



TRWC Board of Directors Meeting

Wednesday, March 23, 2011 9:30 – 11:30

Location: Town of Gilbert – Room 300
50 E. Civic Center Drive
Gilbert, AZ 85296

Agenda

1) Agenda Review

Topic Leader: Chairman Kross

2) Action on the 02/23/11 TRWC Board Meeting [Minutes](#)

Topic Leader: Chairman Kross

3) Action on Fiscal Year 2011/2012 Budget

Topic Leaders: Dale Shaw and Denny Fulton

- **TRWC Roadmap Presentation**

4) Rio Verde FD/TRWC Agreement – Insurance/Risk Management Review

Topic Leader: Barry Hegrenes – Mesa City Attorney's Office

5) Region-to-Region Interoperability Discussion

Topic Leaders: Dale Shaw and Randy Thompson

6) Status Updates

Topic Leader: Dale Shaw and Randy Thompson

- Membership Requests and Inquiries
- TRWC/RWC Discussions
- LTE Status

7) Meeting Actions Summary

Topic Leader: Leslie Dibble (Recorder)

8) Adjournment



TRWC Board of Directors Meeting

Wednesday, March 23, 2011 9:30 – 11:30

Location: Town of Gilbert – Room 300
50 E. Civic Center Drive
Gilbert, AZ 85296

Members Present: *Mesa:* Dale Shaw, Alex Deshuk; *Queen Creek:* John Kross; *Gilbert:* Ajay Joshi; *AJFD:* Chuck Zanella; *Apache Junction:* Kathy Jeter; *TRWC Attorney:* Bill Anger (Engelman Berger)

Guests Present: *Mesa:* Randy Thompson, Denny Fulton, Bruce McGregor, Wilfredo Miranda, Darin Douglass, Barry Hegrenes, Jim Bloomer; *AJFD:* Dave Montgomery, *Motorola:* Mike Sumnicht; *Apache Junction:* Dave Montgomery; *Gilbert:* John Glorioso, Kimberly Scott; *Queen Creek:* Van Summers; *Phoenix:* Doug Mummert; *RWC Liaison:* Paul Wilson; *Creative Communications:* Nick Spino; *ASU:* Izzy Murguia (Guest of John Kross)

Minutes

Review of TRWC Board Minutes from 2/23/11 Meeting

Alex Deshuk motioned to accept the 2/23/11 minutes, seconded by Ajay Joshi. All were in favor. Motion passes.

TRWC Roadmap Presentation

- Randy Thompson provided some highlights year by year instead of reviewing in detail. Those items discussed were:
 - A second tower at the Twin Knoll's site
 - Another project that's a work in process - data line - high performance data. Not quite ready to discuss in detail yet.
 - The data component will be introduced at a later point for consideration to the board members for budgeting purposes, (special assessment) and will only apply to those who will participate.
 - Brief descriptions of each of these projects are being written up – should be available within the next couple of weeks. This should provide more background on any of these items.
 - In order to keep system current and supportable, FY 11/12 upgrade of system to 7.9 software has been postponed – another option to look at - go with 7.9 and stay there for awhile or go straight to 7.11 – direct result of the ongoing contract w/Motorola to provide upgrades.
 - System of Systems Networking – ISSI – discussions are ongoing with various groups
 - Capital for years beyond 11/12, some items going on in future years, power plant replacements not as much to do as estimated
 - VHF Fire Infrastructure is aging and needs to be replace, not part of TRWC at present time
 - Forklift upgrade is projected out in FY15/16

Final Board Approval for Fiscal Year 2011/2012 Budget

- Change in ISSI - the upper end of the ISSI has been adjusted

Alex Deshuk motioned to approve the FY 2011/2012 capital and operational budget at \$37 per subscriber unit and for a total of \$2,452,377, seconded by Kathy Jeter. All were in favor. Motion passes.

Rio Verde FD/TRWC Agreement – Insurance/Risk Management Review

Barry Hegrenes of Mesa City Attorney's Office – Risk Manager has reviewed the TRWC agreement to assure the framework for procurement of insurance is feasible and to assure there is equitable "cost recovery" for insurance procurement from the IGA members. He presented his findings to the board via a prepared report.

Region-to-Region Interoperability Discussion

Dale Shaw and Randy Thompson shared with the board the results of a regional meeting that they attended in the City of Yuma. The purpose of the meeting was to consider connectivity among Yuma's Regional System, (who host DPS), Maricopa County, TRWC and possibly the RWC into an arrangement from a technical standpoint, for multiple talk groups to propagate throughout all the systems for interoperability purposes. This could provide for multi-regional communication in the case of a major incident.

Status Updates

Topic Leader: Dale Shaw and Randy Thompson

- Membership Requests and Inquiries
 - Progress is being made on several fronts;
 - MCC's membership request in progress with Legal
 - Rio Verde is still on track for a summer time joining of the TRWC
 - The AZCHER is considering contract options
- TRWC/RWC Discussions
 - Making good progress with the group. Dealing with interoperability and operational coverage issues through the joint Executive Committee. Continuing to meet with joint Chairs to work on broader items.
- LTE Status (Long Term Evolution)
 - Responses for request for proposals have been received. Still reviewing and evaluating costs. Dale reassured the board that members will be included in all future decisions that may be made regarding this issue and that they will be involved in all decisions.

Meeting Actions Summary

There were two action items taken from this meeting.

1. Concerning agenda topic number three, Insurance/Risk Management - Denny Fulton suggested that we come up with three options. These options should be discussed at the TRWC Executive Committee level and then be presented to the TRWC Board for their review.
2. Dale Shaw was also asked to inquire in an upcoming RWC meeting what the RWC is doing with their insurance/risk management.

Adjournment

Chairman Kross called for a motion for adjournment. Kathy Jeter motioned to adjourn and Chairman Kross seconded.



To: Dale Shaw – Chief Technology Officer
Dennis Fulton – Senior Accountant

Through: Donna Bronski – Deputy City Attorney

From: Barry Hegrenes – Risk Management

Date: 03-15-2011

Subject: TRWC Agreement- Risk Management Assessment

BACKGROUND

The City of Mesa (COM) is engaged in various Inter-governmental agreements (IGA's). The TRWC Agreement is a communications network sharing agreement amongst various agencies, of which the COM is one. The most recent addition to the IGA (proposed) is the Rio Verde Fire Department.

The purpose of my involvement in reviewing the TRWC agreement(s) is to assure the framework for procurement of insurance is feasible and to assure there is equitable "cost recovery" for insurance procurement from the IGA members.

It is important to note there are two (2) working documents – the GOVERNANCE AGREEMENT (GA) and the INTER-GOVERNMENTAL AGREEMENT (IGA) Provisions. Many terms within these agreements are similar and/or duplicative.

GENERAL OVERVIEW OF THE "GA" AND THE "IGA"

As for the funding/financing mechanisms for "insurance-related" losses and contingencies, the language in the GA and IGA is broad, giving the decision powers (for financing and/or payouts) to the Executive Director and/or the Board. This is acceptable and preferred. One could draft an extensive schedule of pro-rated percentages on how to contribute to a Risk Management Contingency Fund. However, the GA and IGA, again, currently delegate the authority to the Director and/or Board to determine if "equal or unequal" contributions are required – and the amounts of those contributions. Insofar as there will probably be a fair amount of membership addition and subtraction over the years (Rio Verde being the newest member coming on board soon), the proposed model is probably best. Otherwise, you would find yourself "amending" various financing schedules with changing membership as opposed to making it a policy/procedural issue (as it is now).

REVIEW OF RISK MANAGEMENT PROVISIONS IN THE “GA”

In the **GA**, I focused on Section 5.6 (Special Assessments). This is a good location to address the issue of “casualty loss contingency financing.” I would recommend the added language (in **UNDERLINED BOLD CAPS**):

*5.6. Special Assessments (including Disaster Recovery, **UNINSURED CASUALTY LOSSES, Additional Subscriber Units and Talk Groups, Roaming and Other Special Assessments**)*

*5.6.1. The Board of Directors may assess other fees on an as-needed basis to pay the costs of disaster recovery, **PAYMENT FOR UNINSURED CASUALTY LOSSES, REGULATORY FINES OR INSURANCE DEDUCTIBLES**, the use of the Network by an Interoperability Participant, Conditional Participant, or Associate or to pay the costs of special projects that do not benefit all Members in a reasonably proportionate manner. Such fees may be assessed in any manner as approved by the Board of Directors and need not be equal among Members.*

Additionally, there could be a small addition to the very limited language speaking directly to INSURANCE in Section 10.4 as follows:

10.4. Insurance

*The Area Managers, subject to the Board of Director’s approval, shall determine the appropriate insurance coverage for **TRWC’s INSURABLE ASSETS AND LIABILITY EXPOSURES**.*

REVIEW OF RISK MANAGEMENT PROVISIONS IN THE “IGA”

In the **IGA**, I focused on Section 4.8 (MANNER OF FINANCING). I believe this section is fine – again – sticking with the “broad powers” approach with the Director and/or Board.

*4.8. The TRWC’s Board of Directors shall determine what insurance coverage is appropriate to protect the Parties from risks concerning the TRWC and the Network. The Board of Directors shall obtain such insurance on behalf of the TRWC. In deciding what insurance coverage and indemnities are appropriate, the Board of Directors may elect to self-insure for all or a portion of the risks. **(NO CHANGES)***

EXISTING INSURANCE COVERAGE AND CLAIM /LOSS / EXPOSURE SCENARIOS

It is important to note (currently) if there is any “hardware” (transmitting stations etc) which are NOT listed on the City of Mesa’s property insurance schedule (and I am not aware of any that are listed), we would be limited in coverage to \$1MIL (with a \$50K deductible) and I have not read the policy in detail to determine if there may be a sub-limit on “communication equipment” which could possibly lessen the coverage limit to below \$1MIL. The \$1MIL coverage applies to “miscellaneous unnamed locations.”

If/when the TRWC wishes to formalize the insurance terms for the members, then COM (as the managing agent) can receive the direction of the Board and act accordingly. Until that time, property and liability insurance is in force (\$50K deductible for property – as noted) and \$3MIL self insured retention (SIR) – which is pretty much the same as a deductible – for liability claims (e.g. an adventurous citizen dies while climbing a communication tower). Any such claim (if there is TRWC negligence and the claim is

compensable) would indeed be a financial burden to all the members. Hence, practical implementation of GA Section 5.6 and IGA Section 4.8 are critical. In other words, the “broader powers” of the Board and/or the Executive Director to spread insurance costs as defined in 5.6 and 4.8 are necessary to allow quick and efficient recovery of insurance costs from the IGA members.

SUMMARY OF RISK MANAGEMENT OVERVIEW OF THE “GA AND THE “IGA”

With this format, similar to what is being implemented with the Greenfield Plant (or “GWRP” – an IGA with Gilbert and Queen Creek), Mesa’s Finance Division could come to Risk Management and get a “rate” carve-out from COM’s liability and/or property insurance policy premiums (annually) – then provide those numbers to the Board so cost allocation can go forward. In other words, the TWRC’s COM’s annual premiums for liability and property exposures are wrapped into COM’s insurance program. COM does have a way to “un-bundle” those costs so COM’s Finance Division can charge back the TRWC insurance costs to the IGA members.

If the Board sought input from Risk Management (myself and/or other Risk Managers from the participant agencies), we could surely present something for the Board to review, including “stand alone” insurance options if that would be the pleasure of the Board.

Given the size of the operation (small/medium), my suspicion is Risk Management’s involvement would be more in reporting premium numbers for members (through the Finance Division) to contribute toward payment and/or to provide guidance on what a good number might be to “stockpile” in a contingency fund for uninsured losses/regulatory fines etc.

Hopefully this review has been beneficial for you. If you seek any additional feedback or have additional documentation for me to review, please feel free to contact me.



**PROPOSED FISCAL YEAR 2011 / 2012 BUDGET
OPERATIONS, MAINTENANCE AND CAPITAL
AS OF FEBRUARY 17, 2011
VOICE**

TOPAZ SUBSCRIBER UNITS, OPERATIONS, MAINTENANCE, CAPITAL, AND REVENUE ESTIMATES
FISCAL YEAR 2011 - 2012

VOICE

TOPAZ OPERATIONS AND MAINTENANCE COSTS

TOTAL LABOR SUPPORT COSTS	\$701,352
TOTAL NON-LABOR OTHER SERVICES AND COMMODITIES	\$959,525
Total O&M	<u>\$1,660,877</u>

SUBSCRIBER UNITS [AS OF FEBRUARY 1, 2011]

MESA	2,728
TOWN OF GILBERT	681
APACHE JUNCTION FIRE DISTRICT	84
CITY OF APACHE JUNCTION	166
TOWN OF QUEEN CREEK	49
Total Units	<u>3,708</u>

ANNUAL FEE PER SUBSCRIBER UNIT - TOPAZ OPERATIONS AND MAINTENANCE COSTS	<u>\$448</u>
MONTHLY FEE PER SUBSCRIBER UNIT - TOPAZ OPERATIONS AND MAINTENANCE COSTS	<u>\$37</u>

ANNUAL REVENUE FROM SUBSCRIBER UNITS - OPERATIONS AND MAINTENANCE

MESA	\$1,221,918
TOWN OF GILBERT	\$305,032
APACHE JUNCTION FIRE DISTRICT	\$37,625
CITY OF APACHE JUNCTION	\$74,354
TOWN OF QUEEN CREEK	\$21,948
O&M Rev	<u>\$1,660,877</u>

TRWC CAPITAL NETWORK RELIABILITY IMPROVEMENTS

1. DC power plant equipment, reached end of useful life	\$150,000	
2. Twin Knolls Second Tower	\$190,000	
3. Replace Spread Spectrum MW Radios	\$75,000	
4. ISSI (Inter Sub Site Interface)	\$376,500	
		<u>\$791,500</u>

ANNUAL FEE PER SUBSCRIBER UNIT - TOPAZ CAPITAL COSTS	<u>\$213</u>
MONTHLY FEE PER SUBSCRIBER UNIT - TOPAZ CAPITAL COSTS	<u>\$18</u>

ANNUAL REVENUE FROM SUBSCRIBER UNITS - CAPITAL COSTS

MESA	\$582,312
TOWN OF GILBERT	\$145,364
APACHE JUNCTION FIRE DISTRICT	\$17,930
CITY OF APACHE JUNCTION	\$35,434
TOWN OF QUEEN CREEK	\$10,459
Capital Rev	<u>\$791,500</u>

TOTAL FISCAL YEAR 2011 / 2012 OPERATIONS, MAINTENANCE AND CAPITAL COSTS	<u>\$2,452,377</u>
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**TRWC Operating & Maintenance Budget And Capital Improvement Costs
RECONCILIATION BETWEEN FY 10/11 BUDGET AND 11/12 BUDGET**

	FY 10/11	FY 11/12	Change
1. LABOR			
Positions	18	20	2
Cost	\$861,147	\$701,352	-\$159,795
2. NON LABOR	<u>\$905,099</u>	<u>\$959,525</u>	<u>\$54,426</u>
3. TOTAL OPERATING & MAINTENANCE BUDGET	<u>\$1,766,246</u>	<u>\$1,660,877</u>	<u>-\$105,369</u>
4. SUBSCRIBER UNITS	3,699	3,708	9
5. RECONCILIATION OF BUDGET INCREASE:			
a. Based on average of 2 years labor actuals			-\$159,795
b. Software Maint(Mainsaver, Juniper)	\$10,000	\$29,077	\$19,077
c. Full Costing Allocation			<u>\$35,349</u>
TOTAL RECONCILIATION			<u>-\$105,369</u>
6. Cost Per Subscriber Unit	\$ 40	\$ 37	-\$3
7. Capital Network Reliability Improvements	<u>\$625,000</u>	<u>\$791,500</u>	<u>\$166,500</u>
[NOTE: DC PWR PLT EQUIP BILLED OVER MULTIPLE YEARS]			
8. Capital Network Reliability Improvements			
Cost Per Subscriber	<u>\$14</u>	<u>\$18</u>	<u>\$4</u>

DRAFT FEBRUARY 17, 2011

TRWC Operating & Maintenance Budget

FY11/12
Labor
Budget

DRAFT FEBRUARY 17, 2011

VOICE

Data % TRWC Administration Data \$ TRWC Administration

Personnel Allocations

Position Description

Position #

Communications Project Liasion	0185	\$	127,027				15%		\$	19,054	
Communications Project Liasion	0528	\$	111,811				25%		\$	27,953	
Communications Project Liasion	2397	\$	133,278				30%		\$	39,983	
Administration Support Assistant III	1098	\$	67,936				15%		\$	10,190	
Administration Support Assistant I	1779	\$	56,693				7%		\$	3,969	
Information Tech Purch & Contract Coordinator	1778	\$	98,228				2%		\$	1,965	
Lead Parts & Supply Specialist	1598	\$	61,960				10%		\$	6,196	
Parts & Supply Specialist	3936	\$	47,392				10%		\$	4,739	
Communications Administrator	2931	\$	123,067				50%		\$	61,534	
Wireless Communications Administrator	3358	\$	98,978				50%		\$	49,489	
Executive Director	3833 ITD	\$	152,737				50%		\$	76,369	
Communications Dispatcher - Encryption	2868 PD	\$	112,658				10%		\$	11,266	
Communications Techican III	0982	\$	94,877	50%		\$	47,439				
Communications Network Technologist	1671	\$	103,360	50%		\$	51,680				
Sr. Communications Network Technologist	4669	\$	99,318	50%		\$	49,659				
Communications Techican III	3432	\$	71,722		30%			\$	21,517		
Communications Techican III	1167	\$	73,849		30%			\$	22,155		
Communications Techican III	0804	\$	59,790		30%			\$	17,937		
Communications Network Technologist	1168	\$	80,302		35%			\$	28,106		
Communications Systems Coordinator	0805	\$	83,596		30%			\$	25,079		
Total Personal Services		\$	1,858,579			\$	148,778	\$	114,793	\$	312,706
Overtime		\$	34,275		25%	\$	-	\$	8,569	\$	-
Overhead											
Gen Svc			19.89%			\$	29,595	\$	24,539	\$	59,963
Encription			21.39%							\$	2,409
										\$	114,098
										\$	2,409

TRWC Operating & Maintenance Budget
 Summary of Labor and Non-labor
 VOICE

ESCALATION FACTOR Object Code	Description	FY11/12									
		Communications Budget Based on FY10/11	Percentage Assigned to TRWC	TRWC FY 11/12	TRWC FY 12/13 1.79%	TRWC FY 13/14 2.23%	TRWC FY 14/15 2.43%	TRWC FY 15/16 2.61%	TRWC FY 16/17 2.81%	TRWC FY 17/18 3.04%	TRWC FY 18/19 3.25%
ESCALATION FACTOR											
ESCALATION FACTOR											
SUBSCRIBER UNITS [AS OF FEBRUARY 1, 2011]											
MESA		2,728	2,864	3,008	3,158	3,316	3,482	3,656	3,839		
GILBERT		681	715	751	788	828	869	913	958		
APACHE JUNCTION FIRE DISTRICT		84	88	93	97	102	107	113	118		
APACHE JUNCTION		166	174	183	192	202	212	222	234		
QUEEN CREEK		49	51	54	57	60	63	66	69		
TOTAL		3,708	3,893	4,088	4,292	4,507	4,732	4,969	5,218		
SUBSCRIBER UNIT PERCENTAGE											
MESA		73.57%	73.57%	73.57%	73.57%	73.57%	73.57%	73.57%	73.57%		
GILBERT		18.37%	18.37%	18.37%	18.37%	18.37%	18.37%	18.37%	18.37%		
APACHE JUNCTION FIRE DISTRICT		2.27%	2.27%	2.27%	2.27%	2.27%	2.27%	2.27%	2.27%		
APACHE JUNCTION		4.48%	4.48%	4.48%	4.48%	4.48%	4.48%	4.48%	4.48%		
QUEEN CREEK		1.32%	1.32%	1.32%	1.32%	1.32%	1.32%	1.32%	1.32%		
TOTAL		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
ANNUAL REVENUE OPERATING & MAINTENANCE											
MESA		\$ 1,221,918	\$ 1,244,567	\$ 1,268,940	\$ 1,294,725	\$ 1,321,516	\$ 1,348,656	\$ 1,377,053	\$ 1,405,521		
GILBERT		\$ 305,032	\$ 310,686	\$ 316,770	\$ 323,207	\$ 329,895	\$ 336,670	\$ 343,758	\$ 350,865		
APACHE JUNCTION FIRE DISTRICT		\$ 37,625	\$ 38,322	\$ 39,073	\$ 39,867	\$ 40,692	\$ 41,528	\$ 42,402	\$ 43,279		
APACHE JUNCTION		\$ 74,354	\$ 75,732	\$ 77,216	\$ 78,785	\$ 80,415	\$ 82,066	\$ 83,794	\$ 85,527		
QUEEN CREEK		\$ 21,948	\$ 22,355	\$ 22,793	\$ 23,256	\$ 23,737	\$ 24,224	\$ 24,734	\$ 25,246		
TOTAL		\$ 1,660,877	\$ 1,691,662	\$ 1,724,791	\$ 1,759,838	\$ 1,796,255	\$ 1,833,144	\$ 1,871,742	\$ 1,910,437		
MONTHLY FEE PER SUBSCRIBER UNIT OPERATING & MAINTENANCE											
		\$ 37	\$ 36	\$ 35	\$ 34	\$ 33	\$ 32	\$ 31	\$ 31		
CAPITAL IMPROVEMENT COSTS											
NETWORK RELIABILITY IMPROVEMENTS:											
1. DC power plant equipment, reached end of useful life		\$945k FY10/11 TO FY 15/16 escalated	\$ 150,000	\$ 152,850	\$ 155,540	\$ 158,247	\$ 208,787				
2. Twin Knolls Second Tower		Completed FY10/11	\$ 190,000								
3. Replace Network Backbone MW radio equipment, reached end of useful life		[\$175K per year escalated]					\$ 186,949	\$ 189,566	\$ 191,765		
4. Replace Spread Spectrum MW Radios (AJ area reliability improvement)			\$ 75,000	\$ 76,425							
5. ISSI (Inter Sub Site Interface)			\$ 376,500								
TOTAL			\$ 791,500	\$ 229,275	\$ 155,540	\$ 158,247	\$ 208,787	\$ 186,949	\$ 189,566		
ANNUAL REVENUE CAPITAL											
MESA		\$ 582,312	\$ 168,679	\$ 114,432	\$ 116,423	\$ 153,606	\$ 137,540	\$ 139,465	\$ 141,083		
GILBERT		\$ 145,364	\$ 42,108	\$ 28,566	\$ 29,063	\$ 38,345	\$ 34,334	\$ 34,815	\$ 35,219		
APACHE JUNCTION FIRE DISTRICT		\$ 17,930	\$ 5,194	\$ 3,524	\$ 3,585	\$ 4,730	\$ 4,235	\$ 4,294	\$ 4,344		
APACHE JUNCTION		\$ 35,434	\$ 10,264	\$ 6,963	\$ 7,084	\$ 9,347	\$ 8,369	\$ 8,487	\$ 8,585		
QUEEN CREEK		\$ 10,459	\$ 3,030	\$ 2,055	\$ 2,091	\$ 2,759	\$ 2,470	\$ 2,505	\$ 2,534		
TOTAL		\$ 791,500	\$ 229,275	\$ 155,540	\$ 158,247	\$ 208,787	\$ 186,949	\$ 189,566	\$ 191,765		
MONTHLY FEE PER SUBSCRIBER UNIT CAPITAL											
		\$ 18	\$ 5	\$ 3	\$ 3	\$ 4	\$ 3	\$ 3	\$ 3		

ESCALATION FACTOR Object Code	Description	FY11/12		TRWC FY 11/12	TRWC FY 12/13	TRWC FY 13/14	TRWC FY 14/15	TRWC FY 15/16	TRWC FY 16/17	TRWC FY 17/18	TRWC FY 18/19
		Communications Budget Based on FY10/11	Percentage Assigned to TRWC								
					1.79%	2.23%	2.43%	2.61%	2.81%	3.04%	3.25%
SPECIAL ASSESSMENT PROJECTS TO BE DISCUSSED BY BOARD OF DIRECTORS				2010 Estimated Cost							
A. Upgrade all 9 sites for Base Station Replacements				\$ 15,565,000				\$ 16,694,944		\$ 2,003,428	
B. Far Northeast Mesa Transmitter Site Including MW Connectivity				\$ 1,815,000							
TOTAL ESTIMATED SPECIAL ASSESSMENT PROJECTS				\$ 17,380,000				\$ 16,694,944		\$ 2,003,428	
ANNUAL REVENUE SPECIAL ASSESSMENT PROJECTS											
MESA								\$ 12,282,580		\$ 1,473,935	
GILBERT								\$ 3,066,143		\$ 367,943	
APACHE JUNCTION FIRE DISTRICT								\$ 378,203		\$ 45,385	
APACHE JUNCTION								\$ 747,400		\$ 89,690	
QUEEN CREEK								\$ 220,618		\$ 26,475	
TOTAL								\$ 16,694,944		\$ 2,003,428	
MONTHLY FEE PER SUBSCRIBER UNIT FOR SPECIAL ASSESSMENTS								\$ 309		\$ 34	

CASH FLOW FOR FISCAL YEAR 2011 / 2012

MONTH	OPERATING AND MAINTENANCE EXPENSES						CAPITAL EXPENSES					
	MESA	GILBERT	AJFD	CAJ	QUEEN CREEK		MESA	GILBERT	AJFD	CAJ	QUEEN CREEK	
January	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
February	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
March	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
April	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
May	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
June	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
July	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
August	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
September	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
October	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
November	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
December	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829		\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
Total	\$ 1,221,918	\$ 305,032	\$ 37,625	\$ 74,354	\$ 21,948		\$ 582,312	\$ 145,364	\$ 17,930	\$ 35,434	\$ 10,459	

VOICE

		FY11/12		TRWC FY 11/12			TRWC FY 12/13	TRWC FY 13/14	TRWC FY 14/15	TRWC FY 15/16	TRWC FY 16/17	TRWC FY 17/18	TRWC FY 18/19
		Communications	Percentage				1.79%	2.23%	2.43%	2.61%	2.81%	3.04%	3.25%
		Budget Based on FY10/11	Assigned to TRWC										
ESCALATION FACTOR	Description			Data	Systems	Admin							
Object Code													
Labor													
71000	Personal Services (less OT)	\$ 1,858,579	Attachment 1	\$ 148,778	\$ 114,793	\$ 312,706							
71120	Overtime	\$ 34,275	Attachment 1	\$ -	\$ 8,569	\$ -							
	Overhead			\$ 29,595	\$ 24,539	\$ 59,963							
	Overhead - Encryption					\$ 2,409							
	Total Labor	\$ 1,892,854		\$ 178,373	\$ 147,901	\$ 375,078	\$ 713,907	\$ 729,827	\$ 747,561	\$ 767,073	\$ 788,628	\$ 812,602	\$ 839,011
						37.05%							
ESCALATION FACTOR							1.90%	1.76%	1.74%	1.67%	1.49%	1.40%	1.16%
Non Labor													
72030	Advertising-Recruiting	\$ 1,200	50%	\$ 600	\$ 611	\$ 622	\$ 633	\$ 644	\$ 653	\$ 662	\$ 670	\$ 670	\$ 670
72140	Prof Services - Consulting	\$ -	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
72150	Prof Services - Lab/Drug Test	\$ 50	50%	\$ 25	\$ 25	\$ 26	\$ 26	\$ 27	\$ 27	\$ 28	\$ 28	\$ 28	\$ 28
72160	Prof Services - Legal	\$ 6,000	100%	\$ 6,000	\$ 6,114	\$ 6,222	\$ 6,330	\$ 6,436	\$ 6,531	\$ 6,623	\$ 6,700	\$ 6,700	\$ 6,700
72180	Prof Services - Other	\$ 15,000	50%	\$ 7,500	\$ 7,643	\$ 7,777	\$ 7,912	\$ 8,044	\$ 8,164	\$ 8,279	\$ 8,375	\$ 8,375	\$ 8,375
72180	Prof Services - Grant Writing	\$ 15,000	100%	\$ 15,000	\$ 15,285	\$ 15,554	\$ 15,825	\$ 16,089	\$ 16,329	\$ 16,557	\$ 16,749	\$ 16,749	\$ 16,749
72210	Telephone - Local	\$ 8,500	50%	\$ 4,250	\$ 4,331	\$ 4,407	\$ 4,484	\$ 4,559	\$ 4,626	\$ 4,691	\$ 4,746	\$ 4,746	\$ 4,746
72211	Telephone - Cellular	\$ 4,200	50%	\$ 2,100	\$ 2,140	\$ 2,178	\$ 2,215	\$ 2,252	\$ 2,286	\$ 2,318	\$ 2,345	\$ 2,345	\$ 2,345
72212	Telephone - Long Distance	\$ 65	50%	\$ 33	\$ 33	\$ 34	\$ 34	\$ 35	\$ 35	\$ 36	\$ 36	\$ 36	\$ 36
72220	Postage	\$ 30	50%	\$ 15	\$ 15	\$ 16	\$ 16	\$ 16	\$ 16	\$ 17	\$ 17	\$ 17	\$ 17
72240	Print Shop	\$ 50	50%	\$ 25	\$ 25	\$ 26	\$ 26	\$ 27	\$ 27	\$ 28	\$ 28	\$ 28	\$ 28
72260	Equipment Usage (Vehicles)	\$ 21,000	50%	\$ 10,500	\$ 10,700	\$ 10,888	\$ 11,077	\$ 11,262	\$ 11,430	\$ 11,590	\$ 11,725	\$ 11,725	\$ 11,725
72265	Mileage	\$ 800	50%	\$ 400	\$ 408	\$ 415	\$ 422	\$ 429	\$ 435	\$ 442	\$ 447	\$ 447	\$ 447
72270	Travel (Education)	\$ 4,000	50%	\$ 2,000	\$ 2,038	\$ 2,074	\$ 2,110	\$ 2,145	\$ 2,177	\$ 2,208	\$ 2,233	\$ 2,233	\$ 2,233
72360	Repairs & Maint Outside	\$ 40,000	50%	\$ 20,000	\$ 20,380	\$ 20,739	\$ 21,100	\$ 21,452	\$ 21,772	\$ 22,076	\$ 22,332	\$ 22,332	\$ 22,332
72430	Thompson Peak Land Rental	\$ 11,000	100%	\$ 11,000	\$ 11,209	\$ 11,406	\$ 11,605	\$ 11,799	\$ 11,974	\$ 12,142	\$ 12,283	\$ 12,283	\$ 12,283
72510	Utilities-Communications Bldg	\$ 63,000	50%	\$ 31,500	\$ 32,099	\$ 32,663	\$ 33,232	\$ 33,787	\$ 34,290	\$ 34,770	\$ 35,174	\$ 35,174	\$ 35,174
72510	Utilities-Sites[50%TOPAZ,25%MW]	\$ 70,000	75%	\$ 52,500	\$ 53,498	\$ 54,439	\$ 55,386	\$ 56,311	\$ 57,150	\$ 57,950	\$ 58,623	\$ 58,623	\$ 58,623
72720	Subscriptions-APCO Membership	\$ 800	50%	\$ 400	\$ 408	\$ 415	\$ 422	\$ 429	\$ 435	\$ 442	\$ 447	\$ 447	\$ 447
72813	Contract - Preventative UAP/Tech	\$ 641,000	100%	\$ 641,000	\$ 653,179	\$ 664,675	\$ 676,240	\$ 687,534	\$ 697,778	\$ 707,547	\$ 715,754	\$ 715,754	\$ 715,754
72813	Contract - Preventative Generators	\$ 50,000	100%	\$ 50,000	\$ 50,950	\$ 51,847	\$ 52,749	\$ 53,630	\$ 54,429	\$ 55,191	\$ 55,831	\$ 55,831	\$ 55,831
72820	Training (Education)	\$ 10,000	50%	\$ 5,000	\$ 5,095	\$ 5,185	\$ 5,275	\$ 5,363	\$ 5,443	\$ 5,519	\$ 5,583	\$ 5,583	\$ 5,583
72821	Tuition (Education)	\$ 1,500	50%	\$ 750	\$ 764	\$ 778	\$ 791	\$ 804	\$ 816	\$ 828	\$ 837	\$ 837	\$ 837
72835	Linens & Laundry	\$ 2,200	50%	\$ 1,100	\$ 1,121	\$ 1,141	\$ 1,160	\$ 1,180	\$ 1,197	\$ 1,214	\$ 1,228	\$ 1,228	\$ 1,228
72850	Sundry	\$ -	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
72857	Bus Passes	\$ -	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74110	Materials - Warehouse	\$ 1,000	50%	\$ 500	\$ 510	\$ 518	\$ 527	\$ 536	\$ 544	\$ 552	\$ 558	\$ 558	\$ 558
74210	Materials - Outside	\$ 14,000	50%	\$ 7,000	\$ 7,133	\$ 7,259	\$ 7,385	\$ 7,508	\$ 7,620	\$ 7,727	\$ 7,816	\$ 7,816	\$ 7,816
74220	Repair Parts - Outside	\$ 98,500	50%	\$ 49,250	\$ 50,186	\$ 51,069	\$ 51,958	\$ 52,825	\$ 53,612	\$ 54,363	\$ 54,994	\$ 54,994	\$ 54,994
74240	Non Cap Assets	\$ 20,000	50%	\$ 10,000	\$ 10,190	\$ 10,369	\$ 10,550	\$ 10,726	\$ 10,886	\$ 11,038	\$ 11,166	\$ 11,166	\$ 11,166
74250	Software	\$ -	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74255	Software Maint-Mainsaver,Juniper	\$ 58,154	50%	\$ 29,077	\$ 29,629	\$ 30,151	\$ 30,676	\$ 31,188	\$ 31,653	\$ 32,096	\$ 32,468	\$ 32,468	\$ 32,468
74280	Uniform	\$ 3,501	50%	\$ 1,751	\$ 1,784	\$ 1,815	\$ 1,847	\$ 1,878	\$ 1,906	\$ 1,932	\$ 1,955	\$ 1,955	\$ 1,955
74290	Safety Shoes	\$ 400	50%	\$ 200	\$ 204	\$ 207	\$ 211	\$ 215	\$ 218	\$ 221	\$ 223	\$ 223	\$ 223
74292	Safety Glasses	\$ 100	50%	\$ 50	\$ 51	\$ 52	\$ 53	\$ 54	\$ 54	\$ 55	\$ 56	\$ 56	\$ 56
74299	Recognition Awards(STAR Prog)	\$ 300	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74321	Automotive Fuel - Outside	\$ 50	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						\$ 959,525	\$ 977,756	\$ 994,964	\$ 1,012,277	\$ 1,029,182	\$ 1,044,517	\$ 1,059,140	\$ 1,071,426
Total Operating & Maintenance		\$ 3,054,254		\$ 178,373	\$ 147,901	\$ 1,660,877	\$ 1,691,662	\$ 1,724,791	\$ 1,759,838	\$ 1,796,255	\$ 1,833,144	\$ 1,871,742	\$ 1,910,437

VOICE

		FY11/12									
		Communications	Percentage								
		Budget Based on FY10/11	Assigned to TRWC	TRWC FY 11/12	TRWC FY 12/13	TRWC FY 13/14	TRWC FY 14/15	TRWC FY 15/16	TRWC FY 16/17	TRWC FY 17/18	TRWC FY 18/19
					1.79%	2.23%	2.43%	2.61%	2.81%	3.04%	3.25%
ESCALATION FACTOR					5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Object Code	Description										
ESCALATION FACTOR					5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
SUBSCRIBER UNITS [AS OF FEBRUARY 1, 2011]											
MESA		2,728		2,864	3,008	3,158	3,316	3,482	3,656	3,839	
GILBERT		681		715	751	788	828	869	913	958	
APACHE JUNCTION FIRE DISTRICT		84		88	93	97	102	107	113	118	
APACHE JUNCTION		166		174	183	192	202	212	222	234	
QUEEN CREEK		49		51	54	57	60	63	66	69	
TOTAL		3,708		3,893	4,088	4,292	4,507	4,732	4,969	5,218	
SUBSCRIBER UNIT PERCENTAGE											
MESA		73.57%		73.57%	73.57%	73.57%	73.57%	73.57%	73.57%	73.57%	73.57%
GILBERT		18.37%		18.37%	18.37%	18.37%	18.37%	18.37%	18.37%	18.37%	18.37%
APACHE JUNCTION FIRE DISTRICT		2.27%		2.27%	2.27%	2.27%	2.27%	2.27%	2.27%	2.27%	2.27%
APACHE JUNCTION		4.48%		4.48%	4.48%	4.48%	4.48%	4.48%	4.48%	4.48%	4.48%
QUEEN CREEK		1.32%		1.32%	1.32%	1.32%	1.32%	1.32%	1.32%	1.32%	1.32%
TOTAL		100.00%		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ANNUAL REVENUE OPERATING & MAINTENANCE											
MESA		\$ 1,221,918		\$ 1,244,567	\$ 1,268,940	\$ 1,294,725	\$ 1,321,516	\$ 1,348,656	\$ 1,377,053	\$ 1,405,521	
GILBERT		\$ 305,032		\$ 310,686	\$ 316,770	\$ 323,207	\$ 329,895	\$ 336,670	\$ 343,758	\$ 350,865	
APACHE JUNCTION FIRE DISTRICT		\$ 37,625		\$ 38,322	\$ 39,073	\$ 39,867	\$ 40,692	\$ 41,528	\$ 42,402	\$ 43,279	
APACHE JUNCTION		\$ 74,354		\$ 75,732	\$ 77,216	\$ 78,785	\$ 80,415	\$ 82,066	\$ 83,794	\$ 85,527	
QUEEN CREEK		\$ 21,948		\$ 22,355	\$ 22,793	\$ 23,256	\$ 23,737	\$ 24,224	\$ 24,734	\$ 25,246	
TOTAL		\$ 1,660,877		\$ 1,691,662	\$ 1,724,791	\$ 1,759,838	\$ 1,796,255	\$ 1,833,144	\$ 1,871,742	\$ 1,910,437	
MONTHLY FEE PER SUBSCRIBER UNIT OPERATING & MAINTENANCE											
		\$ 37		\$ 36	\$ 35	\$ 34	\$ 33	\$ 32	\$ 31	\$ 31	
CAPITAL IMPROVEMENT COSTS											
NETWORK RELIABILITY IMPROVEMENTS:											
1. DC power plant equipment, reached end of useful life			\$945k FY10/11 TO FY 15/16 escalated	\$ 150,000	\$ 152,850	\$ 155,540	\$ 158,247	\$ 208,787			
2. Twin Knolls Second Tower			Completed FY10/11	\$ 190,000							
3. Replace Network Backbone MW radio equipment, reached end of useful life			[\$175K per year escalated]					\$ 186,949	\$ 189,566	\$ 191,765	
4. Replace Spread Spectrum MW Radios (AJ area reliability improvement)				\$ 75,000	\$ 76,425						
5. ISSI (Inter Sub Site Interface)				\$ 376,500							
TOTAL				\$ 791,500	\$ 229,275	\$ 155,540	\$ 158,247	\$ 208,787	\$ 186,949	\$ 189,566	\$ 191,765
ANNUAL REVENUE CAPTIAL											
MESA		\$ 582,312		\$ 168,679	\$ 114,432	\$ 116,423	\$ 153,606	\$ 137,540	\$ 139,465	\$ 141,083	
GILBERT		\$ 145,364		\$ 42,108	\$ 28,566	\$ 29,063	\$ 38,345	\$ 34,334	\$ 34,815	\$ 35,219	
APACHE JUNCTION FIRE DISTRICT		\$ 17,930		\$ 5,194	\$ 3,524	\$ 3,585	\$ 4,730	\$ 4,235	\$ 4,294	\$ 4,344	
APACHE JUNCTION		\$ 35,434		\$ 10,264	\$ 6,963	\$ 7,084	\$ 9,347	\$ 8,369	\$ 8,487	\$ 8,585	
QUEEN CREEK		\$ 10,459		\$ 3,030	\$ 2,055	\$ 2,091	\$ 2,759	\$ 2,470	\$ 2,505	\$ 2,534	
TOTAL		\$ 791,500		\$ 229,275	\$ 155,540	\$ 158,247	\$ 208,787	\$ 186,949	\$ 189,566	\$ 191,765	
MONTHLY FEE PER SUBSCRIBER UNIT CAPITAL											
		\$ 18		\$ 5	\$ 3	\$ 3	\$ 4	\$ 3	\$ 3	\$ 3	

VOICE

ESCALATION FACTOR Object Code	Description	FY11/12		TRWC FY 11/12	TRWC FY 12/13 1.79%	TRWC FY 13/14 2.23%	TRWC FY 14/15 2.43%	TRWC FY 15/16 2.61%	TRWC FY 16/17 2.81%	TRWC FY 17/18 3.04%	TRWC FY 18/19 3.25%
		Communications Budget Based on FY10/11	Percentage Assigned to TRWC								

SPECIAL ASSESSMENT PROJECTS TO BE DISCUSSED BY BOARD OF DIRECTORS		2010 Estimated Cost								
A. Upgrade all 9 sites for Base Station Replacements		\$ 15,565,000						\$ 16,694,944		
B. Far Northeast Mesa Transmitter Site Including MW Connectivity		\$ 1,815,000							\$ 2,003,428	
TOTAL ESTIMATED SPECIAL ASSESSMENT PROJECTS		\$ 17,380,000						\$ 16,694,944		\$ 2,003,428

ANNUAL REVENUE SPECIAL ASSESSMENT PROJECTS										
MESA								\$ 12,282,580		\$ 1,473,935
GILBERT								\$ 3,066,143		\$ 367,943
APACHE JUNCTION FIRE DISTRICT								\$ 378,203		\$ 45,385
APACHE JUNCTION								\$ 747,400		\$ 89,690
QUEEN CREEK								\$ 220,618		\$ 26,475
TOTAL								\$ 16,694,944		\$ 2,003,428

MONTHLY FEE PER SUBSCRIBER UNIT FOR SPECIAL ASSESSMENTS								\$ 309		\$ 34
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CASH FLOW FOR FISCAL YEAR 2011 / 2012

MONTH	MESA	OPERATING AND MAINTENANCE EXPENSES					CAPITAL EXPENSES				
		GILBERT	AJFD	CAJ	QUEEN CREEK	MESA	GILBERT	AJFD	CAJ	QUEEN CREEK	
January	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
February	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
March	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
April	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
May	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
June	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
July	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
August	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
September	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
October	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
November	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
December	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872	
Total	\$ 1,221,918	\$ 305,032	\$ 37,625	\$ 74,354	\$ 21,948	\$ 582,312	\$ 145,364	\$ 17,930	\$ 35,434	\$ 10,459	

**TRWC VOICE SUMMARY
FISCAL YEAR 2011 / 2012**

DRAFT FEBRUARY 17, 2011

	TRWC FY 11/12	TRWC FY 12/13	TRWC FY 13/14	TRWC FY 14/15	TRWC FY 15/16	TRWC FY 16/17	TRWC FY 17/18	TRWC FY 18/19
SUBSCRIBER UNITS [AS OF FEBRUARY 1, 2011]								
MESA	2,728	2,864	3,008	3,158	3,316	3,482	3,656	3,839
GILBERT	681	715	751	788	828	869	913	958
APACHE JUNCTION FIRE DISTRICT	84	88	93	97	102	107	113	118
APACHE JUNCTION	166	174	183	192	202	212	222	234
QUEEN CREEK	49	51	54	57	60	63	66	69
TOTAL	3,708	3,893	4,088	4,292	4,507	4,732	4,969	5,218

SUBSCRIBER UNIT PERCENTAGE								
MESA	73.57%	73.57%	73.57%	73.57%	73.57%	73.57%	73.57%	73.57%
GILBERT	18.37%	18.37%	18.37%	18.37%	18.37%	18.37%	18.37%	18.37%
APACHE JUNCTION FIRE DISTRICT	2.27%	2.27%	2.27%	2.27%	2.27%	2.27%	2.27%	2.27%
APACHE JUNCTION	4.48%	4.48%	4.48%	4.48%	4.48%	4.48%	4.48%	4.48%
QUEEN CREEK	1.32%	1.32%	1.32%	1.32%	1.32%	1.32%	1.32%	1.32%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Labor	\$ 701,352	\$ 713,907	\$ 729,827	\$ 747,561	\$ 767,073	\$ 788,628	\$ 812,602	\$ 839,011
Non Labor								
TOTAL OTHER SERVICES	\$ 861,698	\$ 878,070	\$ 893,524	\$ 909,071	\$ 924,253	\$ 938,024	\$ 951,156	\$ 962,190
TOTAL COMMODITIES	\$ 97,828	\$ 99,686	\$ 101,441	\$ 103,206	\$ 104,929	\$ 106,493	\$ 107,984	\$ 109,236

Total Operating & Maintenance \$ 1,660,877 \$ 1,691,662 \$ 1,724,791 \$ 1,759,838 \$ 1,796,255 \$ 1,833,144 \$ 1,871,742 \$ 1,910,437

ANNUAL REVENUE OPERATING & MAINTENANCE								
MESA	\$ 1,221,918	\$ 1,244,567	\$ 1,268,940	\$ 1,294,725	\$ 1,321,516	\$ 1,348,656	\$ 1,377,053	\$ 1,405,521
GILBERT	\$ 305,032	\$ 310,686	\$ 316,770	\$ 323,207	\$ 329,895	\$ 336,670	\$ 343,758	\$ 350,865
APACHE JUNCTION FIRE DISTRICT	\$ 37,625	\$ 38,322	\$ 39,073	\$ 39,867	\$ 40,692	\$ 41,528	\$ 42,402	\$ 43,279
APACHE JUNCTION	\$ 74,354	\$ 75,732	\$ 77,216	\$ 78,785	\$ 80,415	\$ 82,066	\$ 83,794	\$ 85,527
QUEEN CREEK	\$ 21,948	\$ 22,355	\$ 22,793	\$ 23,256	\$ 23,737	\$ 24,224	\$ 24,734	\$ 25,246
TOTAL	\$ 1,660,877	\$ 1,691,662	\$ 1,724,791	\$ 1,759,838	\$ 1,796,255	\$ 1,833,144	\$ 1,871,742	\$ 1,910,437

MONTHLY FEE PER SUBSCRIBER UNIT OPERATING & MAINTENANCE \$ 37 \$ 36 \$ 35 \$ 34 \$ 33 \$ 32 \$ 31 \$ 31

CAPITAL IMPROVEMENT COSTS NETWORK RELIABILITY IMPROVEMENTS:								
	\$ 791,500	\$ 229,275	\$ 155,540	\$ 158,247	\$ 208,787	\$ 186,949	\$ 189,566	\$ 191,765

ANNUAL REVENUE CAPITAL								
MESA	\$ 582,312	\$ 168,679	\$ 114,432	\$ 116,423	\$ 153,606	\$ 137,540	\$ 139,465	\$ 141,083
GILBERT	\$ 145,364	\$ 42,108	\$ 28,566	\$ 29,063	\$ 38,345	\$ 34,334	\$ 34,815	\$ 35,219
APACHE JUNCTION FIRE DISTRICT	\$ 17,930	\$ 5,194	\$ 3,524	\$ 3,585	\$ 4,730	\$ 4,235	\$ 4,294	\$ 4,344
APACHE JUNCTION	\$ 35,434	\$ 10,264	\$ 6,963	\$ 7,084	\$ 9,347	\$ 8,369	\$ 8,487	\$ 8,585
QUEEN CREEK	\$ 10,459	\$ 3,030	\$ 2,055	\$ 2,091	\$ 2,759	\$ 2,470	\$ 2,505	\$ 2,534
TOTAL	\$ 791,500	\$ 229,275	\$ 155,540	\$ 158,247	\$ 208,787	\$ 186,949	\$ 189,566	\$ 191,765

MONTHLY FEE PER SUBSCRIBER UNIT CAPITAL \$ 18 \$ 5 \$ 3 \$ 3 \$ 4 \$ 3 \$ 3 \$ 3

SPECIAL ASSESSMENT PROJECTS TO BE DISCUSSED BY BOARD OF DIRECTORS \$ - \$ - \$ - \$ - \$ 16,694,944 \$ - \$ 2,003,428

ANNUAL REVENUE SPECIAL ASSESSMENT PROJECTS								
MESA	\$ -	\$ -	\$ -	\$ -	\$ 12,282,580	\$ -	\$ 1,473,935	\$ -
GILBERT	\$ -	\$ -	\$ -	\$ -	\$ 3,065,143	\$ -	\$ 367,943	\$ -
APACHE JUNCTION FIRE DISTRICT	\$ -	\$ -	\$ -	\$ -	\$ 378,203	\$ -	\$ 45,385	\$ -
APACHE JUNCTION	\$ -	\$ -	\$ -	\$ -	\$ 747,400	\$ -	\$ 89,690	\$ -
QUEEN CREEK	\$ -	\$ -	\$ -	\$ -	\$ 220,618	\$ -	\$ 26,475	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 16,694,944	\$ -	\$ 2,003,428	\$ -

MONTHLY FEE PER SUBSCRIBER UNIT FOR SPECIAL ASSESSMENTS \$ - \$ - \$ - \$ - \$ 309 \$ - \$ 34

CASH FLOW FOR FISCAL YEAR 2011 / 2012

MONTH	OPERATING AND MAINTENANCE EXPENSES					CAPITAL EXPENSES				
	MESA	GILBERT	AJFD	CAJ	QUEEN CREEK	MESA	GILBERT	AJFD	CAJ	QUEEN CREEK
January	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
February	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
March	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
April	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
May	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
June	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
July	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
August	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
September	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
October	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
November	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
December	\$ 101,827	\$ 25,419	\$ 3,135	\$ 6,196	\$ 1,829	\$ 48,526	\$ 12,114	\$ 1,494	\$ 2,953	\$ 872
Total	\$ 1,221,918	\$ 305,032	\$ 37,625	\$ 74,354	\$ 21,948	\$ 582,312	\$ 145,364	\$ 17,930	\$ 35,434	\$ 10,459

TRWC Communications Roadmap

Revised: 3/22/2011

