.33
Cleared Transactions						
Checks and Payments - 4 items						
Liability Check	10/29/2026		QuickBooks Payroll S...	X	-6,533.22	-6,533.22
Liability Check	10/30/2026	EFT	United States Treasury	X	-3,470.54	-10,003.76
Check	10/30/2026	EFT	Coconino County Trea...	X	-3,470.54	-13,474.30
Liability Check	10/30/2026	EFT	Arizona Department of...	X	-406.15	-13,880.45
Total Checks and Payments					-13,880.45	-13,880.45
Deposits and Credits - 3 items						
Deposit	10/14/2026			X	2,033.69	2,033.69
Deposit	10/26/2026			X	38,933.26	40,966.95
Paycheck	10/30/2026	710898	Story, Thomas L	X	0.00	40,966.95
Total Deposits and Credits					40,966.95	40,966.95
Total Cleared Transactions					27,086.50	27,086.50
Cleared Balance					27,086.50	614,084.83
Uncleared Transactions						
Deposits and Credits - 1 item						
Deposit	06/14/2026				0.00	0.00
Total Deposits and Credits					0.00	0.00
Total Uncleared Transactions					0.00	0.00
Register Balance as of 10/31/2026					27,086.50	614,084.83
Ending Balance					**27,086.50**	**614,084.83**

Deposit Summary

11/5/2026 7:38 AM

Summit GO Bond Account

Summary of Deposits to 300315 Debt Services Account on 10/15/2026

Chk No.	PmtMethod	Rcd From	Memo	Amount
	E-Check		Oct 2026 Prop Tax	111,772.03
	E-Check		Oct 2026 Del tax	503.60

Less Cash Back:

Deposit Total: **112,275.63**

Summit GO Bond Account
Reconciliation Summary
300315 Debt Services Account, Period Ending 10/31/2026

	Oct 31, 26	
Beginning Balance		19,560.91
Cleared Transactions		
Deposits and Credits - 1 item	112,275.63	
Total Cleared Transactions	112,275.63	
Cleared Balance		**131,836.54**
Register Balance as of 10/31/2026		131,836.54
Ending Balance		131,836.54

GO Bond

Reconciled 11/5/26

SFMD Contingency Fund
Reconciliation Summary
Coconino County Treasurer, Period Ending 10/31/2026

	Oct 31, 26
Beginning Balance	1,777,204.90
Cleared Balance	1,777,204.90
Register Balance as of 10/31/2026	1,777,204.90
Ending Balance	1,777,204.90

Contingency Fund

Reconciled 11/5/26

Summit Fire & Medical District
Reconciliation Detail
105 Petty Cash, Period Ending 11/01/2026

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						1,110.64
Cleared Transactions						
Checks and Payments - 3 items						
Check	10/15/2026	1274	Kyle Jokkel-	X	-50.00	-50.00
Check	10/29/2026		Maguire Harrison-	X	-61.26	-111.26
Check	11/12/2026	1275	Artisan Metal Works, L...	X	-10.01	-121.27
Total Checks and Payments					-121.27	-121.27
Deposits and Credits - 11 items						
Deposit	10/01/2026			X	100.00	100.00
Deposit	10/05/2026			X	50.00	150.00
Deposit	10/06/2026			X	50.00	200.00
Deposit	10/08/2026			X	50.00	250.00
Deposit	10/13/2026			X	50.00	300.00
Deposit	10/15/2026			X	50.00	350.00
Deposit	10/19/2026			X	50.00	400.00
Deposit	10/19/2026			X	100.00	500.00
Deposit	10/30/2026			X	50.00	550.00
Deposit	11/04/2026			X	50.00	600.00
Deposit	11/04/2026			X	50.00	650.00
Total Deposits and Credits					650.00	650.00
Total Cleared Transactions					528.73	528.73
Cleared Balance					528.73	1,639.37
Register Balance as of 11/01/2026					528.73	1,639.37
Ending Balance					**528.73**	**1,639.37**

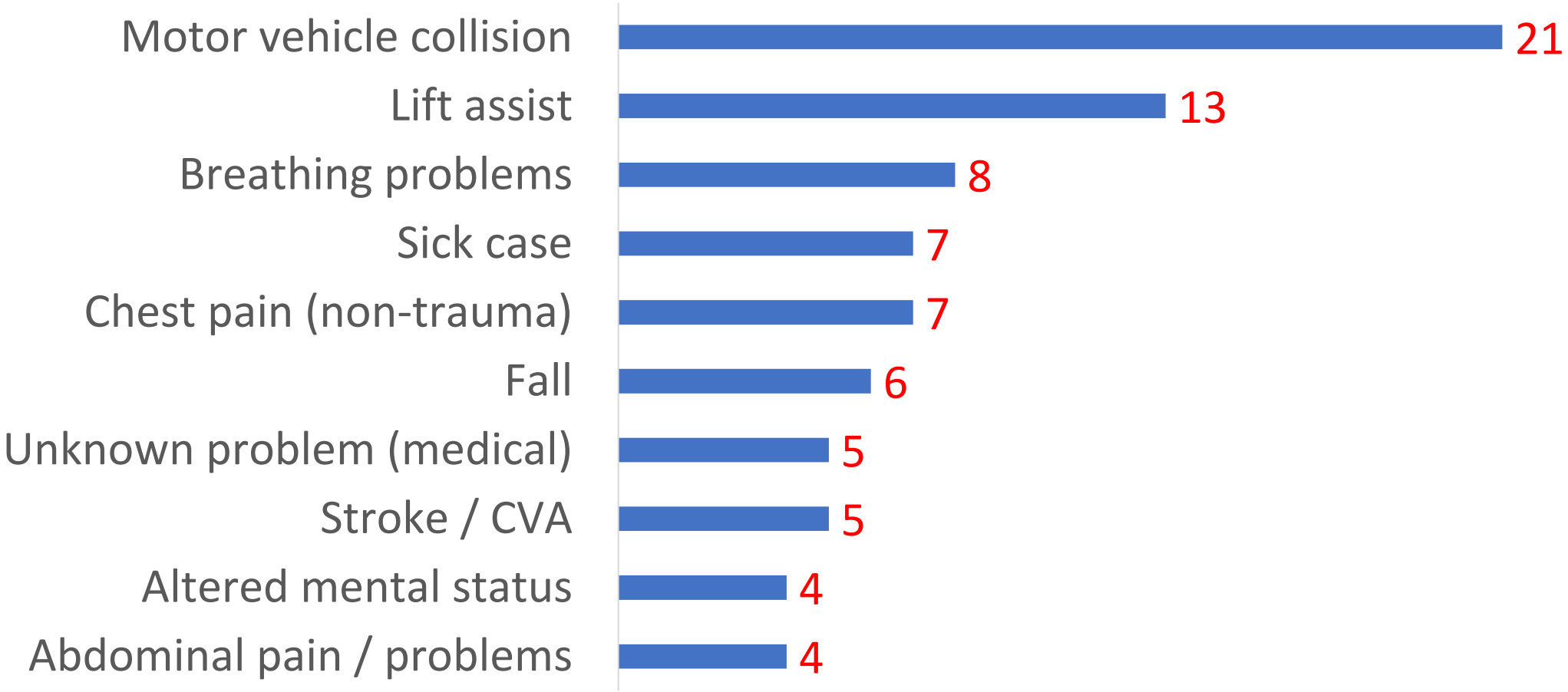
Reconciled 11/12/26
Tammy

SFMD BC Run Report

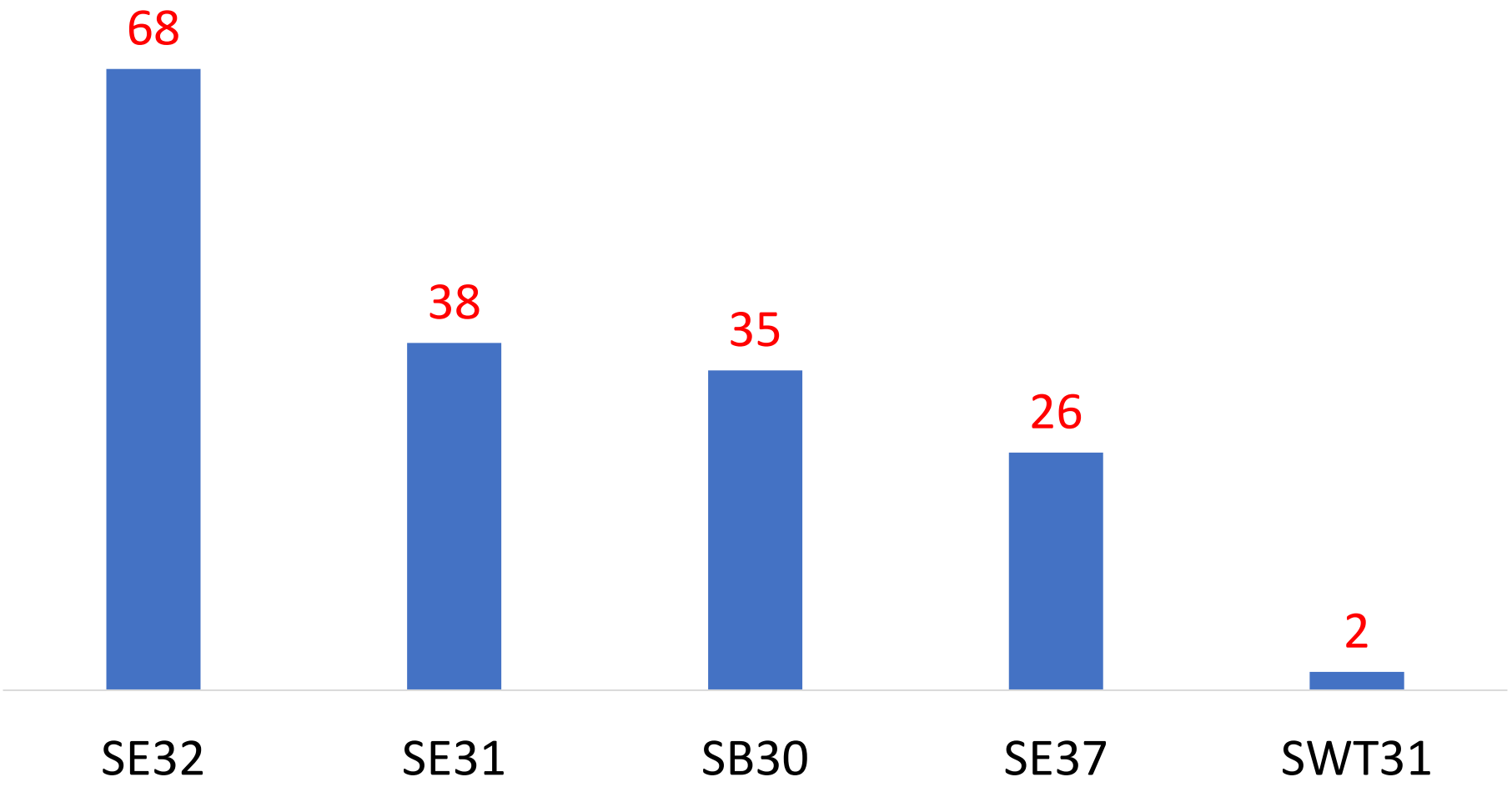
October 2026 Statistics

Total Incidents 126

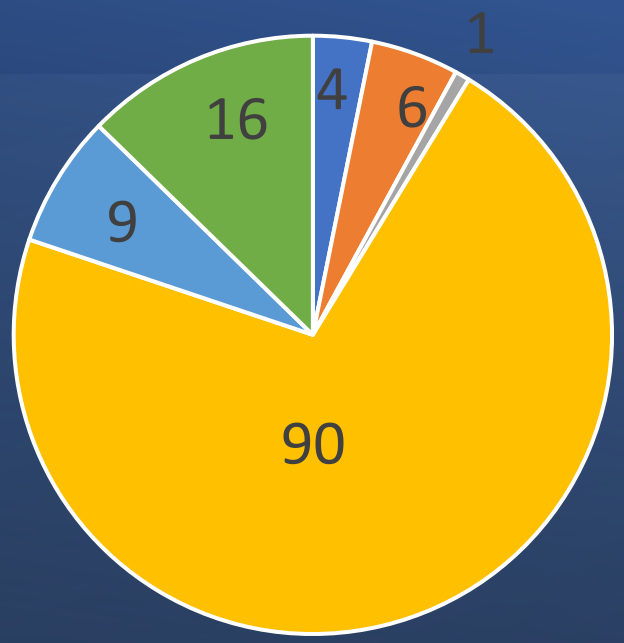
10 Most Common Incident Types



Total Incidents by Unit

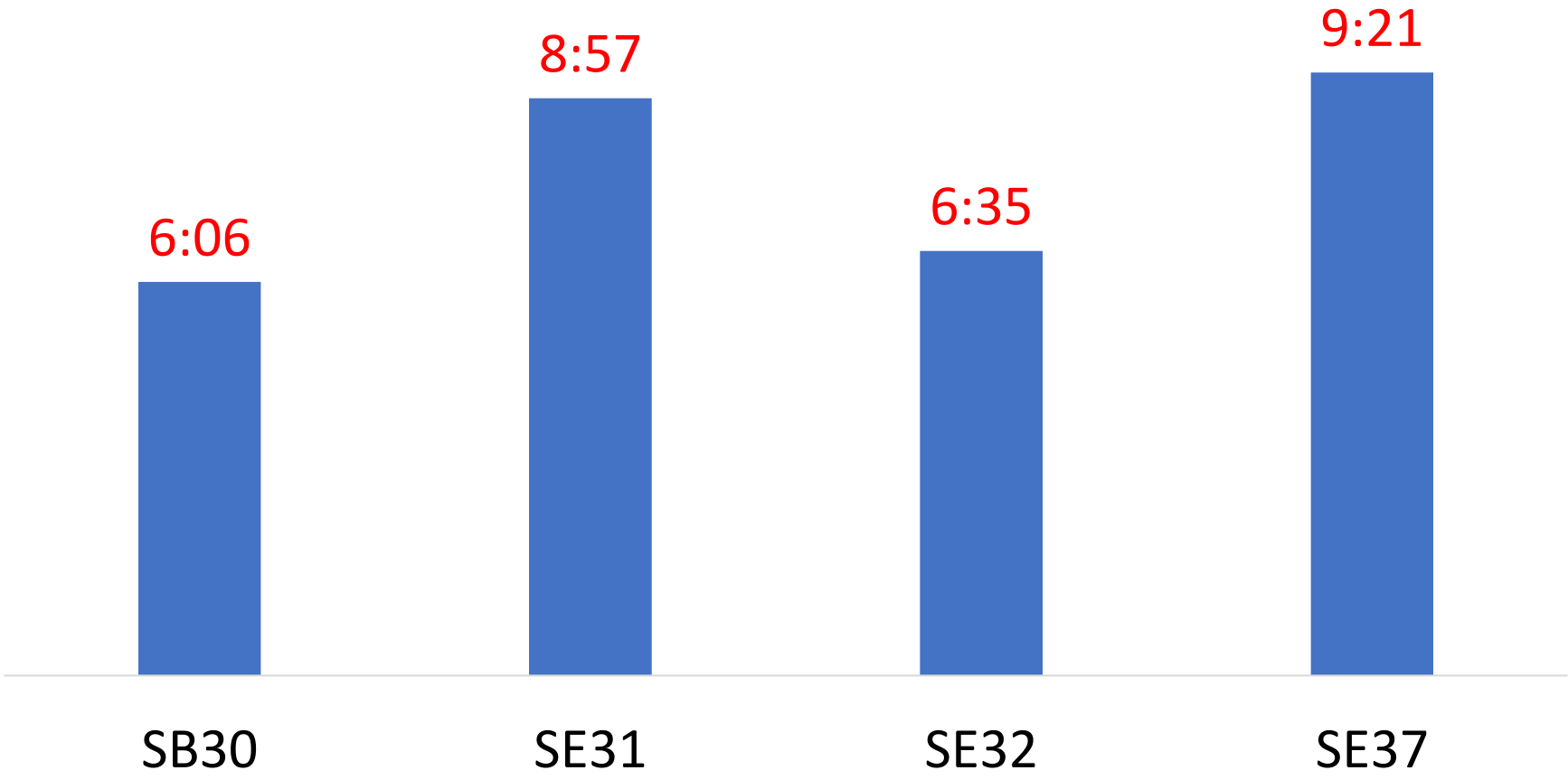


Incident Types



Fire - 4
HazMat - 6
Law Enforce - 1
Medical - 90
Non-Emerg - 9
Pub Serv - 16

Average Response Time 7:39



Summit Fire and Medical District Fire Board Meeting

Action 7a

To: SFMD Fire Board

From: SFMD Administration

Date: November 18, 2026

Title: Review, discuss, and possible action: **2027 SFMD Board Meeting Calendar.**

Recommended Action: Approve the 2027 SFMD Board Meeting Calendar as presented.

Action Summary:	Draft 2027 calendar for board meetings and budget workshops has been created. We would like to confirm dates and start times for all meetings.
Financial Impacts:	None
Relation to Goals:	Provides a clear schedule for board members, staff, and public as to when the Governing Board will be meeting to discuss and make decisions on current District issues. We value the input received from the citizens of our community during board meetings.
Key Considerations:	We are required by state statute to post the upcoming dates, times, and locations of all public meetings of the governing board. In addition, it provides a way for everyone to plan their time accordingly.
Attachments:	Draft 2027 Board Meeting Calendar
Suggested Motion	I make a motion to approve the 2027 Summit Fire & Medical District Board Meeting Calendar as written. (or with the following changes)

Summit Fire & Medical District Fire Board

2027 Meeting Calendar

All meeting times and locations are proposed and subject to change.
Station #32, 8905 Koch Field Road, Flagstaff, AZ 86004 and via online. Time: 6:00 p.m.

January 20, 2027	Regular Board Meeting
February 17, 2027	Regular Board Meeting
March 04, 2027	Budget Workshop – Start time 2:00pm
March 17, 2027	Regular Board Meeting
April 08, 2027	Budget Workshop – Start time 2:00pm
April 21, 2027	Regular Board Meeting
May 19, 2027	Public Hearing on Proposal of Fire Chief's Budget for 20 days posting and Regular Board Meeting
June 16, 2027	Public Hearing on Adopting Fire Chief's Budget, and Regular Board Meeting
July 21, 2027	Regular Board Meeting
August 18, 2027	Regular Board Meeting
September 15, 2027	Regular Board Meeting
October 20, 2027	Regular Board Meeting
November 17, 2027	Regular Board Meeting (appoint Chair & Clerk)
December 15, 2027	Regular Board Meeting

Summit Fire and Medical District Fire Board Meeting

Action 7b

To: SFMD Fire Board

From: SFMD Administration

Date: November 18, 2026

Title: Review, discuss, and possible action: **Appoint a Fire Board Chair and Board Clerk for the upcoming year.**

Recommended Action: Appoint Fire Board Chair and Clerk effective December 1, 2026, through November 30, 2027.

Action Summary: Every November, the sitting Governing Fire Board nominates who they want to sit as Board Chair and Board Clerk for the upcoming year. The change is effective the 1st of December.

Financial Impacts: None

Relation to Goals: Create efficiencies that improve and sustain the capabilities of the District, and Improve the resources of the District both human and capital.

Key Considerations: Summit Fire District Board Members Handbook – Both positions are for a one (1) year term, and voted on every November. Article IV Section 2. Positions may be limited to two consecutive terms unless approved by three members of the board. The Clerk acts as the Chair in his absence or position vacancy.

Attachments:

Suggested Motion I make a motion to nominate _____for Fire Board Chair, and _____ for Fire Board Clerk, effective December 1, 2026.

Action 7c

To: SFMD Fire Board

From: SFMD Administration

Date: November 18, 2026

Title: Board Vacancy

Recommended Action: Schedule a date for candidate interviews.

Action Summary:	We currently have one (1) application submitted. We have not received any additional applications to-date for the position on our Governing Board starting December 1, 2026. A.R.S. 48-803 states we have 90 days for a quorum of the board to fill the vacancy after the date the vacancy occurs. If the Board is unable to do so, the vacancy shall be filled by the Board of Supervisors within 60 days from the 90 day period.
Financial Impacts:	N/A
Relation to Goals:	Create efficiencies that improve and sustain the capabilities of the District, and Improve the resources of the District both human and capital
Key Considerations:	We are hoping to attract interested applicants by increasing our social media posting and website notification of the vacancy.
Attachments:	
Suggested Motion	Motion to schedule the candidate interview(s) _____.

Action 7d

To: SFMD Fire Board

From: SFMD Administration

Date: November 18, 2026

Title: Feasibility Study Project -Proposals

Recommended Action: Selection of firm to conduct the District Consolidation Feasibility Study.

Action Summary:	This study will determine the costs and service benefits to the taxpayers of Summit, Highlands, and Pinewood to consolidate all or some of the current provided services into a newly formed Joint Power Authority.
Financial Impacts:	Haigh Solutions quote: Not to exceed $83,816 ESCI quote: Not to exceed $54,498
Relation to Goals:	Create efficiencies that improve and sustain the capabilities of the District, and Improve the resources of the District both human and capital
Key Considerations:	
Attachments:	Emergency Services Consulting International (ESCI) proposal Haigh Solutions, LLC proposal
Suggested Motion	Motion to accept _____bid proposal for conducting a District Consolidation Feasibility Study for Summit, Highlands and Pinewood.

Proposal Submission Date
October 9, 2026

FEASIBILITY STUDY PROJECT

HIGHLANDS FIRE DISTRICT, PINEWOOD FIRE DISTRICT, & SUMMIT FIRE & MEDICAL DISTRICT

PROJECT UNDERSTANDING

Emergency Services Consulting International (ESCI) recognizes that the Highlands Fire District, Pinewood Fire District, & Summit Fire & Medical District seek a qualified partner to assist in developing a Feasibility Study Project (FSP) to evaluate the fire service delivery provided by current servicing districts. Leveraging ESCI's extensive organizational and fire service experience, we bring a comprehensive perspective to guide these organizations into the future.

The FSP provides an in-depth understanding of their current service profile and recommendations for the next 10 to 15 years. The plan provides a high-level strategic roadmap that includes:

- Background information about the communities
- A brief analysis of the communities' risks
- General description of the district's fire service organizations
- Governance and lines of authority
- Current services provided
- Organizational design, including current service delivery infrastructure for both emergency and non-emergency services
- Financial profile, including budgets, funding, and planning
- Resource assessments, including facilities, fleet, personnel, and equipment
- Historical system performance
- Community change expectations
- Recommendations

The evaluation and analysis of the organizations will be grounded in nationally recognized guidelines and standards, government mandates, community expectations, and reasonableness.

The FSP will utilize gathered information to suggest strategies for meeting long-term needs and aligning community risk with appropriate resources. Recommended approaches will offer short, mid, and long-term implementation timeframes. These strategies will help community leaders make informed decisions about the direction of their organizations, including service delivery models, resource management, staffing, deployment, and organizational efficiency and effectiveness.

Specific areas to be addressed in the recommendations may include, but are not limited to:

- Stakeholder recommendations considering service levels
- Performance objectives, including measures and compliance methods
- Facility improvements and/or relocations
- Changes to service delivery models, including resource deployment of units and personnel
- Resource sufficiency
- Viable alternatives for providing emergency and non-emergency services
- Organizational planning
- Improved organizational efficiencies
- The feasibility of consolidating some or all of the four districts.

ESCI understands the importance of this project in providing an unbiased, third-party evaluation of the current fire service delivery models, their requirements, and what is needed for the future.

SCOPE OF WORK

Phase I – Project Preparation & Onboarding

Task 1-A: Project Initiation

ESCI will begin the project by formulating a comprehensive data collection plan tailored to the project's scope and objectives. This process will include collaborative discussions with the department's project manager to communicate the specific data collection requirements for the project. The data collection plan will outline the following key components:

- Identification of primary data to be collected, directly aligned with the project needs.
- Assignment of responsibilities, specifying key personnel for each data collection task.
- Scheduling regular follow-up meetings to ensure progress and address any issues.
- Client verification and approval of information and data gathered.

This structured approach ensures efficient data collection and establishes a clear framework for the project's ongoing monitoring and success.

Task 1-B: Acquisition & Review of Background Information

ESCI will work closely with the department's project manager to gather all necessary information and data for the comprehensive analysis and development of the project report. The accuracy and completeness of the data are essential for conducting a thorough assessment. The agency project manager will be responsible for verifying the accuracy of GIS and incident data.

The requested documents and information may include, but are not limited to, the following:

- Previous or ongoing department studies or research
- Internal planning documents

- Department staffing levels and organizational structure
- GIS data, including zoning maps and response boundaries
- Financial data, such as debt information, long-term financial plans, and projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery protocols
- Inventories of facilities and apparatus
- Automatic and mutual aid agreements

This coordinated approach ensures the data collected will support a well-rounded and accurate project evaluation.

Phase II – Review of Background Information & Scheduling

Task 2-A: Review Data and Information

The ESCI project team will review the uploaded data and information to understand the agency's operations and practices. The project manager will coordinate with the agency to provide any further data or information necessary for the project's specific needs.

Task 2-B: Scheduling

The ESCI project manager will coordinate with the client on potential site visit dates, stakeholder input, and other related activities. Additionally, the project manager will establish a communications rhythm.

Phase III – Site Visit & Stakeholder Input

The ESCI project team will conduct an on-site visit to gain first-hand experience of the project requirements. They will also conduct in-person (and remote interviews as necessary) with key stakeholders to gather information. Key stakeholders will be determined by both the ESCI and organizational project teams and may include both internal and external stakeholders.

Task 3-A: Site Visit

Members of the ESCI project team will conduct on-site visits to the client's location to gain direct insights and a comprehensive understanding of the project requirements.

Task 3-B: Stakeholders Interviews

ESCI team members will conduct conversations with identified stakeholders to collect perspectives on project needs and conclusions. Potential stakeholders may include the following:

- Internal
  - Chief officers
  - Employee groups
  - Committee Leader
- External
  - Elected officials
  - Appointed officials
  - Planning staff
  - Members of external departments

Phase IV – Evaluation of Current Conditions

Task 4-A: Community Overview

ESCI will develop an overview of the service area(s) by describing its population and demographics, a general description of the community(s), and unique challenges for emergency service delivery.

Task 4-B: Governing Body

ESCI will describe the community's governing body (or bodies), including governance types and the authority structure.

Task 4-C: Organizational Overview

ESCI will review the agencies' service response boundaries, detailing the specific services provided alongside a description of the adopted system performance standards. This will include a comprehensive description of the current service delivery infrastructure and the distribution of personnel within and across all divisions and functions.

Task 4-D: Organizational Planning & Assessment

The organization's planning processes will be reviewed. Key components will include:

- Review and evaluate the adequacy of the current planning and assessment processes
- Review long-range planning efforts, including master and strategic planning
- Review progress on any existing adopted plans
- Review capital planning processes

ESCI will make recommendations relative to future planning processes.

Task 4-E: Financial Analysis

ESCI will analyze actual revenues and expenditures for all budgets/funds supporting the operations for five years, including the current adopted budget(s) and/or proposed budget(s), where applicable. The review will include any capital improvement planning (CIP) funds or funding programs based on the earlier long-term capital planning. In addition, and if applicable, the organization's debt service may be reviewed to provide additional projections of the annual and long-term costs associated with providing services to the community.

A projection estimate will be provided as context for the added expense and associated revenue needs of any improvements that may be needed following the adoption of recommendations.

Task 4-F: Physical Resources

ESCI will review the status of current major capital assets (facilities, apparatus, and equipment) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

- **Facilities:** As appropriate, either review staff assessments or visit existing facilities to evaluate:
    - Station efficiency
    - Functionality
    - Future viability
- **Apparatus/Vehicles:** Review and make recommendations regarding the inventory of apparatus and equipment. Items to be reviewed include staff assessments of :
    - Age, condition, and serviceability
    - Distribution and deployment
    - Maintenance
    - Future needs

- **Equipment:** Review major capital equipment processes for maintenance and replacement standards.

Task 4-G: Workforce Development & Training

ESCI will evaluate the organization's workforce capacities, capabilities, and readiness. It includes a comprehensive assessment of current staffing levels, training programs, and professional development initiatives. Key areas that will be evaluated include:

- Conducting an evaluation to identify areas for improvement.
- Evaluate current strategies to attract, retain, and motivate qualified personnel.
- Evaluate training and professional development programs and resources to enhance skills and knowledge.
- Review career development paths to foster long-term employee growth and satisfaction.

Task 4-H: Health, Safety & Wellness

ESCI will evaluate the strategy used to enhance employee well-being. This involves the review of programs and policies aimed at improving physical and mental wellness, ensuring occupational safety, and promoting overall wellness among the staff by evaluating the following policies and programs:

- Counseling services
- Peer support
- Wellness activities
- Cancer risk reduction initiatives

Task 4-I: Community Service Delivery

ESCI will evaluate community service delivery through identified response functions. This will assess the various community risk reduction activities, as aligned with the agency's identified risk, including:

- Fire Suppression
- Emergency Medical Services
- Public Education
- Fire Prevention Inspections

Task 4-J: External Relationships

Positive external relationships are crucial to a fire service organization's success and effectiveness. These relationships, whether with government agencies, community organizations, or neighboring emergency services, provide a foundation for enhanced operational capacity and improved resource allocation,

- Identify the strategic partners used for community service delivery.
- Evaluate the quality and effectiveness of current external relationships.
    - Identify the gaps in your external partnerships
    - Review relationships requiring ongoing development.
- Evaluate the alignment of the strategic partnerships with the organization's mission.

Task 4-K: Performance Analytics

ESCI will review and make observations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

Service Demand Study

- Analysis and geographic display of current service demand by incident type and temporal variation

Resource Distribution Study

- Overview of the current facility and apparatus deployment strategy, analyzed through Geographic Information Systems software, with identification of service gaps and redundancies

Resource Concentration Study

- Analysis of effective response force (ERF)

Response Reliability Review

- Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
- Review of actual or estimated performance of individual companies (to the extent data is available)
- Analysis of call concurrency

Response Performance Summary

- Analysis of actual system performance, analyzed by individual companies (to the extent data is available).

Interactive Data Analytics Web Application:

ESCI will grant the client access to a web application based on the Esri ArcGIS Online platform. This application will include several of the components mentioned in this task. The client will have access to the application for one year following its initial deployment.

Task 4-L: Feasibility of Consolidation

The evaluation and analysis of the potential consolidation of the Highlands Fire District, Pinewood Fire District, & Summit Fire & Medical District will involve a comprehensive review of multiple facets to ensure a thorough understanding of the benefits and drawbacks. Key areas of focus will include operational efficiencies, financial implications, and the impact on service delivery.

Pros of Consolidation:

- Enhanced resource allocation and sharing
- Streamlined administrative processes
- Potential cost savings through economies of scale
- Improved response times and coverage areas
- Unified training programs and standards

Cons of Consolidation:

- Initial costs associated with merging operations
- Potential loss of local identity and community ties
- Possible resistance from staff and volunteers
- Complexities in aligning different organizational cultures
- Challenges in integrating technology and systems

The analysis will also consider the long-term sustainability of the merged entity, evaluating both short-term and long-term strategic goals. By weighing the pros and cons, the study aims to provide a balanced view that supports informed decision-making for the future of fire services in the region.

Phase V – Conclusions & Recommendations

ESCI will provide clear and actionable conclusions derived from a thorough analysis of the organization that align with the project's objectives, national standards, and industry best practices. These recommendations will highlight critical areas for improvement.

Task 5-A: Future Service Demand Projections

Population growth projections, along with historical and forecast activity rates, will be utilized to develop projections for future service demand and the impacts on identified staffing and work schedule options.

Task 5-B: Partnering Strategies

ESCI will provide an analysis of the efficacy of developing a regional fire authority in collaboration with partner organizations and recommend the approach that is most successful in regionalizing the services of the partner agencies across various phases. Some of the key issues to present include, but are not limited to:

- Initiation and Planning Committee
- Development of a Service Plan
- Public Involvement and Transparency
- Governance, Transition, and Funding

Task 5-C Short-, Mid-, & Long-Term Recommendations

ESCI will propose strategies for both Short-term (one to three years), mid-term (three to five years), and long-term (ten to fifteen years) improvements in service delivery and system efficiency. They will develop plans to achieve performance and financial goals, including strategies for staffing, work schedules, outcomes, and financial implications.

Task 5-D: Finance Projections

ESCI will provide general projections of the cost of key findings and recommendations. These may include adjustments or recommendations on:

- Fleet
- Facilities
- Staff
- Other Resources

Cost projections may include adjustments to capital expenditures and/or budgets. Additional findings and recommendations may be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery

Task 5-D: Recommendations

Based on the conclusions, ESCI will provide:

- Preferred Option and other potential options
    - The preferred Option or options will be presented with the reasoning behind the preference.
- Policy Action
    - Necessary policy actions by the elected bodies will be described. If alternative approaches are taken, their unique policy action paths will be outlined.
- Timelines
    - The recommendations outlined in this section provide general completion timelines offered to guide the agencies in developing a more detailed listing during the formal planning process.
- Process Issues

  - RFA planning, legal considerations, management and governance, funding, and other issues will be provided.

- Funding Options
  - A high-level review of various funding mechanisms available for consideration relative to the Preferred Option.

Phase VI – Development, Review, & Delivery of Report

Task 6-A: Develop & Review Draft Report

The draft review process is a collaborative effort between the client and ESCI to refine the report to ensure it meets all project objectives. During this phase, ESCI will develop and produce an electronic version of the draft written report for review by the organization's team and other client representatives as appropriate. Client feedback is a critical part of this project, and an adequate opportunity will be provided for review and discussion of the draft report before finalization. ESCI and the client will engage in a review process, incorporating thorough revisions and changes to enhance the report's clarity, accuracy, and comprehensiveness. This process ensures that the final document is aligned and actionable with the project's goals and the client's expectations.

Task 6-B: Delivery & Presentation of Final Report

Once the draft report has been thoroughly reviewed and all client feedback has been incorporated, ESCI will finalize and proofread it and produce a final version in PDF format.

A formal virtual presentation will be conducted for the client organization to culminate the project. This presentation will provide an overview of the essential findings and recommendations and allow for any final discussions or clarifications.

Project Deliverables:

1. Feasibility Study Report
2. Virtual Project Presentation

Project Completion Timelines

ESCI provides this project timeline, which may change based on agreements between ESCI and the client. The timeline starts only after Phase I is complete and ESCI receives all required data. Client-initiated scheduling delays or errors in provided data may extend the timeline.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase I	*Phase I is completed before the timeline begins.*					
Phase II						
Phase III						
Phase IV						
Phase V						
Phase VI						

Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the Feasibility Study outlined in the Scope of Work.

Project Phase	Consulting Fees	Expenses	Total
Phase I	$2,618	$0	$2,618
Phase II	$4,852	$0	$4,852
Phase III	$19,380	$4,500	$23,880
Phase IV	$12,972	$0	$12,972
Phase V	$6,180	$0	$6,180
Phase VI	$3,996	$0	$3,996
		Total Cost (Not to exceed):	**$54,498**

Pricing is valid for six months from the proposal submission date.

Proposed Payment Schedule

- A 10% payment is due upon signing the contract.
- Monthly invoicing thereafter as work progresses.

ESCI Hourly Rates

Senior Level Project Oversight, Senior Data Engineer/SME ..... $290/hr.
Project Manager, Senior Consultant ..... $270/hr.
Consultant ..... $240/hr.
Data Analyst ..... $165/hr.
Admin Support ..... $95/hr.

Reference Projects

The following projects were chosen because they align with this scope of work or were conducted in the region. If you'd like contact information for any of these projects, please reach out to ESCI.

- Kittitas County Fire Rescue – Cooperative Services Study
- Camas/Washougal Fire Department – Regional Fire Authority
    - Chief Cliff Free, Cfree@cityofcamas.us
- Iron County – Feasibility Study
    - Emergency Manager, Chief George Colson, gcolson@ironcountyut.gov

Haigh Solutions LLC

Craig A. Haigh, Principal
Beth Haigh, Owner/Business Manager
4685 Russelwood Ct.
Hanover Park, IL 60133
https://haighsolutions.com/

August 20, 2026

Todd Miller, Fire Chief
Highlands Fire District
3350 Old Munds Highway
Flagstaff, AZ 86005

Josh Tope, Fire Chief
Pinewood Fire Department
475 E. Pinewood Blvd.
Munds Park, AZ 86017

Earl Callander, Fire Chief
Summit Fire & Medical
8905 Koch Field Road
Flagstaff, AZ 86004

RE: District Consolidation Feasibility Study

Chiefs,

Haigh Solutions LLC is pleased to submit this proposal for a District Consolidation Feasibility Study. We understand that this study is being jointly commissioned by the Highland Fire District, Pinewood Fire Department, and Summit Fire & Medical. These three public safety agencies are seeking a consulting firm with experience in emergency service organizational and operational assessments as well as analysis of consolidation opportunities.

Our plan for completion of this work will begin with a non-CPSE community risk assessment to analyze the unique aspects of the service area protected by all three fire districts. It will also include, but not be limited to, an assessment of staffing, apparatus & equipment, facilities (fire/EMS stations, fleet services, fire training centers), emergency operations (i.e., service delivery models), support services, organizational structures, automatic/regional response, mutual aid, current jurisdictional collaboration, contract wildland practices, and the current EMS delivery model. The study will also include a comparative analysis of current labor agreements and the legal aspects of consolidation on these agreements. Further, it will look at the existing Certificates of Need (CON) for EMS services and the impact of consolidation.

We will approach the study in four distinct parts related to options:

1. Maintain Status Quo
2. Stepped consolidation (not all three agencies at one time)
3. Options related to:
    a. Administrative consolidation
    b. Functional consolidation
    c. Full consolidation

    NOTE: Learning gleaned during Summit Fire & Medical's recent experience in shared administrative consolidation with the City of Flagstaff Fire Department will be applied to each approach.

4. If full consolidation makes sense, we will conduct an analysis that includes pros and cons of various models of governance:
    a. Fire District Consolidation
    b. Regional Fire Authority
    c. Other

In all cases, our study will provide recommendations, steps for completion, and cost projections.

The Haigh Solutions LLC consulting team brings decades of experience as senior public safety leaders filling multiple roles in municipal government, county sheriff's departments, state training institutions, and the State Fire Marshal's Office.

My personal consulting experience includes numerous public safety studies including a project where I served as lead consultant for the Jefferson Parish (LA) West Bank Fire Service Consolidation Analysis. This project looked at the consolidation of six independent fire companies operating from 26 separate fire stations into a single Parish-owned and operated fire department. Haigh Solutions LLC was recently commissioned to do additional work for Jefferson Parish evaluating the Parish's East Bank Consolidated Fire Department related to operational and financial efficiency, with a kickoff date next month. Another completed project was a shared services study I conducted for the Long Lake, Loretto, Maple Plain, and Mound Fire Departments in Minnesota. The study looked at shared training services (i.e., training officer and instructors) along with shared shift staffing and deployment models.

Company Profile

Haigh Solutions LLC is a boutique consulting firm skilled in custom-designed project management, strategic planning, internal investigations, administrative support, grant writing, professional speaking and training. We are a family-owned firm located in Hanover Park, IL, that was organized in 2022, serving public, private, and religious organizations. Our client base extends throughout the United States. A hallmark of our firm is our customer-centric approach: devoting time and attention to knowing and understanding the unique aspects of our client's work while striving to build long-term relationships. The vast majority of our work is obtained through referrals and repeat clients.

Haigh Solutions LLC utilizes a team of 17 consultants with extensive expertise in fire, EMS, law enforcement, and 9-1-1 dispatching. Several of our team members are retired or current chief level officers with thorough backgrounds in strategic planning, emergency operations, building and managing community risk reduction programs, organizational design with focused experience on department growth.

Haigh Solutions LLC conducts full-scale projects as a consulting firm and has also served as a subcontractor for McGrath Consulting Group Inc., FACETS Consulting, and EisnerAmper–one of the largest accounting, tax, and business advisory firms in the United States.

I personally have done contract work as a "sole proprietor" for the U.S. Center for Disease Control / National Institute of Occupational Safety and Health (NIOSH), Skidmore College–First Responder Health and Safety Laboratory, and Elgin Illinois Community College.

Authorized Representative

Company Name:	Haigh Solutions LLC
Team Lead/Authorized Representative:	Craig A. Haigh, Principal
Firm Address:	4685 Russelwood Ct. Hanover Park, IL 60133
Principal Email:	chaigh@sbcglobal.net
Phone Number of Firm's Principal:	630-675-0267
Website:	https://haighsolutions.com/

Enclosures

The following pages include detailed narrative statements and descriptions designed to outline our firm's experience. Other pertinent information as noted in each bullet point is also provided.

- Areas of Expertise
- Reports and Presentations
- Proposed Schedule
- Insurance
- Fee Proposal
- References

Thank you for your consideration,
HAIGH SOLUTIONS LLC

Craig A. Haigh

Craig A. Haigh, MS, EFO, NRP
Fire Chief (Ret.)
Principal

Areas of Expertise

- Haigh Solutions LLC specializes in working with small and mid-sized communities. We have significant expertise in working with career, part-time, paid-on-call, and volunteer fire and EMS agencies as well as emergency management/emergency service agencies. Our team has vast experience providing professional evaluations of fire and emergency service organizations including but not limited to operations, training, apparatus, equipment, and occupational safety programs. Chief Haigh has extensive experience in firefighter life safety research specializing in ways to move the learning obtained through research to operational implementation in the field. He was awarded the 2019 International Association of Fire Chiefs – Alan Brunacini Fire Service Executive Safety Award for his work in this area.

- Haigh Solutions LLC has worked with 9-1-1 PSAPs and dispatch centers and is currently working on a complete radio system upgrade funded by a $3 million State of Alaska public safety grant.

- Haigh Solutions LLC has extensive experience with fire-based advanced life support/advanced EMT EMS agencies. Throughout his career, Chief Haigh created from scratch three such services: the City of Rock Island (IL) Fire Department, Paramedic Level; the City of King (NC) Fire Department, Advanced EMT Level; and the Village of Hampton (IL) Fire Rescue Department, Advanced EMT Level. Additionally, Chief Haigh–in his 19 years as fire chief in Hanover Park (IL)–operated the department's cross-trained, dual-role fire-based paramedic ambulance service. He created and implemented the department's paramedic engine/truck program where all fire apparatus carries ALS equipment and is staffed with a minimum of three firefighter/paramedics. Our firm has instructed full certification courses at the EMR and EMT levels in compliance with National Registry of EMT testing standards. Our firm regularly provides EMT & Paramedic continuing education training and has a current contract with a township emergency service department to provide their annual EMS continuing education training and recertification testing.

- Haigh Solutions LLC regularly works on strategic planning projects assisting both government and public sector clients. Work ranges from facilitated SWOT analysis workshops to development of full planning documents.

- Haigh Solutions LLC has experience working with NFPA standards. Chief Haigh has worked on several projects with the NFPA Fire Protection Research Foundation.

- Haigh Solutions LLC has experience with the framework of CPSE accreditation including current contracts with two departments whom we are assisting in completion of their community risk assessment/standards of cover (CRA/SOC) and development of their strategic plans. In another project, CPSE and NIOSH are partnering with Haigh Solutions LLC to conduct a comprehensive evaluation of Ketchikan's Fire Station No. 2 to use as a research and learning tool for teaching fire departments how to evaluate and minimize health risks for on-duty firefighters (e.g.

apparatus exhaust management, storage and cleaning of PPE, bunkroom designed to reduce sleep disruption and encourage healthy sleep, dirty and clean zones, physical fitness facilities, station alerting, etc.).

- Haigh Solutions LLC has experience working with client legal counsel to conduct confidential internal investigations. Investigative experience ranges from municipal and fire protection district work to investigations for various Catholic Archdiocese and Catholic worldwide religious orders.

- Haigh Solutions LLC does significant work in the private sector of heavy equipment and agricultural industry providing assistance with strategic planning, HR policy development, leadership training, and facilitation of a dealer performance group/think tank.

Reports and Presentations

Haigh Solutions LLC will develop and provide a report of findings. This report will first be provided in a DRAFT version, allowing an opportunity for review before the document is finalized. Consulting team members will confer via conference call, video conferencing, or other means with each fire chief and other identified officials to discuss and address questions and concerns related to information provided in the report. After appropriate modifications are made, the report will be finalized and submitted.

Haigh Solutions LLC approaches all studies from an outside, third-party perspective. This means that sometimes information and recommendations are made that do not align with the perspective of one or more of the stakeholders. Our firm does our absolute best to find common ground on areas of disagreement, but in the end, the findings of the report will be based on our qualitative and quantitative analysis as well as the experience of our consultants. In these cases, a professional “agree to disagree” position will be required by the stakeholders and consultants related to various aspects of the final report.

The consultants will provide one final overview presentation at the end of the study to fire district leadership and other stakeholders as appropriate. If additional presentations are requested or required, work on these additional presentations will be conducted at a time and materials rate plus travel.

Proposed Schedule

Once initiated, the study is expected to take 3 months to complete. This will include, but not be limited to, a virtual project kick-off meeting and an onsite visit lasting 4 - 5 days. Prior to the site visit, we will provide a list of needed data from all three fire districts. This data will need to be submitted in electronic format for review ahead of our site visit.

We understand that the study needs to be completed no later than mid-March 2027. Notwithstanding any unforeseen circumstances, we will deliver the DRAFT report on or around March 15th.

Per our typical business model, Haigh Solutions LLC will remain in contact with the fire chiefs periodically throughout the project. As is customary for our firm, we will manage the study with strict adherence to the agreed-upon Start and End dates.

Insurance

Haigh Solutions LLC will maintain adequate insurance coverage throughout the contractual period and will list each of the fire protection districts as additionally insured parties. Haigh Solutions LLC will provide copies of insurance declaration information upon request.

Additionally, the Highland Fire District, Pinewood Fire Department, and Summit Fire & Medical agree to indemnify and hold harmless Haigh Solutions LLC, including any employees, contractors, and agents in relation to any legal charges or grievances made by fire district employees related to recommendations and findings provided by the consultants.

Fee Proposal

Below is a not-to-exceed project rate inclusive of consulting fees, travel (airfare, airport parking, taxi/Uber, baggage fees, personal vehicle mileage, lodging, meal per diem, and other fees as applicable) and contingency.

Prices are firm until June 30, 2027.

Category	Cost
Consulting	$68,921
Non-Salary Expenses / Travel, Lodging, Per Diem, Car Rental, & Incidentals	$12,895
Contingency	$2,000
Total Not to Exceed Price	**$83,816**

Haigh Solutions LLC will invoice as follows:

- 20% upon signing the work engagement contract
- 70% upon submittal of the DRAFT report(s)
- 10% upon submittal of the FINAL report(s)

All invoices are due within 30 days of receipt.

Options

Travel Billed Separately

Due to the current economic climate, travel expenses are uncertain and extremely hard to predict. Our firm has found that an overall cost savings can usually be realized by excluding travel costs from the total project price and instead billing the client separately for the direct costs of hotel expenses, travel

(airfare, airport parking, taxi/Uber, baggage fees, mileage, and other fees as applicable), car rental, and per diem costs.

If this is a consideration, our firm would be willing to explore how this might be financially beneficial for the fire districts.

Time and Materials Work

The prices shown above include all work as outlined in the scope of services as detailed on page 1 and 2 of this proposal. Should work beyond the scope outlined become necessary, or if one or more of the districts requests additional work, all hours will be billed at a time-and-material rate. Prior to any work commencing, our firm will provide a breakdown of hourly fees for each assigned consultant, including an estimation of the number of hours/costs required to complete the additional work.

References

Skagway, Alaska
Fire Department Audit (2021)
Project Manager: Emily Deach, Borough Manager
Phone/Email: (907) 612-1788 manager@skagway.org
Contracted Work: Haigh Solutions LLC contracted to McGrath Consulting Group to complete this work
Scope of Work: Comprehensive audit of all department operations including assistance/recommendations related to organizational structure, reorganization and realignment.

> ***Ongoing Consulting Work (2022 – 2025)***
> **Scope of Work direct with Haigh Solutions LLC:** Provided on- and off-site administrative assistance as needed, including a 3-year progress report based on 2021 Audit

Murrells Inlet – Garden City Fire District, South Carolina
Fire District Audit / Assessment (2022)
Project Manager: Chief J.R. Haney
Phone/Email: (843) 446-8866 JHaney@migcfd.org
Contracted Work: Haigh Solutions LLC contracted to McGrath Consulting Group to complete this work
Scope of Work: Comprehensive audit of all department operations with a focused need on long range planning, including preparation and support of a funding referendum.

Town of Fountain Hills, Arizona
Financial Analysis – Fire Department Services (2022)
Project Manager: David Pock, Chief Financial Officer
Phone/Email: (480) 816-5162 dpock@fountainhillsaz.gov
Contracted Work: Haigh Solutions LLC contracted to McGrath Consulting Group to complete this work
Scope of Work: Financial evaluation of fire department services comparing continuation of a contractual relationship with Rural Metro, a fully owned subsidiary of Global Medical Response, to creation of a town-owned fire department. Following the study, Fountain Hills gave notice of their intent to end their contract with Rural Metro and to create and operate their own municipal fire department.

Batavia Fire Department – City of Batavia, Illinois
***Fire Department Staffing Study (2024*)**
City Administrator: Laura Newman
Phone/Email: (224) 325-7360 lnewman@cityofbatavia.net
Contracted Work: Haigh Solutions LLC contracted to McGrath Consulting Group to complete this work
Scope of Work: Fire Department staffing needs assessment with focus on long-range planning.

City of Silvis, Illinois
Operational Audit (2024)
Project Manager: Chief John Winters
Phone/Email: (618) 444-3849
Contracted Work: Haigh Solutions LLC contracted to McGrath Consulting Group to complete this work
Scope of Work: Assessment of operations and services with focused attention on long-range planning. Analysis of EMS operations and recommendations for changes based on the current private ambulance service delivery model.

City of Moline, Illinois (2025 – Present)
CPSE Community Risk Assessment/Standard of Cover
Project Manager: Steve Regenwether, Fire Chief
Phone/Email: (563) 343-9152 sregenwether@moline.il.us
Scope of Work: Development of Community Risk Assessment and Strategic Plan, taking into consideration areas of future development.

Ketchikan, Alaska
Consultant on Retainer Contract (2023 – Present)
Richard Hines, Fire Chief
Phone/Email: (907) 617-3420 RichardHines@ketchikan.gov
Scope of Work: Administrative assistance, municipal code updates, PSAP and dispatch analysis and new system implementation, development of employee handbook, facilitate CPSE Community Risk Assessment/Standard of Cover, contract plan reviews.