

GOLDER RANCH FIRE DISTRICT GOVERNING BOARD MEETING PUBLIC NOTICE AND AGENDA

**Tuesday, February 21, 2023 9:00 a.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

Pursuant to ARS § 38-431.02, ARS § 38-431.03 and ARS § 38-431.05, the Golder Ranch Fire District Governing Board will meet in Regular Session that begins at approximately 9:00 a.m. on Tuesday, February 21, 2023. The meeting will be held at the Fire District Administration Board Room, which is located at 3885 East Golder Ranch Drive, Tucson, Arizona. The order of the Agenda may be altered or changed by direction of the Board. The Board may vote to go into Executive Session, which are not open to the public, on any agenda item pursuant to ARS § 38-431.03(A)(3) for discussion and consultation for legal advice with the Fire District Attorney on the matter(s) as set forth in the agenda item. The following topics and any reasonable variables related thereto will be subject to discussion and possible action.

1. CALL TO ORDER/ROLL CALL

2. SALUTE AND PLEDGE OF ALLEGIANCE

3. FIRE BOARD REPORTS

MOMENT OF SILENCE FOR GRFD GOVERNING BOARD MEMBER VICE-CHAIRMAN
RICHARD HUDGINS

4. CALL TO THE PUBLIC

This is the time for the public to comment. Members of the Board are not permitted to discuss or take action on any item raised in the Call to the Public, which are not on the agenda due to restrictions of the Open Meeting Law; however, individual members of the Board are permitted to respond to criticism directed to them. Otherwise, the Board may direct staff to review the matter or that the matter be placed on a future agenda.

5. PRESENTATIONS

A. PRESENTATION OF PERSONNEL

- RETIREMENTS

PARAMEDIC SHERI WENZEL
DEPUTY FIRE MARSHAL STEVE HORBARENKO

6. CONSENT AGENDA

The consent portion of the agenda is a means of expediting routine matters, such as minutes or previously discussed or budgeted items that must be acted upon by the Board. Any item may be moved to Regular Business for discussion and possible action by any member of the Board.

A. APPROVE MINUTES – JANUARY 17, 2023 REGULAR SESSION

B. APPROVE MINUTES – JANUARY 17, 2023 EXECUTIVE SESSION



- C. APPROVE MINUTES- JANUARY 19, 2023 SPECIAL SESSION
- D. APPROVE MINUTES- JANUARY 19, 2023 EXECUTIVE SESSION
- E. APPROVE MINUTES- JANUARY 25, 2023 SPECIAL SESSION
- F. APPROVE MINUTES- JANUARY 25, 2023 EXECUTIVE SESSION
- G. APPROVE MINUTES – FEBRUARY 2, 2023 SPECIAL SESSION
- H. APPROVE MINUTES- FEBRUARY 2, 2023 EXECUTIVE SESSION
- I. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICIES: 100 FIRE SERVICE AUTHORITY, 205 ELECTRONIC MAIL, 300 INCIDENT MANAGEMENT, 306 STANDARDS OF COVER AND RESPONSE TIME STANDARD ANALYSIS, 709 PHOTOGRAPHY AND ELECTRONIC IMAGING, 800 RECORDS MANAGEMENT, 801 RELEASE OF RECORDS, 910 HEALTH AND SAFETY OFFICER, 1016 ON-DUTY VOTING IN STATEWIDE ELECTIONS, 1034 RETURN TO WORK

7. REPORTS AND CORRESPONDENCE

- A. FIRE CHIEF'S REPORT – CHIEF KARRER
 - UPDATES ON THE FOLLOWING AREAS:
 - MEETINGS, TRAININGS, AND EVENTS ATTENDED
 - POLITICAL & PUBLIC SAFETY INTERACTIONS/UPDATES
 - DISTRICT ACTIVITIES
 - PERSONNEL
 - COMMENDATIONS/THANK YOU CARDS RECEIVED
 - LEADERSHIP TEAM REPORT – PRESIDENT JONES
- B. PLANNING ASSISTANT CHIEF'S REPORT – CHIEF ABEL
 - UPDATES ON THE FOLLOWING AREAS:
 - ASSISTANT CHIEF'S ACTIVITIES
 - PLANNING
 - LOGISTICS
 - FACILITIES MAINTENANCE
 - FLEET
 - SUPPLY
 - FIRE AND LIFE SAFETY
- C. ESSENTIAL SERVICES ASSISTANT CHIEF'S REPORT – CHIEF BRANDHUBER
 - UPDATES ON THE FOLLOWING AREAS
 - ASSISTANT CHIEF'S ACTIVITIES
 - ESSENTIAL SERVICES



- BOARD SERVICES
- FINANCE
- HUMAN RESOURCES
- INFORMATION TECHNOLOGY

D. EMERGENCY RESPONSE/PROFESSIONAL DEVELOPMENT ASSISTANT CHIEF'S REPORT
– CHIEF ROBB

- UPDATES ON THE FOLLOWING AREAS:
 - EMERGENCY RESPONSE
 - PROFESSIONAL DEVELOPMENT
 - HEALTH AND SAFETY
 - WILDLAND
 - HONOR GUARD/PIPES AND DRUMS
 - SPECIAL OPERATIONS
 - COMMUNITY SERVICES AND PUBLIC RELATIONS

8. REGULAR BUSINESS

- A. DISCUSSION AND POSSIBLE ACTION TO APPROVE THE 2023 ANNUAL ADJUSTMENT TO THE 2021-2024 STRATEGIC PLAN
- B. REVIEW, DISCUSSION AND/OR POSSIBLE ACTION REGARDING THE AUTHORIZATION OF STAFF TO PROCEED WITH THE CONSTRUCTION OF FIRE STATION 378 IN THE SADDLEBROOKE RANCH COMMUNITY AND SET AN AMOUNT NOT TO EXCEED
- C. DISCUSSION AND POSSIBLE ACTION REGARDING THE ADOPTION OF RESOLUTION 2023-0002 TO DECLARE DISTRICT ITEMS AS SURPLUS AND DIRECTION TO STAFF TO ADD DECLARED SURPLUS ITEMS TO A PUBLIC AUCTION SITE OR SELL TO A NEIGHBORING OR MUTUAL AID FIRE DISTRICT/DEPARTMENT
- D. REVIEW, DISCUSSION AND/OR POSSIBLE ACTION TO APPROVE FIRE CHIEF EMPLOYMENT CONTRACT FOR TOM BRANDHUBER
- E. DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT

9. FUTURE AGENDA ITEMS

This provides an opportunity for the Board to direct staff to include items on future agendas for further consideration and decision at a later date or to further study the matter.

- Regularly scheduled meeting – March 21, 2023

10. CALL TO THE PUBLIC

This is the final opportunity, on this agenda, for a member of the public to address the Governing Board. Please refer to agenda item four (4) for additional clarification and direction.



11. ADJOURNMENT

Wally Vette, Clerk of the Board
Golder Ranch Fire District

To view the meeting online please visit our website at <https://grfdaz.gov/grfd-agenda>, there is an agenda posted, with background information linked to each agenda item, as well as a link to the live Zoom meeting.

If any disabled person needs any type of accommodation, please notify the Golder Ranch Fire District Administration at (520) 825-9001 prior to the scheduled meeting. A copy of the agenda background material provided to Board members (with the exception of material relating to possible executive sessions) is available for public inspection at the administration office, 3885 E Golder Ranch Drive, Tucson, Arizona 85739.

Posted by: Shannon Ortiz 2/16/2023 at 6:00 p.m.



GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: Fire Board Reports

ITEM #: 3

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This item allows for the Fire Board Members to report to the public and/or staff any events, meetings, conferences, etc. they may have attended and/or points of interest that took place throughout the month.

We would like to take a moment of silence to honor former GRFD Governing Board Member Vice-Chairperson Richard Hudgins.

RECOMMENDED MOTION

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: February 21, 2023

SUBJECT: Call to the Public

ITEM #: 4

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This is the time for the public to comment. Members of the Board may not discuss items that are not on the agenda. The Board is not permitted to discuss or take action on any item raised in the Call to the Public, which are not on the agenda due to restrictions of the Open Meeting Law; however, individual members of the Board are permitted to respond to criticism directed to them. Otherwise, the Board may direct staff to review the matter or that the matter be placed on a future agenda.

RECOMMENDED MOTION

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: February 21, 2023

SUBJECT: PRESENTATION OF PERSONNEL

ITEM #: 5A

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This is the time for recognizing personnel who have achieved employment milestones or have achieved other distinctions.

Retirements

Sheri Wenzel- Paramedic

Steve Horbarenko- Deputy Fire Marshal

RECOMMENDED MOTION

No motion is necessary for this agenda item.

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –JANUARY 17, 2023 REGULAR SESSION
APPROVE MINUTES –JANUARY 17, 2023 EXECUTIVE SESSIONS
APPROVE MINUTES- JANUARY 19, 2023 SPECIAL SESSION
APPROVE MINUTES- JANUARY 19, 2023 EXECUTIVE SESSIONS
APPROVE MINUTES- JANUARY 25, 2023 SPECIAL SESSION
APPROVE MINUTES- JANUARY 25, 2023 EXECUTIVE SESSION
APPROVE MINUTES- FEBRUARY 2, 2023 SPECIAL SESSION
APPROVE MINUTES- FEBRUARY 2, 2023 EXECUTIVE SESSIONS
APPROVE AND ADOPT THE FOLLOWING UPDATED POLICIES: 100 FIRE SERVICE
AUTHORITY, 205 ELECTRONIC MAIL, 300 INCIDENT MANAGEMENT, 306
STANDARDS OF COVER AND RESPONSE TIME STANDARD ANALYSIS, 709
PHOTOGRAPHY AND ELECTRONIC IMAGING, 800 RECORDS MANAGEMENT, 801
RELEASE OF RECORDS, 910 HEALTH AND SAFETY OFFICER, 1016 ON-DUTY VOTING
IN STATEWIDE ELECTIONS, 1034 RETURN TO WORK

ITEM #: 6A – 6I

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

- A. APPROVE MINUTES –JANUARY 17, 2023 REGULAR SESSION
- B. APPROVE MINUTES –JANUARY 17, 2023 EXECUTIVE SESSION
- C. APPROVE MINUTES- JANUARY 19, 2023 SPECIAL SESSION
- D. APPROVE MINUTES- JANUARY 19, 2023 EXECUTIVE SESSION
- E. APPROVE MINUTES- JANUARY 25, 2023 SPECIAL SESSION
- F. APPROVE MINUTES- JANUARY 25, 2023 EXECUTIVE SESSION

- G. APPROVE MINUTES- FEBRUARY 2, 2023 SPECIAL SESSION
- H. APPROVE MINUTES- FEBRUARY 2, 2023 EXECUTIVE SESSION
- I. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICIES: 100- FIRE SERVICE AUTHORITY, 205-ELECTRONIC MAIL, 300 INCIDENT MANAGEMENT, 306 STANDARDS OF COVER AND RESPONSE TIME STANDARD ANALYSIS, 709-PHOTOGRAPHY AND ELECTRONIC IMAGING, 800-RECORDS MANAGEMENT, 801 RELEASE OF RECORDS, 910-HEALTH AND SAFETY OFFICER, 1016- ON-DUTY VOTING IN STATEWIDE ELECTIONS, 1034- RETURN TO WORK

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –JANUARY 17, 2023 REGULAR SESSION

ITEM #: 6A

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

A. APPROVE MINUTES –JANUARY 17, 2023 REGULAR SESSION

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

**GOLDER RANCH FIRE DISTRICT
GOVERNING BOARD MEETING
PUBLIC NOTICE AND AGENDA
REGULAR SESSION MINUTES
Tuesday, January 17, 2023 9:00 a.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

1. CALL TO ORDER/ROLL CALL

Chairperson Vicki Cox-Golder called the meeting to order on January 17, 2023 at 9:00 a.m.

Members Present: Chairperson Vicki Cox-Golder, Board Vice-Chair Richard Hudgins, Board Clerk Vette, Board Member Steve Brady, and Board Member Sandi Outlaw

Staff Present: Fire Chief Karrer, Assistant Chief Abel, Assistant Chief Robb, Deputy Chief Cesarek, Fire Marshal Akins, Deputy Chief Pearce, Division Chief Perry, Director Delong, Director Christian, Director Rascon, Attorney Aversa, Local 3832 President Jones, and Board Services Supervisor Ortiz

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance.

3. FIRE BOARD REPORTS

Board Member Brady reported that he and Chaplain Wright visited all ten stations to visit with personnel, last month for Christmas. He said it was a nice, enlightening trip.

4. CALL TO THE PUBLIC

There were no public issues presented at this time.

5. PRESENTATIONS

A. PRESENTATION OF PERSONNEL

- NEW HIRES
 - SHELLEY NEASHAM- BILLING SPECIALIST
 - TINA BROOKSHIER- FINANCE SPECIALIST
 - LYDIA CAMARILLO- COMMUNITY RELATIONS COORDINATOR



Chief Karrer welcomed the three new employees to the District. Billing Supervisor Massie presented Shelley Neasham, the new GRFD Billing Specialist. Finance Director Christian presented Tina Brookshier, the new GRFD Finance Specialist. Assistant Fire Chief Robb presented Lydia Camarillo the new GRFD Community Relations Coordinator. Chairperson Cox Golder administered the behavioral and loyalty oaths to the three new employees.

B. PRESENTATION TO THOSE WHO ASSISTED WITH THE HOLIDAY BREAKFAST

Chief Karrer said in December the District held a Holiday Breakfast for personnel and their families. The event was a huge success due to the contributions of everyone. He read a list of everyone that assisted with the event, he thanked the personnel by name and briefly mentioned how they contributed to make the event such a success.

6. CONSENT AGENDA

- A. APPROVE MINUTES – DECEMBER 15, 2022 SPECIAL SESSION
- B. APPROVE MINUTES- DECEMBER 15, 2022 EXECUTIVE SESSION
- C. APPROVE MINUTES – DECEMBER 20, 2022 REGULAR SESSION
- D. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY- 1040 MILITARY LEAVE

MOTION by Board Clerk Vette to approve the January 17, 2023 Consent Agenda

MOTION SECONDED by Board Member Brady

MOTION CARRIED 5/0

7. REPORTS AND CORRESPONDENCE

- A. FIRE CHIEF'S REPORT – Chief Karrer presented the Fire Chief's report to the Governing Board. He added that he recently attended the Arizona Fire District's Association Conference in Laughlin.
 - LEADERSHIP TEAM REPORT – President Jones wished the Board a Happy New Year. He stated the Local 3832 was compiling a presentation regarding the new Fire Chief candidates to submit to the Board. The annual archery event will be held March 4th.
- B. PLANNING ASSISTANT CHIEF'S REPORT – Chief Abel stated there are a few retirements occurring in the Planning Division. Lee Barbeau from fleet will be retiring January 26th and Steve Horbarenko from Fire and Life Safety will be retiring January 20th. He presented his report to the Governing Board and introduced Chief Cesarek to also present to the Board. Chief Cesarek gave a status update on the Hanley building. Vice Chairperson Hudgins asked about the status of Station 378. Chief Abel responded that his division is working through the project to keep it in budget. He hopes to present a GMP to the Board at the March meeting.



- C. ESSENTIAL SERVICES ASSISTANT CHIEF'S REPORT – Division Chief Perry presented the Essential Services report on behalf of Chief Brandhuber.
- D. EMERGENCY RESPONSE/PROFESSIONAL DEVELOPMENT ASSISTANT CHIEF'S REPORT- Chief Robb presented the Emergency Response/Professional Development report to the Governing Board.

8. REGULAR BUSINESS

- A. DISCUSSION AND POSSIBLE ACTION REGARDING THE APPROVAL OF RESOLUTION 2023-0001 FORMALLY ADOPTING THE FIRST EDITION GOLDER RANCH FIRE DISTRICT COMMUNITY RISK ASSESSMENT- STANDARDS OF COVER DOCUMENT

Chief Karrer thanked Chief Perry for all of his hard work compiling the Community Risk Assessment- Standards of Cover (CRA-SOC) document. Chief Perry apologized for the error in the document and assured the Board that it had been corrected through an errata sheet. Chief Perry gave a PowerPoint presentation on the presented CRA-SOC document. The document gives the District a resource to meet community performance expectations, develops response models on data and internal/external input and set performance goals for the District.

Board Clerk Vette asked how the District can address response times from the communication center.

Chief Karrer responded by saying that GRFD is in a unique situation in that the District receives calls from the City of Tucson dispatch, Town of Oro Valley dispatch, and Pinal County dispatch. He is working with the Alarm Captain to address response times from the communication center. He is also working with GRFD's automatic aid partners, Tucson Fire Department (TFD) and Northwest Fire District (NWFD) to find solutions.

Board Clerk Vette thanked Chief Perry for compiling this comprehensive document.

Chief Perry thanked Gary West from Ironwood Technologies for his work, as the consultant, on the CRA-SOC document.

Chairperson Cox Golder thanked Chief Perry for his work.

Gary West (Ironwood Technologies) thanked the Board for the opportunity to work on this project. The second edition should be released this summer.

Chief Perry mentioned that NWFD is accredited and TFD is exploring the opportunity. He hopes all organizations will be aligned in the near future.



MOTION by Vice-Chairperson Hudgins to approve Resolution #2023-0001 formally adopting the Golder Ranch Fire District Community Risk Assessment and Standards of Cover document to include the correction presented in Errata Sheet #1.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

B. DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT

Director Christian presented the GRFD reconciliation and monthly financial report.

MOTION by Board Clerk Vette to approve and accept the Golder Ranch Fire District reconciliation and monthly financial report as presented.

MOTION SECONDED by Vice Chairperson Hudgins

MOTION CARRIED 5/0

C. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(3) FOR THE PURPOSE OF CONSULTATION OR LEGAL ADVICE REGARDING AN UPDATE TO POSSIBLE PENDING LITIGATION

MOTION by Board Member Brady to enter into Executive Session pursuant to A.R.S. §38-431.03.A(3) for the purpose of consultation or legal advice with the attorney at 10:04 a.m.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Chief Karrer, Attorney Aversa, Director Delong, and Board Services Supervisor Ortiz.

D. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03(A)(3) FOR DISCUSSION AND/OR CONSULTATION FOR LEGAL ADVICE WITH THE ATTORNEY FOR THE DISTRICT REGARDING THE DISTRICT'S FIRE CHIEF SELECTION PROCESS.

The Board reconvened into regular session at 11:05 a.m.

Vice-Chair Hudgins reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

9. FUTURE AGENDA ITEMS

- Special session meeting- January 19, 2023
- Regularly scheduled meeting – February 21, 2023

10. CALL TO THE PUBLIC

There were no public issues presented at this time.



11. ADJOURNMENT

MOTION by Board Member Brady to adjourn the meeting at 11:07 a.m.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

Wally Vette, Clerk of the Board
Golder Ranch Fire District



**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –JANUARY 17, 2023 EXECUTIVE SESSION

ITEM #: 6B

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

B. APPROVE MINUTES –JANUARY 17, 2023 EXECUTIVE SESSION

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C)

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –JANUARY 19, 2023 REGULAR SESSION

ITEM #: 6C

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

C. APPROVE MINUTES –JANUARY 19, 2023 REGULAR SESSION

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

GOLDER RANCH FIRE DISTRICT GOVERNING BOARD MEETING SPECIAL SESSION MINUTES

**Thursday, January 19, 2023 8:00 a.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

1. CALL TO ORDER/ROLL CALL

Chairperson Vicki Cox-Golder called the meeting to order on January 19, 2023 at 8:05 a.m.

Members Present: Chairperson Vicki Cox-Golder, Board Vice-Chair Richard Hudgins, Board Clerk Wally Vette, Board Member Steve Brady, and Board Member Sandi Outlaw

Staff Present: Fire Chief Karrer, HR Director Delong, Attorney Aversa, Local 3832 President Jones, and Board Services Supervisor Ortiz

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance.

3. CALL TO THE PUBLIC

There were no public issues presented at this time.

4. REGULAR BUSINESS

A. DETERMINE THE PROCEDURES AND REQUIREMENTS FOR HOW THE MEETING AND INTERVIEWS SHALL BE CONDUCTED

- Approval of list of questions to be asked to each candidate
- Designation of time allotted for each candidate
- Order candidates will be considered and possible deviation from order as listed in this agenda
- Confirm each of the candidates listed below received at least 24 hours written notice of the meeting pursuant to A.R.S. §38-431.03.A(1)

The Governing Board approved of the questions Mosaic presented for the candidate interviews.

B. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(3) FOR DISCUSSION AND/OR CONSULTATION FOR LEGAL ADVICE WITH THE ATTORNEY FOR THE DISTRICT REGARDING THE DISTRICT'S FIRE CHIEF SELECTION PROCESS.

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C).



MOTION by Vice-Chairperson Hudgins to enter into Executive Session pursuant to A.R.S. §38-431.03.A(3) for the purpose of discussion and consultation with the attorney at 8:06 a.m.

MOTION SECONDED by Clerk Vette

MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, and Board Services Supervisor Ortiz.

The Board reconvened into regular session at 8:15 a.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- I. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR CONSIDERATION OF APPOINTMENT/EMPLOYMENT OF FIRE CHIEF CANDIDATES
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

MOTION by Vice-Chairperson Hudgins to enter into agenda item 4I Executive Session pursuant to A.R.S. §38-431.03.A(1) for the purpose of discussion and consultation with the attorney at 8:16 a.m.

MOTION SECONDED by Clerk Vette

MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, and Board Services Supervisor Ortiz.

The Board reconvened into regular session at 8:49 a.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- C. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR CONSIDERATION OF APPOINTMENT/EMPLOYMENT OF FIRE CHIEF CANDIDATE- SCOTT ROBB
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

MOTION by Board Clerk Vette to enter into agenda item 4C Executive Session pursuant to A.R.S. §38-431.03.A(1) for consideration of appointment/employment of fire chief candidates at 8:58 a.m.

MOTION SECONDED by Vice Chairperson Hudgins

MOTION CARRIED 5/0



Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, Board Services Supervisor Ortiz and the Mosaic Consultants, Bryan Noblett and Greg Nelson as well as the Fire Chief candidate Scott Robb.

The Board reconvened into regular session at 9:56 a.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- D. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR CONSIDERATION OF APPOINTMENT/EMPLOYMENT OF FIRE CHIEF CANDIDATE- KARL ISSELARD
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

MOTION by Board Clerk Vette to enter into agenda item 4D Executive Session pursuant to A.R.S. §38-431.03.A(1) for consideration of appointment/employment of fire chief candidates 10:00 a.m.

MOTION SECONDED by Vice Chairperson Hudgins

MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, Board Services Supervisor Ortiz, the Mosaic Consultants, Bryan Noblett and Greg Nelson as well as the Fire Chief candidate Karl Isselhard.

The Board reconvened into regular session at 10:51 a.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- E. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR CONSIDERATION OF APPOINTMENT/EMPLOYMENT OF FIRE CHIEF CANDIDATE-LEWIS HARRIS
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

MOTION by Board Member Brady to enter into agenda item 4E Executive Session pursuant to A.R.S. §38-431.03.A(1) for consideration of appointment/employment of fire chief candidates at 11:02 a.m.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, Board Services Supervisor Ortiz, Mosaic Consultants, Bryan Noblett and Greg Nelson as well as the Fire Chief candidate Lewis Harris.



The Board reconvened into regular session at 11:50 a.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- F. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR CONSIDERATION OF APPOINTMENT/EMPLOYMENT OF FIRE CHIEF CANDIDATE- MICHAEL CARSTEN
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

MOTION by Vice Chairperson Hudgins to enter into agenda item 4F Executive Session pursuant to A.R.S. §38-431.03.A(1) for consideration of appointment/employment of fire chief candidates at 12:40 p.m.

MOTION SECONDED by Board Clerk Vette
MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, Board Services Supervisor Ortiz, Mosaic Consultants, Bryan Noblett and Greg Nelson as well as the Fire Chief candidate Michael Carsten.

The Board reconvened into regular session at 1:30 p.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- G. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR CONSIDERATION OF APPOINTMENT/EMPLOYMENT OF FIRE CHIEF CANDIDATE- TOM BRANDHUBER
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

MOTION by Board Clerk Vette to enter into agenda item 4G Executive Session pursuant to A.R.S. §38-431.03.A(1) for consideration of appointment/employment of fire chief candidates at 1:35 p.m.

MOTION SECONDED by Vice Chairperson Hudgins
MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, Board Services Supervisor Ortiz, Mosaic Consultants, Bryan Noblett and Greg Nelson as well as the Fire Chief candidate Tom Brandhuber.

The Board reconvened into regular session at 2:19 p.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).



- H. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(3) FOR CONSULTATION OR LEGAL ADVICE WITH THE ATTORNEY FOR THE DISTRICT REGARDING THE DISTRICT'S FIRE CHIEF SELECTION PROCESS.

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

The Board did not enter executive session for Item 4H.

- I. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR CONSIDERATION OF APPOINTMENT/EMPLOYMENT OF FIRE CHIEF CANDIDATES
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO A.R.S. §38-431.03(C).

MOTION by Vice Chairperson Hudgins to enter into agenda item 4I Executive Session pursuant to A.R.S. §38-431.03.A(1) for consideration of appointment/employment of fire chief candidates at 2:22 p.m.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Attorney Aversa, Director Delong, Board Services Supervisor Ortiz, Mosaic Consultants, Bryan Noblett and Greg Nelson as well as Fire Chief Karrer.

The Board reconvened into regular session at 3:20 p.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- J. REVIEW, DISCUSSION AND POSSIBLE ACTION REGARDING THE FIRE CHIEF SELECTION PROCESS, IDENTIFY THE NEXT STEPS IN THE PROCESS, INCLUDING BUT NOT LIMITED TO DIRECTION TO MOSAIC, THE ATTORNEY FOR THE DISTRICT, AND/OR THE HR DIRECTOR REGARDING A CONDITIONAL OFFER OF EMPLOYMENT

MOTION by Board Clerk Vette to direct Director Delong, Attorney Aversa and Mosaic to conduct more research and reconvene Wednesday, January 25th, 2023

MOTION SECONDED by Vice Chairperson Hudgins

MOTION CARRIED 5/0

5. FUTURE AGENDA ITEMS

- Regularly scheduled meeting – February 21, 2023



6. **CALL TO THE PUBLIC**

There were no public issues presented at this time.

7. **ADJOURNMENT**

MOTION by Vice Chairperson Hudgins to adjourn the meeting at 3:26 p.m.

MOTION SECONDED by Board Member Brady

MOTION CARRIED 5/0

Wally Vette, Clerk of the Board
Golder Ranch Fire District



**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –JANUARY 19, 2023 EXECUTIVE SESSION

ITEM #: 6D

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

D. APPROVE MINUTES –JANUARY 19, 2023 EXECUTIVE SESSION

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C)

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –JANUARY 25, 2023 SPECIAL SESSION

ITEM #: 6E

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

E. APPROVE MINUTES –JANUARY 25, 2023 SPECIAL SESSION

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

GOLDER RANCH FIRE DISTRICT GOVERNING BOARD MEETING SPECIAL SESSION MINUTES

**Wednesday, January 25, 2023 1:00 p.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

1. CALL TO ORDER/ROLL CALL

Vice Chairperson Hudgins called the meeting to order on January 25, 2023 at 1:00 p.m.

Members Present: Chairperson Vicki Cox-Golder (via Zoom), Board Vice-Chair Richard Hudgins, Board Clerk Wally Vette, Board Member Steve Brady, and Board Member Sandi Outlaw

Staff Present: Fire Chief Karrer, HR Director Delong, Attorney Aversa, Assistant Chief Robb, Assistant Chief Brandhuber (via Zoom) and Board Services Supervisor Ortiz

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance

3. CALL TO THE PUBLIC

There were no public issues presented at this time.

4. REGULAR BUSINESS

- A. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03(A)(3) FOR DISCUSSION AND/OR CONSULTATION FOR LEGAL ADVICE WITH THE ATTORNEY FOR THE DISTRICT REGARDING THE DISTRICT'S FIRE CHIEF SELECTION PROCESS.

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C).

MOTION by Board Clerk Vette to enter into Executive Session pursuant to A.R.S. §38-431.03.A(3) for the purpose of discussion and consultation with the attorney at 1:05 p.m.

MOTION SECONDED by Board Member Brady

MOTION CARRIED 5/0

Those present in the executive session were the Board Members, Chief Karrer, Attorney Aversa, Director Delong, and Board Services Supervisor Ortiz.

The Board reconvened into regular session at 1:51 p.m.

Vice-Chairperson Hudgins reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).



B. DISCUSSION AND POSSIBLE ACTION REGARDING A CONDITIONAL OFFER OF EMPLOYMENT TO THE GRFD FIRE CHIEF CANDIDATE

Vice Chairperson Hudgins made a statement from the Governing Board:
The Governing Board hired Mosaic September 2022 that created a candidate profile, conducted a national search, closed October 31, 2022. Mosaic advised that twenty four candidates responded. Eleven candidates were recommended to the Board without prior knowledge of the identities of these candidates. The Board directed no more than six candidates to be presented for interviews by the Board. The Board directed stakeholders from community partners to be in panels to interview the five candidates (one person withdrew) and the Board seriously considered all input from across the community. All voices, external and internal were heard before the Board made a decision.

MOTION by Board Member Brady to extend an offer of employment to Tom Brandhuber and to direct the District attorney to bring back a contract at the next Board meeting for possible approval.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

5. FUTURE AGENDA ITEMS

- Regularly scheduled meeting – February 21, 2023

6. CALL TO THE PUBLIC

There were no public issues presented at this time.

7. ADJOURNMENT

MOTION by Board Member Brady to adjourn the meeting at 1:55 p.m.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

Wally Vette, Clerk of the Board
Golder Ranch Fire District



**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –JANUARY 25, 2023 EXECUTIVE SESSION

ITEM #: 6F

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

F. APPROVE MINUTES –JANUARY 25, 2023 EXECUTIVE SESSION

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C)

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –FEBRUARY 2, 2023 SPECIAL SESSION

ITEM #: 6G

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

G. APPROVE MINUTES –FEBRUARY 2, 2023 SPECIAL SESSION

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

GOLDER RANCH FIRE DISTRICT GOVERNING BOARD MEETING SPECIAL SESSION MINUTES

**Thursday, February 2, 2023 3:30 p.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

1. CALL TO ORDER/ROLL CALL

Chairperson Vicki Cox-Golder called the meeting to order on February 2, 2023 at 3:30 p.m.

Members Present: Chairperson Vicki Cox-Golder, Board Vice-Chair Richard Hudgins, Board Clerk Wally Vette, Board Member Steve Brady, and Board Member Sandi Outlaw

Staff Present: Fire Chief Karrer, HR Director Delong, Attorney Aversa, Assistant Chief Brandhuber and Board Services Supervisor Ortiz

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance.

3. CALL TO THE PUBLIC

There were no public issues presented at this time.

4. REGULAR BUSINESS

- A. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(3) FOR DISCUSSION AND/OR CONSULTATION FOR LEGAL ADVICE WITH THE ATTORNEY FOR THE DISTRICT REGARDING THE DISTRICT'S FIRE CHIEF SELECTION PROCESS AND FIRE CHIEF CONTRACT.

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C).

- B. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(1) FOR DISCUSSION OR CONSIDERATION OF THE TERMS AND CONDITIONS OF A CONTRACT FOR EMPLOYMENT FOR THE GRFD FIRE CHIEF RELATED TO THE BOARD'S OFFER OF EMPLOYMENT EXTENDED TO TOM BRANDHUBER FOR THE POSITION OF FIRE CHIEF EFFECTIVE AS OF APRIL 1, 2023.

- THE DISTRICT WILL CONFIRM TOM BRANDHUBER RECEIVED AT LEAST 24 HOURS NOTICE OF THE POSSIBLE EXECUTIVE SESSION

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C).

The Board considered Regular Business Items A and B together. Chairperson Cox-Golder read the regular business items A. Executive Session: The Board may vote to go into executive session pursuant to A.R.S. §38-431.03(A)(3) for discussion and/or consultation for legal advice with the attorney for the District regarding the District's Fire Chief selection process and Fire Chief contract and Regular Business Item B. Executive



Session: The Board may vote to go into executive session pursuant to A.R.S. §38-431.03.A(1) for discussion or consideration of the terms and conditions of a contract for employment for the GRFD Fire Chief related to the Board's offer of employment extended to Tom Brandhuber for the position of fire chief effective as of April 1, 2023. The District will confirm Tom Brandhuber received at least 24 hours' notice of the possible executive session.

The Chairperson confirmed Chief Brandhuber received at least 24 hours written notice of the executive session.

MOTION by Board Clerk Vette to enter into Executive Session pursuant to A.R.S. §38-431.03.A(3) and A.R.S. §38-431.03.A(1) at 3:34 p.m.

MOTION SECONDED by Board Member Brady

MOTION CARRIED 5/0

The Board reconvened into Regular Session at 4:50 p.m.

Chairperson Cox Golder reminded those in attendance, Executive Sessions are confidential pursuant to ARS §38-431.03(C).

- C. REVIEW, DISCUSSION AND POSSIBLE ACTION REGARDING A CONTRACT FOR EMPLOYMENT FOR THE GRFD FIRE CHIEF RELATED TO THE BOARD'S OFFER OF EMPLOYMENT EXTENDED TO TOM BRANDHUBER FOR THE POSITION OF FIRE CHIEF EFFECTIVE APRIL 1, 2023

Attorney Aversa stated the Board previously directed her to draft a contract for Chief Brandhuber to present at the next Board meeting.

5. FUTURE AGENDA ITEMS

- Regularly scheduled meeting – February 21, 2023

6. CALL TO THE PUBLIC

Lee Mayes, GRFD resident stated it was a big decision replacing Chief Karrer. He personally thought Chief Brandhuber was the best choice. Mr. Mayes worked with Tom Brandhuber at another agency and stated he is a man of integrity.

7. ADJOURNMENT

MOTION by Board Clerk Vette to adjourn the meeting at 4:55 p.m.

MOTION SECONDED by Vice-Chairperson Hudgins

MOTION CARRIED 5/0

Wally Vette, Clerk of the Board
Golder Ranch Fire District



**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE MINUTES –FEBRUARY 2, 2023 EXECUTIVE SESSION

ITEM #: 6H

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

H. APPROVE MINUTES –FEBRUARY 2, 2023 EXECUTIVE SESSION

NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C)

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: APPROVE AND ADOPT THE FOLLOWING UPDATED POLICIES: 100 FIRE SERVICE AUTHORITY, 205 ELECTRONIC MAIL, 300 INCIDENT MANAGEMENT, 306 STANDARDS OF COVER AND RESPONSE TIME STANDARD ANALYSIS, 709 PHOTOGRAPHY AND ELECTRONIC IMAGING, 800 RECORDS MANAGEMENT, 801 RELEASE OF RECORDS, 910 HEALTH AND SAFETY OFFICER, 1016 ON-DUTY VOTING IN STATEWIDE ELECTIONS, 1034 RETURN TO WORK

ITEM #: 6I

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In compliance with A.R.S. §38-431.01, approval of:

- I. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICIES: 100- FIRE SERVICE AUTHORITY, 205-ELECTRONIC MAIL, 300 INCIDENT MANAGEMENT, 306 STANDARDS OF COVER AND RESPONSE TIME STANDARD ANALYSIS, 709-PHOTOGRAPHY AND ELECTRONIC IMAGING, 800- RECORDS MANAGEMENT, 801 RELEASE OF RECORDS, 910-HEALTH AND SAFETY OFFICER, 1016- ON-DUTY VOTING IN STATEWIDE ELECTIONS, 1034- RETURN TO WORK

RECOMMENDED MOTION

Motion to approve the February 21, 2023 Consent Agenda.

Fire Service Authority

100.1 PURPOSE AND SCOPE

The purpose of this policy is to affirm the legal authority of the Golder Ranch Fire District and the individual members.

100.2 POLICY

It is the policy of the Golder Ranch Fire District to limit its members to only exercise the authority granted to them by law.

While the Golder Ranch Fire District recognizes the authority of members granted to them, members are encouraged to use sound discretion in the exercise of their authority and this district does not tolerate abuse of authority.

100.3 ORGANIZATIONAL POWERS

This district is authorized by Arizona law to perform fire suppression and related services including, but not limited to (ARS § 9-240; ARS § 48-805; ARS § 36-2207):

- (a) Fire prevention and fire code enforcement.
- (b) Fire suppression services.
- (c) Fire cause and origin investigation.
- (d) Emergency Medical Services (EMS).
- (e) Related community risk reduction services.

100.4 FIREFIGHTER POWERS

Firefighters are sworn members of this district and are authorized to exercise the following authority pursuant to applicable state law:

- (a) Participate in a wide range of emergency and rescue activities, including EMS, extrication and heavy rescue
- (b) Perform fire suppression duties, including the suppression of structural, aircraft, marine, wildland and other types of fires
- (c) Investigate the cause and origin of fires
- (d) Collect and preserve evidence when a fire is of a suspicious origin
- (e)
- (f) Perform specialty services, including hazardous materials response, technical rescue, water rescue and additional services as authorized by the Fire Chief
- (g) Provide fire code enforcement inspection and plan review services
- (h) Provide public education and fire prevention activities and services

Golder Ranch Fire District

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Fire Service Authority

100.5 CONSTITUTIONAL REQUIREMENTS

When exercising their authority, members shall observe and comply with every person's clearly established rights under the United States and Arizona Constitutions.

100.6 SUPERVISORY AUTHORITY

Any chief officer or director may relieve a member under their command from duty when, in their judgment, an offense committed is sufficiently serious to warrant immediate action. A report of such action shall be made immediately through the appropriate channels to the appropriate supervisor, followed by written documentation of the charges, in accordance with district procedures. All such processes shall comply with established rules, regulations and applicable memorandum of understanding.

Electronic Mail

205.1 PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines for the proper use and application of the electronic mail (email) system provided by the District.

205.2 POLICY

Golder Ranch Fire District members shall use email in a professional manner in accordance with this policy and current law (e.g., Arizona Public Records Law).

205.3 PRIVACY EXPECTATION

Members forfeit any expectation of privacy with regard to emails or anything published, shared, transmitted or maintained through file-sharing software or any Internet site that is accessed, transmitted, received or reviewed on any district technology system.

The District reserves the right to access, audit and disclose, for whatever reason, any message, including attachments, and any information accessed, transmitted, received or reviewed over any technology that is issued or maintained by the District, including the district email system, computer network or any information placed into storage on any district system or device. The fact that access to a database, service or website requires a username or password will not create an expectation of privacy if it is accessed through district computers, electronic devices or networks. This right to access, audit and disclose as described above will only be exercised upon approval by the Fire Chief, or the Board of Directors, in the case of an issue involving the Fire Chief.

205.4 RESTRICTED USE

Messages transmitted over the email system are restricted to official business activities, or shall only contain information that is essential for the accomplishment of business-related tasks or for communications that are directly related to the business, administration or practices of the District.

Sending derogatory, defamatory, obscene, disrespectful, sexually suggestive, harassing or any other inappropriate messages on the email system is prohibited and will result in discipline.

Email messages addressed to the entire district are only to be used for official business-related items that are of particular interest to all users. In the event that a member has questions about sending a particular email communication, the member should seek prior approval from their supervisor.

It is a violation of this policy to transmit a message under another member's name or email address or to use the password of another to log into the system unless directed to do so by a supervisor for authorized and official purposes. Members are required to log off the network or secure the workstation when the computer is unattended. This added security measure will minimize the potential misuse of a member's email, name or password.

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Electronic Mail

Email administrators shall not access another users email without their express written consent or the express written consent of the fire chief or their designee.

205.5 EMAIL RECORD MANAGEMENT

Email is a public record under Arizona Public Records Law and shall be managed in accordance with the established records retention schedule and in compliance with state law.

The Custodian of Records shall ensure that email messages are retained and recoverable as outlined in the Records Management Policy.

Incident Management

300.1 PURPOSE AND SCOPE

The purpose of this policy is to establish operational guidelines for members of the District to use in the management and mitigation of all-hazards emergency incidents.

300.1.1 DEFINITIONS

Definitions related to this policy include:

All-hazards - An incident, natural or manmade, that warrants action to protect life, property, the environment, and public health or safety, and to minimize disruptions of government, social or economic activities.

300.2 POLICY

It is the policy of the Golder Ranch Fire District to utilize the Incident Command System (ICS) or other National Incident Management System (NIMS)-compliant incident management system for managing all emergency incidents. All incident-related activities should be managed in accordance with established ICS/NIMS methods and procedures.

300.3 INCIDENT MANAGEMENT

The District will adopt written ICS/NIMS procedures that are compatible with neighboring jurisdictions. These procedures should be available to all members.

Emergency incidents shall be managed utilizing trained and qualified personnel for the specific tactical, supervisory or command-level assignments and should follow the district-approved order model. Additionally, the Golder Ranch Fire District should follow procedures outlined in the current edition of the Southern Arizona Auto Aid Response Council (SAAARC).

Standards of Cover and Response Time

Standard Analysis

306.1 PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines and thresholds for analyzing turnout, travel, and response time goals and objectives for emergency incidents. Actual response time standards are found in the current Standards of Cover document for the Golder Ranch Fire District. In addition, this policy establishes the guidelines for the upkeep of the Standards of Cover document by a standing committee.

306.1.1 DEFINITIONS

Definitions related to this policy include:

Alarm Handling Time - The time elapsed between receipt of the alarm or telephone call and the dispatch of emergency response units.

Total Response time - The time elapsed between the dispatch center receiving the first notification of the alarm and the arrival of the first emergency response unit. Response time combines dispatch processing, turnout and travel times.

Travel time - The time elapsed between the emergency response unit beginning travel to the emergency and when the emergency response unit arrives.

Turnout time - The time elapsed between Dispatch Center notifying firefighters of the emergency and when the emergency response unit begins travel.

Effective Response Force (ERF) - The number of personnel and apparatus necessary for the mitigation of an incident of a given type and risk profile, based on the Critical Task Analysis documented in the Standards of Cover document.

306.2 POLICY

It is the policy of the Golder Ranch Fire District to document all district response times to emergency incidents and establish response time baselines and performance objectives in the published Standards of Cover Document.

306.3 PERFORMANCE OBJECTIVES

Response times are measured at the 90th percentile and reported against the established district Standards of Cover document. In order to analyze and report on the GRFD response time standards, the following guidelines will be utilized:

- (a) Outgoing mutual or automatic aid incidents are excluded
- (b) Law Enforcement or DPS dispatch types are excluded
- (c) Only response units (Including automatic aid received) described in the published ERF will be included

Standards of Cover and Response Time Standard Analysis

- (d) All non-emergent incidents are excluded
- (e) All responses canceled prior to the arrival of a unit on the scene are excluded

In addition to the guidelines above, an interval of three standard deviations from the mean was used to decide the upper threshold for inclusion of data. This measurement allows the capture of a majority of the data, while removing outliers that skew the data set unrealistically. The upper threshold is the highest value included, and all values above the established upper threshold are excluded from the analysis. In contrast, the lower threshold is the lowest value in the analysis, and all values below this threshold are also excluded. The lower threshold shall be set at one second.

The following performance time measurements will be evaluated and reported on in the current standards of cover document based on the above analysis guidelines:

- Alarm Handling Times
- Turnout Times
- First Unit Travel Times
- Effective Response Force Travel Times
- First Unit Total Response Times
- Effective Response Force Total Response Times

The Standards of Cover Document shall report current benchmark time standards that the GRFD aspires to, as well as baseline times of current performance based on the most current requirements of the Center for Public Safety Excellence Accreditation Model.

306.4 STANDARDS OF COVER MAINTENANCE AND REPORTING

The Standards of Cover document creation and maintenance is the responsibility of the Division Chief of Essential Services, with the assistance of the Standards of Cover Committee and the Deputy Chief of Operations. The Deputy Chief of Operations is responsible for implementing the standards of cover once developed.

Standards of Cover Committee:

The Standards of Cover Committee is a standing committee consisting of Operations and Community Risk Reduction personnel of all ranks and experience levels. Adhoc subcommittees may be utilized from time to time to supplement the work of the Standards of Cover Committee if needed. The makeup of the Standards of Cover Committee should, at a minimum, consist of the following:

- (a) Division Chief of Essential Services (Committee Chair)
- (b) Fire Accreditation Project Manager
- (c) Operations Deputy Chief
- (d) Alarm Room Captain

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Standards of Cover and Response Time Standard Analysis

- (e) Fire Marshal or Deputy Fire Marshal
- (f) Operations Captain
- (g) Paramedic
- (h) Engineer
- (i) Firefighter
- (j) Community Risk Reduction Personnel
- (k) Union representative

The Standards of Cover Committee shall meet quarterly to evaluate agency adherence to the published standards. This quarterly evaluation shall be reported to the board in the monthly essential services report.

306.4.1 STANDARDS OF COVER MAINTENANCE REQUIREMENTS

The GRFD Standards of Cover document is a living document and as such needs ongoing maintenance and upkeep to ensure that it is best meeting the needs of the agency and the public. The following maintenance schedule shall be adhered to:

- (a) Annual review to determine the need for updates or changes to the standards of cover.
- (b) Every 5 years, a new community risk assessment shall be conducted and a new standards of cover developed to reflect the findings.
- (c) Any time that a response package must be changed, a critical task analysis shall be conducted to develop the new effective response force.

All changes shall be documented and reported to the Governing Board for adoption.

Photography and Electronic Imaging

709.1 PURPOSE AND SCOPE

The purpose of this policy is to authorize district members to utilize photography and electronic imaging to document non-incidents and incidents while also protecting the privacy of citizens and ensuring district compliance with the mandates of the Health Insurance Portability and Accountability Act (HIPAA) and Arizona law. Records management and HIPAA restrictions are covered in detail under separate sections in this Policy Manual.

This policy establishes legal ownership of all photographs and electronic images collected by district members; establishes the parameters for the types of incidents, subjects and activities that may be photographed or electronically imaged; and establishes restrictions on the use of such photographs and electronic images.

709.2 POLICY

It is the policy of the Golder Ranch Fire District to authorize members to utilize photography and electronic imaging to document incidents and district activities that are subject to compliance with specific regulations, conditions, restrictions and guidelines.

The use of photography or electronic imaging of medical patients, injured victims or other people who are medically evaluated or treated by district members must also comply with the requirements of HIPAA and Arizona law.

The Golder Ranch Fire District shall respect the privacy rights established in the state and federal constitutions.

709.3 OWNERSHIP AND COMMERCIAL USE OF WORK RELATED PHOTOGRAPHS AND ELECTRONIC IMAGES

All work related photographs and electronic images taken by district members while on-duty or acting in an official capacity are the sole property of the District and may not be sold, transferred for commercial use, bartered or otherwise distributed for profit by any member of the District without the express prior approval of the Fire Chief (17 USC § 201).

709.4 AUTHORIZED USE OF PHOTOGRAPHY AND ELECTRONIC IMAGING

709.4.1 NON-INCIDENT EVENTS

Photography and electronic imaging may be utilized by district members for non-incident events, including:

- (a) Documentation of district training events, exercises, lectures, classes or activities, and all fire academy-related activities.
- (b) Documentation of internal district events and activities, such as promotional ceremonies, member recognition or award presentations, meetings, seminars, workshops and other activities involving district members.

Golder Ranch Fire District

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Photography and Electronic Imaging

- (c) Documentation of public events, such as safety seminars, fire station open house events, Fire and Life Safety education events and activities, school safety presentations and club or service organization events.
- (d) Documentation of all district vehicles, apparatus, tools and equipment, facilities and other district-owned property.
- (e) Creation and maintenance of a photo/image bank depicting all district members.
- (f) Documentation of all buildings, structures, facilities, infrastructure components, landmarks and recreational areas within the district's jurisdiction for later use in disaster mitigation, recovery and cost-recovery efforts.
- (g) Documentation of any condition, activity or event related to the district's code enforcement responsibilities.
- (h) Documentation of inspections, code compliance activities or any other activity of Fire and Life Safety.
- (i) Unless prohibited elsewhere in this policy, documentation of any district activity for future use in training.
- (j) For any other purpose authorized by the Fire Chief, or designee.

709.4.2 INCIDENT-RELATED EVENTS

Photography and electronic imaging may be utilized by district members at incident scenes, including:

- (a) Documentation of the conditions on arrival and during suppression activities at any incident.
- (b) Documentation of fire, smoke, water, structural collapse or any other damage or conditions resulting from any fire or fire-related event.
- (c) Documentation of people at the scene of a fire or a fire-related incident for the purpose of future investigation.
- (d) Documentation of anything of evidentiary value found at a fire or incident scene where any type of investigation may be initiated.
- (e) Documentation of the location, position, trauma, injuries or any other factor of investigative interest related to deceased victims at a fire or fire-related incident or other incidents.
- (f) Documentation of the condition of vehicles, apparatus, bicycles or other items involved in collisions, accidents, entrapments or other rescue or medical events.
- (g) Documentation of the extrication of trapped individuals in any rescue situation.
- (h) Documentation of the cause, location, extent, severity and nature of traumatic injuries of patients at the scene. These images may be transferred to the receiving physician, nurse or other authorized representative who assumes medical care for the patient.
- (i) Documentation of all aspects of any incident involving hazardous materials.

Photography and Electronic Imaging

- (j) Documentation of severe weather events, including any damage, injuries or fatalities caused by such events.
- (k) Documentation of any other event, situation or activity as deemed appropriate and necessary by the Incident Commander of any event.

Photography and electronic images shall only be captured on district owned devices for incident related events.

709.5 PROHIBITED USE OF PHOTOGRAPHY OR ELECTRONIC IMAGING

District members are prohibited from using photography or electronic imaging except as permitted in this policy.

Prohibited use of photography or electronic imaging shall include, but is not limited to:

- (a) Photographs and/or electronic images may not be taken, transmitted or used in violation of any Federal or State law or district policy, or procedure.
- (b) Photographs and/or electronic images may not be taken, transmitted or used for personal purposes.
- (c) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient, no photographs or electronic images should be taken inside a private residence during a medical aid incident.
- (d) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the treatment of the patient, no photographs or electronic images should be taken of a patient under 18 years of age during a medical aid response.
- (e) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient, no photographs or electronic images depicting patient genitalia or the exposed breasts of patients should be taken by district members (ARS § 13-3019).
- (f) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient, no photograph or electronic image should be taken of a patient being treated by district members if the person expresses or indicates that they do not wish to be photographed. In the event that the need arises to take a photograph or electronic image of a medical patient against the patient's wishes, the medical need for taking the image will be explained to the patient with a witness present. Details regarding the need for the photograph or electronic image, the explanation provided to the patient and the identity of the witness present shall be included in a Patient Care Report and/or incident report for the response.
- (g) Any photographs requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient are subject to the requirements of HIPAA and Arizona law and must be transmitted to the requesting party in a manner that protects the privacy of all patients.

Records Management

800.1 PURPOSE AND SCOPE

This policy provides guidelines for the management of all district documents, including those in fire stations, to ensure that district records are maintained and available as needed. This policy also provides guidance on the retention, disposition, and security of records.

800.2 POLICY

It is the policy of the Golder Ranch Fire District to promote the efficient and cost-effective conduct of district business by reducing the number of records in active file areas, eliminating unnecessary retention of duplicate or obsolete documents, and providing for timely transfer of inactive files in compliance with legal requirements.

The Arizona State Library, Archives & Public Records is responsible for approving and publishing the State record retention schedules, which Golder Ranch Fire District will follow.

800.3 CUSTODIAN OF RECORDS

The Fire Chief shall appoint a Custodian of Records, who will oversee the records management program, including the records retention schedule. The Custodian of Records or the authorized designee should (ARS § 39-121.01; ARS § 41-151.14; ARS §39-171):

- (a) Remain familiar with the Arizona Public Records Law (ARS § 39-121 et seq.).
- (b) Identify what records the District has, where the records are kept, the volume, and how the records are used.
- (c) Maintain and update the district's records retention schedule, including:
 - 1. Identify the minimum length of time the District must keep records in a series.
 - 2. Identify the district section or division responsible for the original record.
- (d) Coordinate the placement of inactive records in storage, including:
 - 1. Maintaining a storage inventory.
 - 2. Providing an annual reminder to chiefs, managers and directors to review files to determine if any records should be transferred to storage.
- (e) Manage the destruction of district records, including:
 - 1. Annually reviewing the records retention schedule and storage inventory list to determine which records are eligible for destruction.
 - 2. Providing a list to chiefs, managers and directors of records eligible to be destroyed.
 - 3. Obtaining any required approvals for the destruction of eligible records.
 - 4. Maintaining a list of records that have been destroyed.

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Records Management

- (f) Ensure that confidential and other sensitive records are stored or maintained to protect the sensitive nature of the records.
- (g) Process subpoenas and requests for records as provided in the Subpoenas and Court Appearances, the Release of Records and the Patient Medical Record Security and Privacy policies.
- (h) Manage a document imaging or other process for bulky or rarely accessed records with long retention periods.
- (i) Establish rules regarding the inspection and copying of district records as reasonably necessary for the protection of such records, including:
 - 1. Identifying records or portions of records that are confidential under state or federal law and not open for inspection or copying.
 - 2. Maintaining a schedule of fees for public records as allowed by law.
- (j) Act as the coordinator and liaison with the Arizona State Library in the management of the district records.
- (k) Ensure that the name, telephone number, and email address for the Custodian of Records is published on the [department_agency] website. Except if the entity maintains a centralized online portal for submission of public records requests that provides receipt on submission of a request, an employee or department that is authorized and able to provide information requested pursuant to subsection A of this section shall reply within five business days acknowledging receipt of the request (ARS § 39-171 et seq.).

800.4 MEMBERS' RESPONSIBILITY

All members are expected to handle district records in a responsible manner and as provided in this policy.

Members are responsible for ensuring that records in their control are maintained as provided in the records retention schedule.

800.5 CAPTAINS' RESPONSIBILITY

Captains at fire stations are responsible for the management of records at the fire station level. The Captains should ensure that all records at the fire stations are retained in accordance with this policy.

Release of Records

801.1 PURPOSE AND SCOPE

This policy establishes guidelines for the public to inspect and obtain copies of public records.

Inspection and release of records with protected health information is covered in the Patient Medical Record Security and Privacy Policy.

801.2 POLICY

The Golder Ranch Fire District is committed to providing public access to records consistent with the Arizona Public Records Law (ARS § 39-121 et seq.).

801.3 PROCESSING REQUESTS FOR PUBLIC RECORDS

Any member who receives a request for records shall route the request to the Custodian of Records or the authorized designee.

801.3.1 REQUESTS FOR RECORDS

The processing of requests for records is subject to the following (ARS § 39-121.01; ARS § 39-171):

- (a) An acknowledgment of a records request shall be provided to the requester within five days of receipt.
- (b) Records shall be provided promptly to a requester and fees charged as allowed by law.
- (c) A requester may request to examine or be furnished copies, printouts, or photographs during regular business hours or request electronic or hardcopy records per the Golder Ranch Fire District (GRFD) fee schedule.
- (d) The District is not required to create records that do not exist.
- (e) When a record contains material with release restrictions and material that is not subject to release restrictions, the restricted material shall be redacted, and the unrestricted material released.
 - (a) A copy of the redacted release should be maintained as evidence of what was actually released and should document the reasons for the redactions. The records shall be maintained in accordance with the Arizona Secretary of State's records retention schedules.
- (f) If a request is denied, the requester should be provided a written denial and the reason for the denial.
- (g) Access to a public record is deemed denied if the Custodian of Records fails to promptly respond to a request for production of a public record. GRFD follows state and federal law regarding release restrictions.

801.4 RELEASE RESTRICTIONS

Examples of records with release restrictions include but are not limited to:

Golder Ranch Fire District

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Release of Records

- (a) Patient Care Reports (PCRs) (45 CFR 164.502; ARS § 12-2292; ARS § 36-2220) (see the Patient Medical Record Security and Privacy Policy).
- (b) Social Security numbers (42 USC § 405).
- (c) Ongoing arson investigations where release would hinder an investigation or interfere with official duties (ARS § 20-1902(E); ARS § 20-1904).
- (d) Information pertaining to a member's drug test or alcohol impairment test received through the Golder Ranch Fire District testing program except as provided by ARS § 23-493.09.
- (e) Records where disclosure would invade privacy and that invasion outweighs the public's right to know.
- (f) Records where disclosure is exempt or prohibited pursuant to provisions of federal or state law, including, but not limited to, provisions of the Rules of Evidence relating to privilege.
- (g) Records that relate to archeological site information (ARS § 39-125).
- (h) HIPPA Safe Harbor Method of Redaction.
- (i) Governing Board Meeting Executive Sessions Minutes.

Health and Safety Officer (HSO)

910.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the minimum qualifications for, and specify the duties and responsibilities of, the Health and Safety Officer (HSO).

910.2 POLICY

It is the policy of the Golder Ranch Fire District that the HSO will be appointed by the Fire Chief or the authorized designee and shall be responsible for the duties described in this policy and other duties as assigned. When the HSO is unavailable, the Fire Chief or the authorized designee shall identify a replacement.

910.3 QUALIFICATIONS

The district's HSO should be a member with qualifications and training that include:

- (a) Knowledge of federal, state, and local laws regarding occupational health and safety applicable to the fire service.
- (b) Knowledge of the physical health and fitness and behavioral health and fitness factors unique to the fire service.
- (c) Knowledge of health and safety hazards involved in firefighting and related activities.
- (d) Experience in fire suppression, Emergency Medical Services (EMS), and instruction.
- (e) Familiarity with the operation of the district's apparatus and equipment, including emergency communications equipment.
- (f) Management skills appropriate to the operation of a health and safety program.
- (g) The physical capability to conduct operations at an incident scene.
- (h) Shall possess the following certifications and courses:
 1. Fire Instructor I (NFPA Instructor I)
 2. NFPA Instructor II
 3. NFPA Fire Officer
 4. Incident Safety Officer
 5. Health and Safety Officer

910.4 ADMINISTRATIVE RESPONSIBILITIES

The HSO's administrative responsibilities shall include but are not limited to (29 CFR 1910.132; AAC § R20-5-602):

- Developing and maintaining the Illness and Injury Prevention Program (IIPP) and general district safety standards, and serving as the chair of the Health and Safety Committee (see the Illness and Injury Prevention Program Policy).

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Health and Safety Officer (HSO)

- Ensuring that health and safety regulations are followed and that any violations or deficiencies are immediately corrected and reported to the Fire Chief or the authorized designee.
- Ensuring that information provided to the Fire Chief or the authorized designee involving safety issues is also provided to the Health and Safety Committee for review.
- Conducting regular safety inspections.
- Serving as a resource for district officers, managers, and directors regarding health and safety matters.
- Identifying, documenting, and notifying members of workplace safety hazards.
- Researching, identifying, and recommending appropriate safety equipment and personal protective equipment (PPE).
- Coordinating with the Deputy Chief of Professional Development for the development and implementation of behavioral and physical health and safety training topics.
- Providing safety supervision at training activities when requested.
- Developing and distributing safety information to members.
- Ensuring that accidents, exposures, and injuries are thoroughly investigated as dictated by policy and procedure

910.5 RESPONSE DUTIES

Whenever available, the HSO will respond to the following incidents and assume the position of Incident Safety Officer to monitor scene safety and enforce appropriate health and safety practices:

- Working structure fires
- Greater alarm assignments
- Hazardous materials (HAZMAT) incidents
- Rescue response incidents, including trench, confined space, high angle, structural collapse, and water rescues
- Serious injury or death of an on-duty member
- Injuries to third parties that may result in hospitalization
- Upon the request of an Incident Commander due to special or unusual circumstances

910.6 HEALTH AND SAFETY INCIDENT REVIEW

The HSO should review health and safety incident reports and ensure accident, injury, exposure statistics, and trends, are forwarded to the Health and Safety Committee (see the Illness and Injury Prevention Program Policy) for making recommendations to prevent a reoccurrence.

Out of respect for District members, the confidentiality of reports will be maintained to the best of the Districts ability.

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Health and Safety Officer (HSO)

On-Duty Voting in Statewide Elections

1016.1 PURPOSE AND SCOPE

Although members are encouraged to use alternative voting methods, such as absentee ballots or early voting, this policy provides guidelines to enable members to vote in all statewide elections as prescribed in Arizona law (ARS § 16-206).

1016.2 POLICY

It is the policy of the Golder Ranch Fire District to provide members a reasonable opportunity to vote in all statewide elections in accordance to Arizona law.

1016.3 PROCEDURES

Polls are open from 6:00 a.m. to 7:00 p.m. each election day for statewide elections (ARS § 16-565).

Members shall make all reasonable efforts to vote prior to the start of their scheduled shift. Members scheduled to be at work during that time may take up to three consecutive hours off to vote without losing any pay (ARS § 16-402). Members shall give the district at least 24 hours notice in advance if they intend to use up to three consecutive hours off for voting. The district reserves the right to specify the hours during which the employee may be absent.

Supervisors shall allow members time off to vote according to the following (ARS § 16-402):

- (a) Employees may take up to three consecutive hours of paid time off to vote in accordance with Arizona law when application for such time is made prior to the day of the election.
- (b) The hours of authorized time off for voting may be specified by the employer in accordance with Arizona law.

Return to Work

1034.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the process through which an employee who has been off work for an extended period of time due to an injury or illness may return to work.

1034.1.1 DEFINITIONS

Definitions related to this policy include:

Interactive process - An informal meeting between employer and employee, designed to identify the precise limitations resulting from a disability and any potential reasonable accommodations that could overcome those limitations and allow the employee to return to work, either in their usual and customary position or some other type of work.

1034.2 POLICY

It is the policy of the Golder Ranch Fire District to assist injured employees, to the extent reasonably practicable, in returning to work as soon as they are medically able to perform meaningful work for the District.

1034.3 EMPLOYEE RESPONSIBILITIES

It is the employee's responsibility to inform the District of their absence and to immediately advise the District when the employee believes they will be medically released to return to work, with or without restrictions. If practicable, the employee shall provide advance notice of potential return to work and shall provide written medical verification of the clearance and any restrictions.

If an employee has restrictions prescribed by a qualified health care professional, it is the responsibility of the employee to ensure they are not performing work that violates any restriction. If the employee believes they have been requested or directed to perform work that violates the restrictions, the employee should make a prompt report to the Human Resources.

When the employee is able to return to work they must reference the Return to Work Flow Chart located on the intranet. All return to work processes will be coordinated through Human Resources.

[Flow Charts](#)

1034.4 DISTRICT RESPONSIBILITIES

The District will evaluate the employee's request to return to work and the written medical verification, and will consult with the Human Resources in order to make a determination whether:

- (a) The employee may return to full duty based on the medical verification provided by the employee.
- (b) The employee may return to work to a temporary light-duty assignment and whether the District has a need that fits with the employee's restrictions.
- (c) The employee should have a fitness-for-duty evaluation.

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Return to Work

- (d) The employee has reached a permanent and stationary rating and it is necessary to engage in an interactive process to determine a reasonable accommodation.

The Human Resources, in consultation with the district occupational health representative, should make a recommendation to the Fire Chief or the authorized designee regarding the status of the employee. The Human Resources should communicate with the employee about plans for the employee to return to work, after consulting with the Fire Chief or the authorized designee.

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: February 21, 2023

SUBJECT: FIRE CHIEF'S REPORT

ITEM #: 7A

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This allows for the fire chief to provide updates to the governing board on the following areas:

- Meetings/Trainings and Events Attended
- Political & Public Safety Interactions
- District Activities
- Personnel
- Commendations/Thank You Cards Received

Also under this agenda item the Local 3832 President will present their report to the Governing Board.

- Leadership Team Report – President Jones

RECOMMENDED MOTION

No motion is necessary for this agenda item.



CHIEF'S REPORT

Fire Chief – Randy Karrer

January 2023

Meetings, Trainings & Events Attended for the Month

I conducted the weekly command staff meetings with the assistant and deputy chiefs. We discussed the lateral process and once again reviewed the budget capacity for hiring, including the logistical impact and process.

I conducted the monthly Fire Chief's Status Meeting with all division heads.

The first week of January, I worked with HR Director Delong and Bryan from Mosaic on the Fire Chief's assessment process. A stakeholders group, that includes the Union Executive Board, any GRFD employee that is interested, community leaders and stakeholders, will have the opportunity to "meet and greet" the five final Fire Chief candidates the afternoon of January 18th at the Omni Tucson National. A formal announcement was sent to Golder Ranch Fire District (GRFD) personnel (see below):

On behalf of the Golder Ranch Fire District (GRFD) Governing Board, I would like to invite you to participate in the evaluation of the 5 final candidates for the GRFD Fire Chief position, on January 18th, 2023. The candidate reception will be from 4:00 pm to 5:30 pm, in the Desert Willow Salon, at the Omni Tucson National located at 2727 W. Club Drive Tucson, AZ 85742. This reception will provide you the opportunity to meet and greet the 5 finalists, ask them questions, and provide your professional feedback, in writing, to be provided to the GRFD Governing Board.

If you would like to participate, please RSVP to Allison, no later than 5:00 pm, Friday, January 13th. The goal is to have a good representation from the Local 3832, as well as all other departments and divisions. Because space and time are limited, a cap may need to be placed on the number of RSVP's who may attend, so please RSVP as early as possible.

Attached are the bio's of the 5 candidates for your review!

I attended the Arizona Fire District's Association (AFDA) conference in Laughlin January 12th and 13th. I presented on the State Mutual Aid and sat on a panel on the "Next Gen" presentation. Next Gen stands for "next generation" and is a collaborative effort with the Arizona Fire Chiefs' Association (AFCA) and Professional Firefighters Association (PFFA) to discuss the future of the fire service. A topic was the recent legislative effort and also how to best recruit and retain employees.

I spent most of the week of January 13, at the direction of the Governing Board, facilitating and coordinating with HR Director Delong and Bryan Noblett of Mosaic Public Partners regarding the Fire Chief interview process. To be clear, I have no influence in the process and both Director Delong and I are facilitating the logistics at the direction of the Governing Board.

I attended the KOLD interview of the “Day of Giving”. This is tied to the “Hero’s USA Fund” where organizations donate to first responder organizations based on the needs of the agency. Lydia Camarillo coordinated the event with Chief Robb doing an interview about the importance of cleaning contaminated turnout gear.

Political and Public Safety Interactions and Updates

Attached please find the AFDA legislative update and political report.

District Activities for the Month

Thank you to Chairperson Cox-Golder and Vice-Chairperson Hudgins for making a special trip to administration to sign the lease purchase agreement for the five new engines.

The administrative offices were closed on Monday, January 2nd in recognition of the New Year.

Staff and President Jones participated in the lateral interview process. Thirty-two candidates were interviewed. There were very qualified candidates to choose from. GRFD is the first agency in the Tucson region to offer a lateral process. I would like to formally thank the Local 3832 Leadership for the collaboration and cooperation throughout the process.

The first of five new engines, which is in Phoenix, will hopefully be picked up next week. The second and third engines (of 5) should be ready for final inspection at the end of January. Members of the apparatus committee and Logistical/Fleet will be traveling to Louisiana to conduct the inspection.

Wildland and Special Teams are participating in the Red Card/Pack Test programs this week.

The Fire Chief’s testing process took place January 18th and 19th.

Conditional offers of employment were offered to the top candidates of the lateral recruitment hiring process.

Professional Development staff and members of senior staff conducted a “Thank You” luncheon for the Oro Valley Church of Nazarene (OVCN). They are always so gracious to allow GRFD to utilize their facilities for a variety of events, most recently the recruit graduation. I’m pleased to announce that GRFD will be holding the “Change of Command” ceremony at OVCN on March 31st at 10:00 a.m.

Chief Brandhuber also attended the AFDA conference, representing the Arizona Ambulance Association and provided valuable guidance and information at the EMS round table discussion. EMS has been a very hot topic this past year with many legislative changes that will impact GRFD.

Personnel Updates

Community Relations Coordinator Lydia Camarillo has been very busy visiting stations and getting to know our GRFD family! We are so happy to have her on board and part of the GRFD fire family. Please join me in welcoming her!

Shannon Ortiz was promoted to Board Services Supervisor effective January 9, 2023. We appreciate Shannon's very effective efforts during her interum time in Board Services. Please help me in congratulating her, see attached [Regular Memo 23-003 Board Services Supervisor Promotion](#).

Fleet Maintenance Supervisor Lee Barbeau announced his retirement effective January 31st. We appreciate Lee's dedicated service to the District for the past nine years. He has been exceptional asset and wealth of information. He will be greatly missed!

Commendations and Thank You Letters Received for the Month

- A thank you card was received for Captain Sean Sicurello, Paramedic Kyle Milligan, Fire Medic Albert Ortiz, Firefighter Diego Sparkman and Firefighter Ryan Kreitner
- A thank you card was received for Acting Battalion Chief Kyle Goodrich, EMS Captain Brandon Daily, Captain Andrew Hatfield, Engineer Christopher Dawkins, Paramedic Cade Powell and Probationary firefighter Daniel De La Puente,

Ortiz, Shannon

From: John Flynn <johnflynn@azfireadvisor.com>
Sent: Monday, January 9, 2023 6:34 AM
To: AFDA Admin
Subject: [EXTERNAL]: AFDA Weekly Legislative & Political Report - 1/9/23
Attachments: What to Expect in 2023.pdf

CAUTION: This email originated from outside the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

56th Arizona Legislature – 1st Regular Session Convenes Today: The legislature will convene today, January 9, 2023, at 1:00 p.m. in what is for the most part a ceremonial opening day. Governor Hobs is slated to address a joint session of the House and Senate in the traditional opening day “State of the State” speech, which is scheduled for 2:00 p.m. The Governor’s address generally provides insight as to the executive’s policy objectives and budget priorities for the year. The Governor’s Executive Budget for FY23-24 is anticipated to be released at the end of the week. The 56th Arizona Legislature will be the first legislative session in the last 15 years held under a divided government, with DEMS holding the Governor’s Office, and the GOP holding one vote majorities in the House (31-29) and the Senate (16-14). Enclosed is a summary briefing of what to expect when the legislature convenes today (*2023 legislative briefing provided courtesy of James Candland, Clarus Companies*).

52 Bills Pre-filed for the Legislative Session: Lawmakers have filed 52 bills ahead of the legislative session. Typically, 1,500 bills (+ or -) are filed during the legislative session. House members are limited to the filing of seven bills each once the House member bill limit takes effect later this week (*January 12th*). Distribution of the fire service bill tracking lists will begin next week.

PFFA Fallen Firefighter Memorial Sunday – January 15, 2023: The annual remembrance for fallen firefighters and paramedics will take place at the Fallen Firefighter and Paramedic Memorial located on Wesley Bolin Plaza, at the Arizona Capitol Complex, 1700 W. Washington, Phoenix, AZ. The remembrance service is scheduled to begin at 10:00 a.m.

Newly Elected and Reelected Fire Board Member Training: The next opportunity for in-person statutory training for elected board members will take place this week at the 2023 AFDA Winter Training Conference in Laughlin, NV on January 11-13, 2023 (*register now at www.azfiredistricts.org*). Arizona law requires newly elected, reelected, and appointed fire district board members, and newly appointed fire district chiefs to obtain six-hours of training in specified governance and administrative matters within one-year of taking office. Terms for fire board officials elected at the November 8, 2022 General Election began on December 1, 2022 (*there are approximately 300 elected officials beginning new terms after each election cycle*).

Legislative / Regulatory / Elections / Political Calendar

January 9, 2023 – 56th Arizona Legislature – 1st Regular Session convenes.

January 9, 2023 – 12:00 p.m. Deadline to pre-file bills.

January 12, 2023 – House member 7 bill introduction limit takes effect.

January 30, 2023 – Last Day for Senate introduction of bills.

February 6, 2023 – Last day for House introduction of bills.

February 17, 2023 – Last day for consideration of bills in the legislative chamber of origin.

Upcoming at AFDA

January 11 – 13, 2023 – AFDA Training Conference – Aquarius Hotel & Conference Center, Laughlin, NV (*register now at www.azfiredistricts.org*)

February 2, 2023 – AFDA Board Meeting – Daisy Mountain Fire & Medical District Administrative Office – 41018 Daisy Mountain Dr, Anthem, AZ & ZOOM at 10:00 a.m.

John Flynn, Executive Director

Arizona Fire District Association

johnflynn@azfireadvisor.com

(480) 313-0442



Golder Ranch Fire District

Regular Memo 22-119

Date: December 29, 2022

To: All Suppression Personnel

From: Adam Hastings – Captain of Professional Development

Subject: Engineer Development Pathway

After extensive review and collaboration between the Golder Ranch Operations and Professional Development Divisions, we are ready to move forward with the new engineering development pathway. This career development path is designed to provide operational flexibility, while maximizing safety and on-scene effectiveness and efficiency.

Driver Operator/Aerial Operator (DO/AO)

Upon successful completion of the advanced firefighter task book, an individual will be eligible to apply for the district's DO/AO course. At the start of the DO/AO course, each student will be given the Engineer Task Book. Certain tasks within Module I of the Engineer Task Book are designed to be completed during the DO/AO course, while others are designed to be completed after the course.

Engineer Task Book Module I

The Engineer Task Book is being divided into two modules. Module I focuses on information specific to engines and Module II focuses on information specific to ladders. Module I of the Engineer Task Book accomplishes the following two objectives:

- When an individual successfully completes Module I, they will be allowed to act as an engineer in operations, driving engines only.
- When an individual successfully completes Module I, they will meet one of the minimum requirements for entry into the Engineer Promotional Process.



Golder Ranch Fire District

Regular Memo 22-119

Engineer Promotional Process (EPP)

The EPP will be held no less than 3 months after the conclusion of the DO/AO course. This timeframe should be used as clinical time for individuals to practice what they just learned and to earn signatures from field captains when proficiency has been proven. If an individual is not seeking a promotion, they have up to one year to complete Module I of the Engineer Task Book.

The objective of the EPP is to educate and evaluate engineer candidates over the course of approximately six weeks, in lieu of a single promotional test day. Upon successful completion of the EPP, individuals will be ranked, and eligible for promotion based on the district's needs.

Engineer Task Book Module II

Module II of the Engineer Task Book is designed to be completed in position. Upon successfully promoting to engineer, the individual will be provided Module II of the Engineer Task Book. Over the course of their probationary year, the newly promoted engineer must complete all tasks within the Module. At the end of the newly promoted Engineer's probationary year, they will turn in their completed Module II to the Professional Development Division and be eligible to work as an engineer on any suppression truck.

Completed Driver Operator (DO) Task Books

If an individual has a completed DO Task Book on file with the Professional Development Division, they will be grandfathered into Module I of the Engineer Task Book. The only required action is to schedule a meeting with the Professional Development Division. During this meeting, an Engineer Task Book will be opened and the Engineer Task Book Module I will be signed off, allowing that individual to be used as an acting engineer on engines when the Operations Division deems necessary.

All American Lodge



Catalina Mountain Elks Lodge No. 2815

Benevolent & Protective Order of Elks of the United States of America

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Lodge Year 2022-2023

January 15, 2023

Golder Ranch Fire District
3885 E. Golder Ranch Drive
Tucson, AZ 85739

Dear Amazing Fire Fighter Team,

Thank you from Elks Lodge #2815 for helping make such a great impact to everyone on 12/3/2023, especially, for some very underprivileged children from Roadrunner Elementary School! Your delivery of Santa and Mrs. Claus certainly made the kids excited and happy upon your arrival – even in the pouring rain 😊!

We all were very impressed with your professionalism, smiles and for taking the time to provide this generous service. You have made a very lasting impression with over 100 people from that day. There was a young boy who took his name tag off when leaving and he said to me after you left, "I'm going to hang onto this (tag) because this was such an amazing day". It made my heart melt and really confirmed this is why we do what we do.

The visibility you provided I hope and pray shapes the children minds, and maybe someday they will aspire to be "Heroes" just like you. Thank you from the bottom of my heart for all you do for our community, and, have a wonderful, safe and healthy 2023!

Respectfully,

Leslie Lefaive-Huerta
Co-Chairperson
Children's Clothe-A-Thon


Elks Care – *Elks* Share


2/3/2023

Thank you to each of the individuals
that responded to my sister's
death on 1/20/23. Each of you
treated me so respectfully and
you handled ~~the~~ the call with
such grace and tenderness.
I really appreciate you calling
out the trauma team. Josie

and Stephanie were amazing
support throughout the ordeal.

I can't thank you all enough
for the kindness you showed!


american greetings



GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Pat Abel, Assistant Chief

DATE: February 21, 2023

SUBJECT: PLANNING ASSISTANT CHIEF'S REPORT

ITEM #: 7B

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This allows for the logistics/planning assistant chief to provide updates to the Governing Board on the following areas:

- Assistant Chief's Activities
- Planning
- Logistics
- Facilities Maintenance
- Fleet
- Supply
- Fire and Life Safety

RECOMMENDED MOTION

No motion is necessary for this agenda item.



ASSISTANT CHIEF'S REPORT

Assistant Chief's Activities for the Month

[January, 2023]

Meetings Attended & General Information

- The chiefs and I participated in our regular Fire Chief's Monday morning command staff meeting.
- I Participated in the first Tuesday of the month Fire Chief status meetings with managers and division chiefs.
- Planning, Logistics Division (Fleet, Facilities & Fire Supply) – Currently meeting the requirements and deadlines for the accreditation process and we are also in the process of developing our next fiscal year budgets and Capital Improvement Plan (CIP). Logistics also conducted a surplus process and was able to sell off items approved by the board that GRFD had no further operational use. Surplus amount was \$15,807.25.
- Lee Barbeau (GRFD Fleet Lead Technician) has retired and we provided a sendoff lunch at fleet. It was well attended and a special thank you to Carol Espinoza, Nancy Ramos and the entire fleet division who were a big part of the planning for his retirement lunch. Lee's last day at work was Jan 26, 2023. Lee will be recognized at our board meeting in March 2023. Charles Raney (GRFD Fleet Technician) was promoted to lead technician and is currently working in that position. We appreciate Charles Raney's expertise, work ethic and being a strong member of the fleet team. Please join us in congratulate him, see attached [Regular Memo 23-013 Lead Fleet Maintenance Technician Promotion](#).



Lee Barbeau with Fleet Maintenance Team



Charles Raney

- Steve Horbarenko (GRFD Deputy Fire Marshal) retired effective January 20th. Steve Horbarenko served the Golder Ranch Fire District for 26 years. He began his career in 1996 and over 26 years held the roles of fire fighter, dispatcher, fire inspector, and deputy fire marshal. He was instrumental in the growth of the Fire & Life Safety Division, code enforcement, and fire investigations.



Steve Horbarenko with Fire & Life Safety (FLS) staff & chiefs

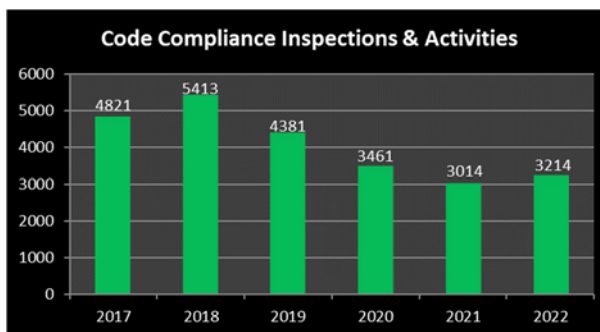
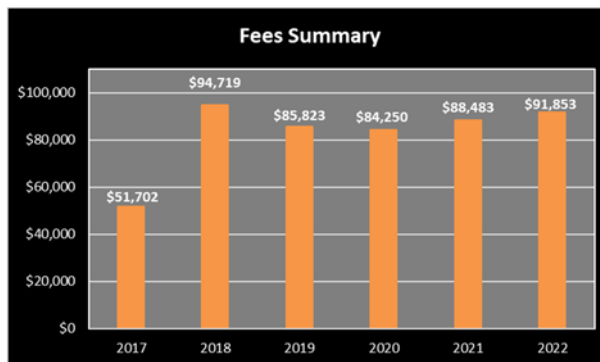
- I continue to attend and serve on the following teams and committees:
 - Arizona Fire Chief's Association (Pima County Regional Representative)
 - Arizona Mutual Aid Committee
 - Optimist Club
 - IMPACT of Southern AZ - Board Member (Vice Chair)
 - GRFD events planning group
 - Arizona State Local Assistant State Team (LAST)
- Station 378 (SaddleBrooke Ranch) – We plan to bring before the board a “not to exceed price” for the new fire station construction. There are several long lead items that need to be ordered to keep this project moving forward. Lloyd Construction and us continue to work with the subcontractors on the Gross Maximum Price (GMP) for the SaddleBrooke Fire Station project.
- I participated in our benefits committee meeting with Crest to discuss next fiscal year's opportunities and impact.
- I participated in the Fire Chief's Candidates Interview Process on Wednesday January 18, 2023 along with other local fire chiefs and leaders in the community. It was a good experience and great to interview qualified and professional candidates.

Grant Cesarek- Deputy Chief

- Attended all staff meetings, command staff, operations, FLS and facilities
- Assisted with the first KME engine arriving to our facility
- Supported FLS with communication to business owner in Catalina
- Attended retirement ceremony for OVPD
- Attended all construction meetings for headquarters and station 378
- Applied time to accreditation process, reviewed program appraisal and composed 6 of 12 assigned to me
- Sat on hiring panel for the lateral onboarding selections
- Supported logistics as they found turnout gear and all other protective equipment needed for the new employees, short notice and our team did a great job!

Headquarters Update

- Construction phase continues, all framing of new walls complete
- Third phase, outdoor, drawings submittal, first round denial, changes made and re-submitted
- Admin team selected colors for flooring, counter surfaces, glasswork
- Couple of changes made to framing design to support needs, no major impacts
- Worked with IT to move data cable trays which supports the ceiling design features
- Delays expected on HVAC equipment, working on timeline options



Top 3 Inspections	Quantity
Prevention/re-inspection	62
Residential	50
Commercial	21

Commercial Projects Summary

ZONE 1 Stations 378, 372, 373, 370, 374	ZONE 2 Stations 375, 377	ZONE 3 Stations 376, 379	ZONE 4 Stations 380
Sonoran ENT T.I. 2506 E Vistoso Commerce Ste 180	Design Center T.I. 8454 N Oracle	Montessori Learning Center F.A. 7251 N Meredith	Canyon Community Bank T.I. 7981 N Oracle
Splendido Remodel 13500 N Rancho Vistoso	Freddy's CO2 11143 N Oracle	Davis Pediatric T.I. 10520 N La Canada	Shell Building L.I. 7315 N Oracle
Desert Palms PT T.I. 12142 N Rancho Vistoso	ROCHE Building 3 T.I. 1910 E Innovation Park	Overton Self Storage 2925 W Overton	Sprouts T.I. 7665 N Oracle
Nicos T.I. 15665 N Lupine	Oro Valley Dental Group T.I. 750 E Pusche View	Goodwill T.I. 10560 N La Canada	Saffron T.I. 7607 N Oracle
The Motive Wellness 2530 E Vistoso Commerce	Basis Administration T.I. 10134 N Oracle	The X Noodle T.I. 11931 N First Ste 102	Dr. Chin Dentistry T.I. 7520 N Oracle Ste 200
Golder Ranch Vineyard 64496 E Edwin	Beaming at LA Fitness 8850 N Oracle	Beautiful Savior F.A. 7570 N Thornydale	AMG Medical Aesthetics T.I. 7356 N La Cholla
Dairy Queen T.I. 16054 N Oracle	Flex Gymnastics T.I. 11085 N Oracle	Circle K T.I. 10410 N La Canada	Casa Linda Apartments T.I. 699 W Magee
Shell Building T.I. 1826 E Innovation Park	Trusting Connections T.I. 1880 E Tangerine Ste 150	Resurrection Lutheran T.I. 11575 N First	United Urology Medical T.I. 7470 N Oracle Ste 202
Pima Eye Institute T.I. 1884 E Innovation Park	PRCA MPR 9500 N Oracle	Athletico PT T.I. 11941 N First Ste 151	United Urology Surgical T.I. 7470 N Oracle Ste 201
Camp Bow Wow Fire Alarm 16725 N Oracle	Stacks Book Club T.I. 1880 E Tangerine Ste 140	Long Realty T.I. 8580 N Oracle Ste 180	Landlord Improvement 7350 N La Cholla
Thin Blue Line T.I. 1171 W Rancho Vistoso Ste 159	Linda Vista Luxury Rentals 375 E Linda Vista	Fry's T.I. 10450 N La Canada	Beltone T.I. 7725 N Oracle Ste 121
Fairfield Homes Sales Office T.I. 3355 E Haswer	Oro Valley Hospital T.I. 1551 E Tangerine	TOV Community Center T.I. 10555 N La Canada	Arroyo Verde Apartments 8020 N La Cholla
Harbor Freight T.I. 13005 N Oracle	Aspen Dental T.I. 10580 N Oracle Ste 100		Egeee's T.I. 7911 N Oracle
	TOV Pusch Ridge Golf T.I. 10000 N Oracle		Cabali Tiki T.I. 8195 N Oracle Ste 125
	Bailey Vet T.I. 10140 N Oracle		Cold Beer & Cheeseburgers T.I. 7315 N Oracle Ste 141
Who Received Project Final Inspection	Lewis & Ivey Salon T.I. 1880 E Tangerine Ste 160		Brutal Doodle Tatoo T.I. 7980 N Oracle Ste 100
Sun City Activity Center T.I. 1495 E Rancho Vistoso	Sola Salon T.I. 2040 E Tangerine		
Fry's T.I. 3770 W Ina	NW Urgent Care 10568 N Oracle Ste 110		
Velvet Hound Groomery T.I. 11941 N First Ste 141	NW Primary Care 10568 N Oracle Ste 150		
Guadalajara Grill T.I. 7360 N Oracle	Steam Pump BBQ/Bunk 10901 N Oracle		
Walmart T.I. 2150 E Tangerine	Greenspring Inspire Spa 10556 N Oracle		
	B&B Urgent Care T.I. 11015 N Oracle Ste 121		

Fire Marshal Akins

- Meeting with engineer regarding site access for new homes in la Reserve.
- Meeting with Splendido regarding tenant improvement project.

- Attended re-occurring meetings to include TOV pre-construction/DRC, Joint Fire Investigations, Fire Chief Status, BC/DC, Chief Planning and Logistics, GRFD Fire Board, SAFMA, Shark Tank, and FLS Staff.

Education/Committees/Training Activities

- DFM White attended a 5-day class at National Fire Academy for Fire Alarm Plan Review

GRFD Fire Investigations

Date	Type of Call	Property Use	Estimated Property Loss	Estimated Content Loss	Estimated Property Save	Estimated Content Save
01/06/23	House Fire	One-Two Family Dwelling	\$31,253	\$10,418	\$177,098	\$93,758
01/09/23	House Fire	One-Two Family Dwelling	\$25,648	\$2,565	\$487,310	\$253,914
01/13/23	Vehicle Fire	One-Two Family Dwelling	\$8,000	\$0	\$0	\$0
01/31/23	House Fire	One-Two Family Dwelling	\$166,257	\$97,828	\$220,490	\$95,546
		TOTAL	\$231,158	\$110,811	\$884,898	\$443,218

- On January 3, 2023, a residential fire was reported in the Northwest Fire District.
 - GRFD assisted with the origin and cause investigation
- On January 6, 2023, a residential fire was reported in the Golder Ranch Fire District.
 - The area of origin was on the exterior side of the structure near the back patio
 - The cause of the fire was due to a propane barbecue in use too close to combustibles
 - The fire is classified as unintentional



- On January 8, 2023, a residential fire was reported in the Northwest Fire District.
 - GRFD assisted with the origin and cause investigation
- On January 9, 2023, a residential fire was reported in the Golder Ranch Fire District.
 - The area of origin was on the exterior side of the structure at the side yard
 - The cause of the fire was due to a hot surface too close to combustibles
 - The fire is classified as unintentional



- On January 31, 2023, a residential fire was reported off Hwy 79 just outside GRFD boundaries.
 - The area of origin was inside the detached garage
 - The cause of the fire was unknown, most likely a fault with the electrical system
 - The fire is classified as undetermined



Michael Price - Division Chief of Logistics/Fleet, Equipment & Facilities

- Service Desk used for repair or service requests: January
 - Fleet: 53 requests
 - Facilities: 60 requests
 - Supply: 16 requests
- The first new KME has arrived on our campus! It is currently being configured at fleet with equipment. Expected in service date will be middle of February.



Facilities

District Stations:

- Fire alarm inspections are in progress with only 4 stations left to complete all facility inspections
- 374 Roof repairs were done and new kitchen sink and plumbing installed
- 375 Repaired overhead doors
- 379 removed and replaced hardware at on riser room door, New dishwasher
- 380 New TV for station day room
- 430 New drive motor and Reznor for heating system at Fleet

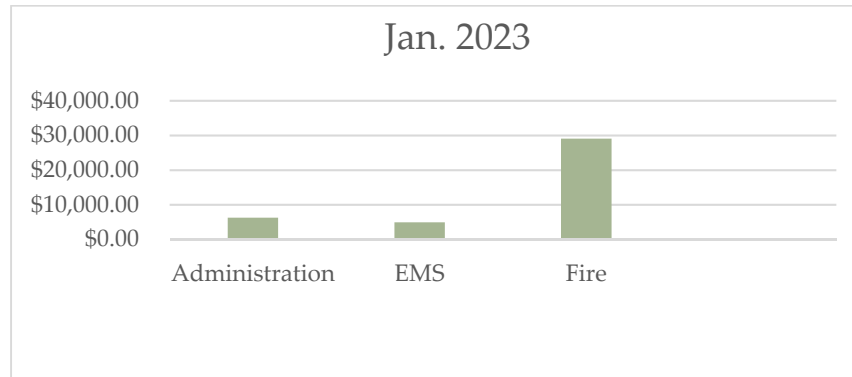
Daily repairs, scheduled preventative maintenance, regular maintenance & construction projects are on going

Fleet

Monthly vehicle parts Costs

- Administration - \$6,296.09

- EMS – \$4,925.35
- Fire – \$29,070.86



Procurement Specialist

Procurement

- Received \$12,769.05 worth of Purchased Fire Supplies
- Ordered 22 more sets of Bunker Gear and 25 Firefighter Badges
- Purchased \$1,443.39 worth of Admin Supplies

Inventory Management

- Increased Asset Maintenance Accountability by creating asset classes, maintenance types, and maintenance forms.
- Completed (850) Inventory adjustment transactions for assets residing in Fire Supply HQ

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Assistant Chief of Essential Services

DATE: February 21, 2023

SUBJECT: ESSENTIAL SERVICES ASSISTANT CHIEF'S REPORT

ITEM #: 7C

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This allows for the business/personnel assistant chief to provide updates to the Governing Board on the following areas:

- Assistant Chief's Activities
- Essential Services
- Board Services
- Finance
- Human Resources
- Information Technology (IT)

RECOMMENDED MOTION

No motion is necessary for this agenda item.



ASSISTANT CHIEF'S REPORT

Essential Services – Tom Brandhuber

January 2023



Assistant Chief's Activities for the Month

- Attended Chief Karrer's direct reports meetings
- Held direct reports meeting with my staff
- Participated in the Chiefs panel for 5 days of lateral hire interviews
- Attended the Arizona Fire Districts Association Conference
- Attended the National Association of EMS Physicians Conference
- Participated in the Arizona Statewide Health Care collaborative forum
- Chaired the quarterly Pima EMS Council Meeting
- Participated in the quarterly South Eastern Arizona EMS Council Meeting

Essential Services

Division Chief Eric Perry - Essential Services Board Report for February 2023

- 1) Center for Public Safety Excellence Accreditation Progress
 - a) Three documents are needed.
 - i) Community Risk Assessment – Standards of Cover Project:
 - (1) Completed and placed on our external website. Work in progress to update our response packages to reflect this document.
 - ii) Strategic Plan
 - (1) The 2023 Strategic Plan Annual Adjustment is on the agenda for your review and approval.
 - iii) Self-Assessment Manual
 - (1) Writing is in process by multiple subject matter experts agency-wide.
 - (i) Currently, we are on track to complete this as scheduled by August 2023 to apply to the CPSE to become accredited.
 - (ii) Part of this process moving forward is that Annual Program Appraisals will be required. These have been completed for 2022 and can be reviewed via the attached documents.
 1. I can answer general questions, and the program managers can answer any detailed questions you may have about their programs.
 2. These offer you a yearly glimpse into the performance of our service delivery programs and are an annual requirement of accreditation moving forward.
- 2) ISO upgrade project:
 - a) We are focusing on accreditation (and the inherent continuous improvement process it entails) to assist us with our ISO level.
 - i) ISO focuses on structure fire capability, prevention, education, and water supply.
 - ii) The accreditation focus is on the continuous improvement of ALL programs in the agency, including ISO.
 - iii) Community Education Manager position (see 5B) will assist with the score.
 - iv) Current staffing levels will assist with the score.
 - v) Proposed Community Educator positions will help score if approved.
- 3) Work Process Improvements: None currently
- 4) Lexipol Policy Project:
 - a) A project management system for completing tier 2 and below policies has been developed.
 - i) Training of all managers responsible for specific policies has taken place, and deadlines are in place for policies to complete the transition to Lexipol by the end of the year.
 - ii) Completion of this project will assist with increasing our ISO score as well as with accreditation.
 - iii) Captain Peter Paddock and Paramedic Jackie Frazier-Rademacher have been assigned to this project and are doing a fantastic job.

iv) This consent agenda has approximately ten policies due to their efforts and collaboration across the district.

5) Other Projects:

- a) Fire Accreditation Project Manager position is posted and in process.
 - i) This position was the previous board-approved Essential Services Captain; however, we have moved to a non-uniformed position due to staffing challenges.
 - ii) This position will be responsible for the ongoing upkeep, maintenance, and progress reporting for the Accreditation documents.
 - iii) Eventually, I anticipate this position assisting the rest of the agency with managing and tracking projects district-wide to enable better accountability and progress reporting to executive leadership and the board.
- b) The job description for Community Education Manager position is posted and in process.
 - i) This position was the previous board-approved public educator.
 - ii) This position will be directed to complete and maintain a community risk reduction plan for the agency.
- c) Completed and submitted the Essential Services division proposed labor budget.
- d) Completed Essential Services proposed O/M budget.

Board Services

Board Services Supervisor Ortiz responded to 28 records requests for the month of January.

The breakdown is as follows:

Environmental Reports	1
Outstanding Code Violations/Inspection Report	-
Fire Reports	3
Incident Reports	2
Medical Records	22
Billing Records	-
Other	-

Fingerprinting and I9's taken at the front desk in the month of January:

Fingerprints	472
I9	44

Finance Report

Self-insurance should not be overlooked as a potential solution for cyber insurance. It can be the most valuable at a point where...1. Investing in more controls is not cost effective and 2. Commercial insurance is more affordable by accepting a higher level of co-insurance and commercially available cyber policies cover a wide range of losses, ie: Network interruptions, system failures, extortion, digital asset restoration, legal representation and liability mitigation.

The process of underwriting can also be advantageous to a government and was certainly the case with GRFD. The underwriting process has intensified in recent years as the number of cyber claims has risen. The requirement to have key controls in place is to benefit from the underwriting process, as is having an cyber experts assess where an organizations weaknesses are. Such controls might include multi factor authentication, incident response planning, encrypted data storage, patching cadence, and endpoint detection response. Governments with inadequate internal security might have trouble getting a quality commercial policy if unnecessary risks are present.

A quality cyber policy limit is a maximum amount of payout, but there are also sublimit to be aware of. Sublimit can mitigate claim payments for such events as a ransom ware attack, system failure or bricking. Bricking limits the reimbursement specific to the destruction of system hardware.

Human Resources

HR participated in all regularly scheduled meetings, and completed all regular duties. Additionally, we were involved in the following:

Recruitments

- In Process External/Internal:
 - Systems Administrator-LAN
 - Utilizing an external recruitment company for assistance with this difficult to fill position.
 - Fire Chief
 - Finalized process
 - Records Specialist
 - Fire Accreditation Project Manager
 - IT Specialist
 - Community Education Supervisor
 - Fleet Maintenance Tech (level TBD)

- Recently Closed:

- Lead Fleet Maintenance Technician
- Lateral EMT FF and Paramedic FF
 - Onboard 22 new employees February 06, 2023
- Future Upcoming:
 - Budget Analyst

Congratulations!

- New Hires:
 - Lateral EMT FF and Paramedic FF

First	Last	Job title
JOEL	ANTISTA	Paramedic
WESTIN	CLAUSEN	Firefighter
ERIC	FREDRICK	Paramedic
MANUEL	GARCIA	Firefighter
CHRISTOPHER	RINGSTON	Paramedic
JARED	GUIZZETTI	Firefighter
LANDON	HOLZHAUER	Firefighter
JEFFREY	KETTERER	Paramedic
RYAN	KUNZE	Paramedic
AUSTIN	LILLESTOL	Firefighter
SCOTT	O'HALLORAN	Paramedic
ANDREW	PALMER	Firefighter
TAYLOR	PARRISH	Firefighter
RICHARD	PIRISKY	Firefighter
ANTHONY	QUIJADA RIOS	Firefighter
REISS	RHODES	Paramedic
ERIN	ROGERS	Paramedic
ENRIQUE	RUIZ	Paramedic
JOHN	SAVAGE	Firefighter
JULIEANNE	SZEKELY	Paramedic
JOHN	YBARRA	Firefighter
DAVID	SARGENTI	Firefighter

- Promotions:
 - Charlie Raney, Lead Fleet Maintenance Technician

Projects

- Processed two retirements
- The HR was very busy in January with recruitments for many different departments and levels.

- HR, Chiefs, and Labor have begun discussions with Crest Insurance to begin planning 2023-2024 benefits Open Enrollment. We had the kick-off meeting, and have scheduled two follow-ups.
- The new accreditation process has kicked off. The HR and Board Services Team are looking forward to participating and learning new things.
- Paycom Implementation (replacing ADP):
 - Paycom is fully implemented.
 - Next items:
 - Moving forms into Paycom (SRI, disciplinary documents, etc.)
 - Assessing changes to the current performance evaluation process and implementing the new process in Paycom
- New Performance Evaluation committee – has begun
 - We are currently identifying participants
 - Evaluating performance evaluation options
 - Assessing what electronic performance evaluations will look like in Paycom
- Job Descriptions being moved to Procedure Handbook in Lexipol
- Policy reviews and updates – *please see policy section of board packet*

Employee Recognition

Congratulations on your Golder anniversary, and thank you for being such amazing team members!



GRFD Employee Years of Service Recognition - February		
EE Name	Hire Date	Yrs of Service
HANSEL, JAMES DOUGLAS	02/27/1997	26
DRUKE, BRENDA JEAN	02/09/2009	14
CISSELL, JAMES DOUGLAS	02/29/2016	7
COLBY JR, JOHN R	02/29/2016	7
CRAMBLIT, RANDY	02/29/2016	7
HAWKINS, DENNY JOSEPH	02/29/2016	7
LOWE, JASON KENNETH	02/29/2016	7
MATHEWS, BUBBA	02/29/2016	7
RHODES, DOMINIC XAVIER	02/29/2016	7
YAUCH II, DENNIS GLENN	02/29/2016	7
ALEXANDER, GARRETT RICHARD	02/06/2017	6
FLYNN, JUSTIN LEE	02/06/2017	6
GARCIA, CAMDEN BRENT	02/06/2017	6
HUBER, DANIEL ADAM	02/06/2017	6
LABAS, JIMMY CARL	02/06/2017	6
MORGAN, JUSTIN LEE	02/06/2017	6
TARBILL, CODY JOHN	02/06/2017	6

ARMENTA, MARC SANTIAGO	02/08/2021	2
BURKS, JESSE RYDER	02/08/2021	2
CAMPBELL, ERIC SCOTT	02/08/2021	2
COOLEY, RYAN THOMAS	02/08/2021	2
DEITERING, BRETT JOSEPH	02/08/2021	2
DYBIS, JACOB DANIEL	02/08/2021	2
HAINS, JONATHON BLAKE	02/08/2021	2
LARA JR., EUSTAQUIO	02/08/2021	2
MEDEL, HECTOR	02/08/2021	2
METZ, ROBERT ROY	02/08/2021	2
NEJADEH, BENNETT	02/08/2021	2
PEELER, BRENDAN ROSS	02/08/2021	2
PEOPLES, RYON	02/08/2021	2
SCHOBEL, RYAN KENNETH	02/08/2021	2
SPARKMAN, DIEGO	02/08/2021	2
STEELE JR., THOMAS RICHARD	02/08/2021	2
TURNBULL, GARRETT SCOTT	02/08/2021	2

IT Applications Group Activities/Projects

The GRFD IT Applications group has been working on the following projects:

- The application group has been focused on dealing with ongoing tickets, doing regular maintenance, and dealing with documentation on new issues.
- The Applications group attended a 7-hour meeting for the presentation of ImageTrend. ImageTrend's software solutions help emergency professionals and hospitals collect, connect and analyze important data for EMS, fire, trauma, emergency preparedness, and community paramedicine.
- All the new lateral recruits have been added to EPCR, OPIQ, and FireRMS.

IT GIS Activities/Projects

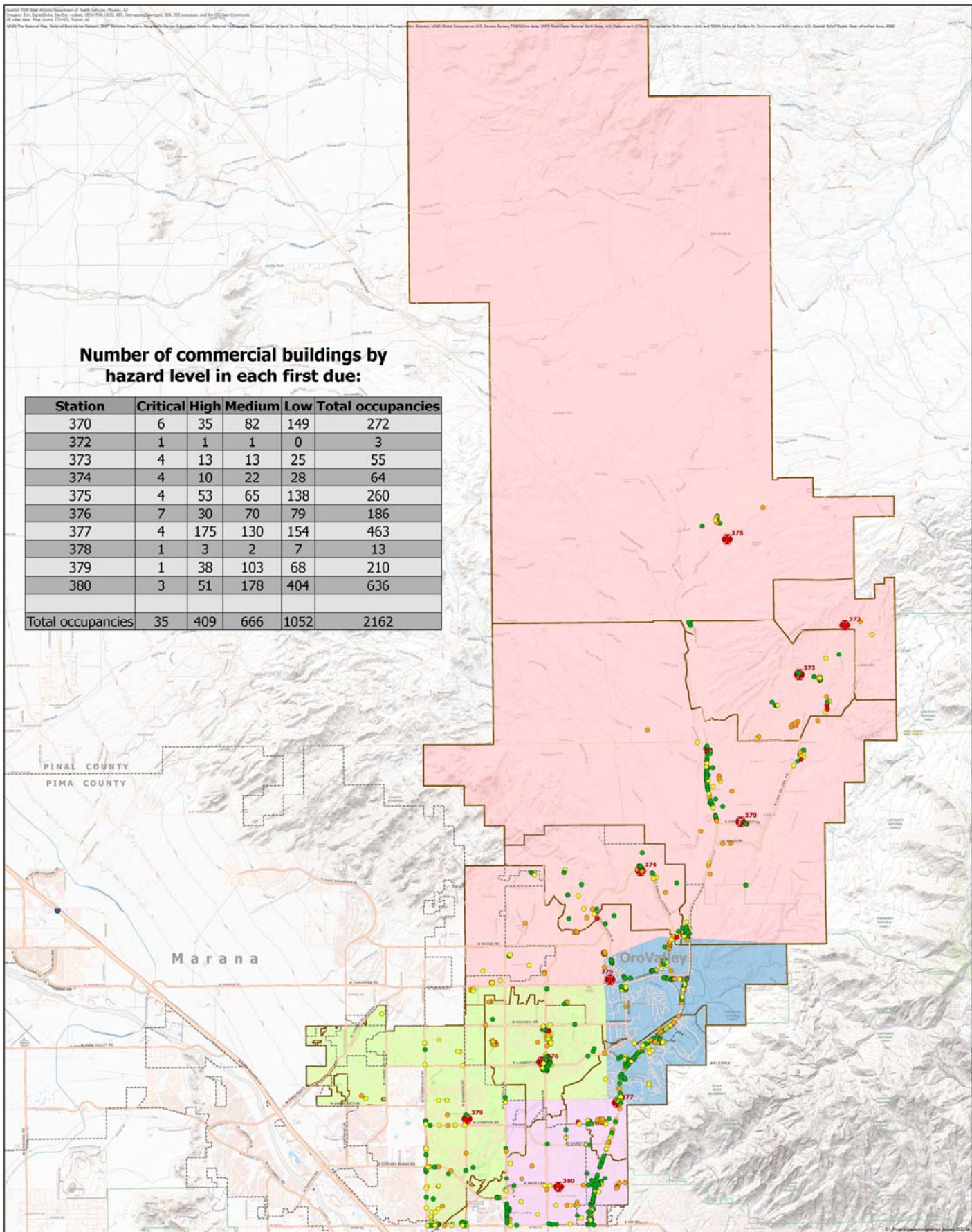
- Ambulance predictive modeling project for Chief Pearce
 - Create several models for the best locations to place ambulances: where to place the main 6 ambulances, where to place the backup, where to place the AMR unit, and the Day Unit; if all were on call, where to place the best one ambulance? The best 2? The best 3?
 - Sample maps and a working spreadsheet are attached.
 - Ongoing project
- Zip Codes Project for Chief Brandhuber

- Created a list of zip codes GRFD services with estimated population for each zip code; used 2021 census data for calculations.
- The golf course pre-plans project continuing
 - Chad Manuel (lite duty) finished the last golf course map data collection using the app.
 - Received feedback from various stations for changes to access points on courses.
 - Sample map attached.
 - Ongoing project
- Fire Inspector Map request
 - Created a map for the fire inspectors to show inspection zones and inspector names; overlay with locations and the number of occupancies by level.
 - Map attached.
- Continued meeting and collaborating with Tucson Fire, Public Safety, and Northwest Fire GIS folks to streamline the process of pulling data from dispatch and automating this process for consistency.
- Pre-plans improvement project
 - Attended preplans meeting with Tucson Fire (TFD) and Northwest Fire (NWFD) given by ESRI.
- Swift water rescue project
 - Continue working with GIS folks from NWFD, TFD, and Pima County Regional Flood Control District (RFCD) to create a Field Maps app hosted by RFCD which will allow crews to add points into the database for potential rescue staging areas.
 - Ongoing project
- Yearly hydrant inspection started – work with Johanna and Oro Valley Water folks to streamline and ensure all 4,570 fire hydrants within our district are inspected.
- Wildland fire folks
 - Planning needs orienteering maps for upcoming training
 - Completed 3 maps at different scales and sent them to planners for review.
 - Postponed until spring.
- Small miscellaneous requests/projects:
 - Completed ride-along with Stations 370 Shift C and 377 Shift C to observe common practices and day-to-day routines.
 - Started the yearly Target Solutions training – 17 courses.
 - Touched base with the Arizona Department of Health Services (ADHS) about the Certificate of Necessity boundary errors and reported back to Chief Brandhuber.
 - Worked with COT IT folks to get access to the Computer Aided Dispatch database.
 - Planned for attending the ESRI users Summit in July.

[illegible]

Number of commercial buildings by hazard level in each first due:

Station	Critical	High	Medium	Low	Total occupancies
370	6	35	82	149	272
372	1	1	1	0	3
373	4	13	13	25	55
374	4	10	22	28	64
375	4	53	65	138	260
376	7	30	70	79	186
377	4	175	130	154	463
378	1	3	2	7	13
379	1	38	103	68	210
380	3	51	178	404	636
Total occupancies	35	409	666	1052	2162



GRFD Inspections by Hazard Risk Level


"Proudly serving the communities of Oro Valley, Marana, Catalina and Saddlebrooke"

Hazard Risk Level

- Critical
- High
- Medium
- Low

- ☒ Fire Station
- ☐ First Due
- ☐ Incorporated

Inspection Zone :

- CZ 1 - Druke Filener
 CZ 2 - Hurley
 CZ 3 - Ross Filener
 CZ 4 - Helvig

Zone Occupancies

- 443
- 578
- 496
- 645



January 2023



include: (a) the United States goes to court, expressed or implied, as to the accuracy, reliability, or completeness of the data disclosed under this product; (b) the use of a signature and/or return-mail address for the dissemination of legal notices; and (c) the use of the information to research, investigate, and verify all information to determine if the quality is appropriate for their intended purpose. If highly defensible statements or statements are required, they should be completed by an appropriate legal professional.



GOLDER RANCH FIRE DISTRICT

www.grfdaz.gov

Program or Project Appraisal

Program or Project Name: Communications Program Appraisal

Prepared by: Information Technology Director Herman Rascon

Date prepared: 1/23/2023

Program Description:

The purpose of the Communication Program(CP) is to provide top tier public safety grade dispatch and Land Mobile Radio (LMR) system in support of the Golder Ranch Fire District (GRFD).

Scope of Services provided by the Communication Program:

Dispatch services (Hosted by the City of Tucson) are comprised of several redundant systems.

The primary is the Phoenix G2 US Digital station alerting system. This system is both over the private GRFD wide area network and as a backup over the over P25 trunked radio system. In addition, the system has a smart device application that can alert/route on a cellular smartphone of paramedics, captains, and command staff. The G2 system is fully automated making human interaction reduced to a minimum. Using the G2 zoning function improves accuracy and minimizes suppression personal alerts in crucial sleep times. The G2 system can also simultaneously alert multiple stations/units in the area improving response times.

The primary vehicle routing and alerting program is the Hexagon Mobile for Public Safety (MPS) system. This system is a top-tier dispatch system with real-time dispatch, response, routing, and communication. The system is connected to GRFD's private cellular network. This system is separated from the public cellular system and rides on a dedicated public safety core. The system also currently displays GRFD hosted preplan information in real time.

The Motorola based P25 LMR system is our primary method of push to talk communication which is a shared resource with every public safety agency in Pima County (PCWIN). GRFD also maintains a 'legacy' VHF analog simplex network of two primary frequencies in the event of the digital P25 system or overload to augment critical voice communications. This is also supported to maintain state and federal mutual-aid frequencies in the VHF spectrum which include the Arizona State Forester, USDA National Forests and the Arizona Interoperable Radio Network (AIRS).

Inputs/Resources

- Financial: Currently we spend the following to support our system: CAD Dspatch \$178,427, Station Alerting \$49,633, and Land Mobile Radio \$42,846 per year. This is only the recurring cost of direct services cost and not infrastructure cost to support the system.
- Physical:P25 Trunked portable and mobile radios, USDD Station alerting systems, Cellular Mobile routers/Smartphone, Mobile and Private Network



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- Human: Dedicated IT department, 24 hour Comm Captain and Fire Supply Department
- Essential: For the program to continue to succeed we must be an essential part of the current Pima County Wireless LMR program and Dispatch services. Not only being stakeholders in hardware and software, but also in the future direction of emerging systems.

Outputs

The Communication Program has provided a top-tier public safety grade dispatch and Land Mobile Radio (LMR) system. The system has integrated both regional partners and local government agencies. The system has been identified as a leader in the area as shown by hosting services for other agencies.

Outcomes/Impacts

Click or tap here to enter text.

Conclusions

With the collaboration of our area partners and the GRFD staff, this program will continue to develop as a leader in fire communication systems. We have both a redundant and regional system that is dependable far into the future.

Next Steps

We have identified non-emergent calls as a community need that only GRFD can fill appropriately. We are currently looking at new systems to eliminate the need for non-emergent calls to be routed through our 911 system. This will not only reduce the load on our overworked dispatchers but also reduce the wear on our fire apparatus.



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Program or Project Appraisal

Program or Project Name: Domestic Preparedness, Planning, and Response

Prepared by: Battalion Chief Lee Muscarella

Date prepared: 12/26/2022

Program Description:

This program is designed to outline the district's role in Pima county, Pinal county, and Oro Valley should a hazardous event occur that is beyond the capability of any single agency.

Inputs/Resources

- Financial: Our financial resources were hazard dependant based on the requested districts response. For plan development personnel were provided and their time covered by the district to allow plan development.
- Physical: The district's physical input focused around command staff, station response to include both fire and medical apparatus and personnel.
- Human: Our district response included 4 person staffing on every fire apparatus and 2 person staffing on every ambulance. Every person was trained to the minimum level of Basic Firefighter with EMT-B level medical certification. Each response unit was staffed with a minimum 1 person holding an EMT-P medical certification with the accompanying equipment to maintain an ALS status.
- Essential: Essential services provided were a communication platform comprised of mobile and handheld radios operating under the PCWin group. Additional resources comprised of Class A (Type 1) Engine companies and Quint capable apparatus. Ambulances were all ALS capable and DHS compliant.

Outputs

Our district has provided medical and fire support to the Oro Valley Police department during high risk incidents where their officers were in potentially life threatening situations. On a larger scale of cooperation our district has been in contact with the EOC from the Town of Oro Valley, Pima county, and Pinal county along with assisting the local community of Saddlebrooke Ranch in developing their Emergency Preparedness Plan.

Outcomes/Impacts

The outcome of the interactions has allowed for more cohesive scene management and increased knowledge of our role in larger incidents.

Conclusions



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After reviewing the various All Hazards Response Plans documents from the participating entities, a local single point of access will be developed.

Next Steps

An access point placed on the district's Intranet under Operations will be developed to allow quick access to all the All Hazard Plans from the various entities. Battalion Chief Muscarella will work with IT and update the site with all the current agreements and plans. This site development will occur within Four months and a bi-annual review will ensure the system is updated for the future.



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Program or Project Appraisal

Program or Project Name: Administrative Medical Direction

Prepared by: Division Chief Tony Rutherford

Date prepared: 1/10/2023

Program Description:

The purpose of Administrative Medical Direction (AMD) is to meet the current and future needs of the Emergency Medical Services (EMS) Division for high quality base hospital medical control and oversight. The AMD Physician will provide coverage and oversight for all Advanced Life Support (ALS) and Basic Life Support (BLS) 911 emergency responses, ambulance transports, and non-emergency services.

Scope of Services provided by the AMD Program:

Evaluation and consultation of GRFD's emergency and non-emergency responses and health care programs.

Provide Physician oversight for GRFD's medication replacement program. Maintain state and DEA licenses necessary to allow GRFD (Golder Ranch Fire District) to order, stock, and supply responders with routine EMS medications and DEA schedule II substances.

The AMD Physician will assist and evaluate GRFD's EMS Quality Improvement Program (QI). Participate in weekly QI meetings with EMS training staff to provide focused improvement plans. AMD will provide 100% chart review of cardiac arrest, traumatic brain injuries, STEMI (ST Elevated Myocardial Infarction), strokes, and patient refusals. Provide feedback from reviews to develop agency benchmarks and ensure state, local and national standards are met.

As needed Physician review and evaluation of specific cases to provide feedback for ALS and BLS providers.

Provide Physician led AMD services and expertise for the HAZMAT and Special Teams Responders. Provide knowledge and expertise in the implementation, oversight, and training of our Advanced Hazmat Life Support (AHLS), Wildland Paramedics, and Rapid Extrication Module Team (REMS)

The AMD Physician will maintain membership and participation in state and local committees to ensure the interests of GRFD and our providers are protected and apprised of and have input in changing legislative and administrative processes affecting local, state, and national pre-hospital services and the overall healthcare system. State and local committees to include, but not limited to: SAEMS Council, SAEMS Medical Directors,



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Inputs/Resources

- Financial: AMD services are provided by Banner University Medical - Group (BUM-G) with annual contracted rate of \$155,927.00 with a 5% increase annually.
- Physical: Currently there is no physical resources allocated for AMD.
- Human: BUM-G consists of a group of Emergency Medical Physicians. The assigned physicians to GRFD EMS from BUM-G are one Medical Director and one Deputy Medical Director.
- Essential: For program success to occur continued communication and support from the Board of Directors and Administration is needed. Collaboratively BUM-G and GRFD EMS will create appropriate plan(s) for changes within policy that will/may affect the EMS division. GRFD EMS will provide access to programs or platforms needed by BUM-G to provide success for the AMD program.

Outputs

AMD services previously provided by Oro Valley Hospital for oversight and medical direction for ALS and BLS providers on EMS responses to the GRFD Community and its visitors. With the timing of this document a change in medical direction was recognized and through support from GRFD Board of Directors, Administration, and the EMS division a Request for Proposal was initiated, ending with selecting BUM-G as GRFD's new AMD provider.

Outcomes/Impacts

In fiscal year 2022, AMD services provided oversight and medical direction for approximately 7000 EMS transports by GRFD personnel. Through tracking patient outcomes, GRFD EMS achieved one of the highest out-of-hospital cardiac arrest survival rates in Arizona, as referenced by the 2021 Cardiac Care SHARE Report.

Conclusions

With the collaboration with GRFD EMS the AMD program will continue to develop our emergency service providers and policy development with the knowledge, skills, and abilities to be a premier EMS agency to meet our motto of "Community First".

Next Steps

The EMS Division will provide continued communication with AMD physicians. Through that communication, the EMS division will develop policies and procedures as needed for the program's success. Planned 5% annual cost increase for continued AMD services. GRFD will need to provide capital for the shared cost of Physician 1, which is a regional response vehicle operated by BUM-G servicing TFD, NWFD (Northwest Fire District) and GRFD. The EMS Division will formally evaluate the AMD program on an annual basis and make the necessary changes to ensure that the providers in the field have the needed support and oversight and that the public continues to receive excellent ALS and BLS EMS care.



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Program or Project Appraisal

Program or Project Name: EMS Community Integrated Health Program

Prepared by: Division Chief Tony Rutherford

Date prepared: 1/10/2023

Program Description:

The purpose of the Community Integrated Health Program (CIHP) is to reduce hospital readmission, improve quality, and lower cost to Medicare patients. It is meant to insure that local hospitals discharge patients only when they are fully prepared and safe for continued care at home. CIHP Paramedics provide in-home follow-up care such as; medication monitoring, education on the patient's current condition, medical assessments, and physician cooperation.

Currently the CIHP is inactive; however, working with new Administrative Medical Direction (AMD) further evaluation may be needed.

Inputs/Resources

- Financial: Currently there is no budget for CIHP
- Physical: Currently there is no physical resources allocated for CIHP.
- Human: Currently there are no personnel trained or assigned to the program.
- Essential: Emergency Medical Services (EMS), AMD, and local hospitals need to work collaboratively to establish if there is a need for the program to improve the overall health of the GRFD community.

Outputs

Currently there are no patients enrolled in the program. There have been no requests from local hospitals for patient follow-ups.

Outcomes/Impacts

With no patients enrolled in the program there are no outcomes or impacts to measure.

Conclusions

Through collaboration with local hospitals, the EMS division and AMD we will identify the need for CIHP.

Next Steps

Over the next 6 months the EMS division will evaluate the community need, then establish a direction for the CIHP. If the program needs to expand or change, the EMS division and stake holders will begin



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the process of developing policy/procedure, budget considerations, and the selection/training of personnel.



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Program or Project Appraisal

Program or Project Name: EMS Operations and Deployment

Prepared by: Division Chief Tony Rutherford

Date prepared: 1/10/2023

Program Description:

The mission of Golder Ranch Fire District (GRFD) of "Community First". One of the many ways the organization fulfills this mission is providing the highest level of pre-hospital medical care and ambulance transportation through an EMS program that is seamlessly integrated within the Operations Division. In doing so, it demands continuous planning, support, monitoring, and improvements.

To meet the needs of the community, the EMS Division along with the Operations Division deploys ten ALS suppression units and six ALS response/transport ambulances and the use of one peak activity ambulance (Monday through Thursday). These units are supported and managed daily by both a North and South Battalion Chief (BC) and a centrally located operations EMS Captain (EC). Together the EMS and Operation Divisions responded to 19,000 incidents with 7,000 ALS and BLS transports in 2022.

Inputs/Resources

- Financial: Total ambulance operating expense according to the ARCR is \$4,469,177.
- Physical: The EMS Division staffs and deploys seven fully equipped (per AzDHS) front line ambulances out of 10 strategically located stations. There are three ambulances in reserve status. Additionally, ten suppression units are fully ALS equipped.
- Human: There are 14 ALS and BLS providers assigned to the seven ambulances, three operations ECs, with an admin staff of two Paramedic Captains, one Division Chief who reports directly to the Deputy Chief of EMS.
- Essential: The EMS Division operates within Az State Statutes, Policies, Procedures, and Licensed under the current Administrative Medical Direction. Communication and Dispatch is crucial in sending the closest, most appropriate units to the scene of an emergency/non-emergency incident in order to maintain current AzDHS required response time compliance, as specified in the GRFD CON-56.

- Additionally, it is important to mention, EMS operations will be experiencing a significant expense to replace several key items:

- GRFD's Zoll Monitors - Current Zoll monitors have reached the end of their projected life expectancy

- Stryker Power PRO Loaders and Gurneys - GRFD currently replaced five Power Loaders



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and Gurneys with a lease of five Power Loaders and Gurney's of \$6,434.70 a month for a total of 72 months.

Outputs

In 2022, GRFD personnel responded to more than 7,000 ALS and BLS EMS incidents. These responses resulted in 6,982 transports by GRFD EMS ambulances. Providers in the field, treated patients with a wide range of illnesses; from the common cold to resuscitation after cardiac arrest.

Outcomes/Impacts

CON - In 2022 GRFD EMS met it's CON-56 response requirements by getting an ambulance on-scene of an emergency:

- Ten (10) minutes on seventy-five (75) percent of all emergency ambulance responses
- Fifteen (15) minutes on ninety-four point five (94.5) percent of all emergency ambulance responses
- Twenty (20) minutes on ninety-eight point three (98.3) percent of all emergency ambulance responses
- Thirty (30) minutes on ninety-nine point five (99.5) percent of all emergency ambulance responses
- Sixty (60) minutes on one-hundred (100) percent of all emergency ambulance responses

ARCR - As detailed in the 2022 ARCR, GRFD EMS Division continues to keep a positive balance between revenue and expenses.

- GRFD ALS/BLS providers continue to show the proof of excellent patient care shown through the annual SHARE report.

Conclusions

Conintous review of CON-56 response time requirements and an annual review of the ARCR will guide the EMS Division's operational deployment model.

Due to the high cost of aging equipment, which is vital to the mission of the EMS division. The purchase or lease of new heart monitors is essential to providing patient care and treatment for best outcomes. As current Power Loaders and Gurneys reach their life expectancy the EMS Division should plan on adding three Power Loaders and Gurneys to GRFD's current contract as an added addendum item.

Next Steps

- Continue to promote the importance of quick turn out times to meet the CON-56 response time requirements. This is analyzed on a weekly basis through compliance reports.
- Constant use of the QA/QI program to enhance the providers documentation in order to capture revenue for the District; however, to maintain a balanced ARCR.
- Purchase (23) Zoll X-Series Monitors due to aging equipment will cost \$983,996.75 or lease of \$ 16,755.22 a month for a total of 120 months with a full upgrade/replacement within the 120 month term.
- To add three additional Power Loaders and Gurneys to our current lease to outfit all front line ambulances.



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Program or Project Appraisal

Program or Project Name: EMS Training and Continuing Education

Prepared by: Division Chief Tony Rutherford

Date prepared: 1/10/2023

Program Description:

The EMS Training and Continuing Education (CE) Program consists of three main parts:

- The EMS Training program is designed to educate new hire fire suppression personnel to the level of EMT and to provide current employees with the support, structure and education to become Paramedics. The EMT training program is instructed by GRFD personnel overseen by GRFD EMS and Training Officers who are affiliated with Pima Community College as adjunct instructors. Currently, GRFD personnel are trained to the level of Paramedic through the Pima Community College (PCC) Public Safety and Emergency Services Institute (PSESI).
- The EMS Continuing Education program is comprised of two components. First, there is an online component that is created by University of Arizona Emergency Medical Services (UAEMS). The assignment is then assigned by the EMS Division through Vector Solutions to all ALS/BLS GRFD providers on a monthly basis. Additionally, the EMS Division conducts an in-person quarterly skills lab, which meets the requirements set for recertification by the National Registry of Emergency Medical Technician (NREMT).
- Professional Development for EMS Division staff and personnel. Through attendance of multiple conferences each year providers and staff are exposed to regional, state and national leaders in the EMS field. These conference experiences expose a small number of providers and staff with current EMS training that the group will then bring back and implement in the field. Employees who have attended EMS conferences have brought back programs like HANDTEVY, documentation changes, leadership training and emerging trends in the EMS field.

Inputs/Resources

- Financial: \$267,000 is budgetted annually for all EMS Training and Continuing Education, the following budget line items are included:
 - Miscellaneous Professional Development - To stay current on the ever-changing face of a modern EMS deployment, attendance by EMS Division staff to various conferences is necessary.
 - Paramedic School - GRFD field personnel
 - EMS Staff Education Programs - To include Handtevy and AREST instructor training and re-certification. This area will include training for future CIHP personnel as needed.
 - UAEMS - the EMS division established an agreement with the University of Arizona Medical



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College for continuing education

- AREST Advanced Cardiac Care and Prehospital CPR - Provided to our employees through the adoption and new delivery of the AREST program
- Reference Library - Additional reference material, course material and text books
- Travel Expense/Car Rental/Per Diem - Anticipated travel expenses for further development of EMS staff and field personnel
- EMS Division Overtime - This line item will allow the division to complete mandatory training for all GRFD providers while employing proper student to instructor ratios.
- Admin Software - Program and fees required to maintain licensing for Handtevy, Drop Box, and ZOLL mobile usage.
- Physical: Physical resources used for the EMS Training and CE program include and not limited to; EMS gear, training manikins, props, computers, tablets, study material i.e. books and a GRFD classroom(s).
- Human: Currently there is a Division Chief and two Administrative EMS Captains assigned to oversee and instruct training and CE program(s); to include, overtime for operation personnel who want to teach classes, courses, and programs throughout the fiscal year (FY).
- Essential: Vector Solutions, UAEMS, Administrative Medical Direction support and EMS training staff are required to continue EMS training's and CE program.

Outputs

Over the past year the EMS Division and EMS Overtime personnel, has provided multiple in-person hands-on training through skills labs. Skill labs enhance the provider with competency of assigned online UAEMS education. The combination of these two components develop GRFD personnel to be premier EMS providers. The EMS division recruited, tested, supported and graduated multiple paramedics and EMTs over the last year. The EMS staff and field personnel attended multiple national and state conferences to further enhance the knowledge and skills of the EMS Division.

Outcomes/Impacts

The GRFD EMS Training and CE program provided CE for 260 GRFD ALS and BLS providers to gain or exceed standards for recertification of both AzDHS and the National Registry for EMT (NREMT). The EMS Division provided an Emergency Medical Technician Course (EMTC) for eight EMT students to earn an initial certification (BLS). Additionally, GRFD has six paramedic students currently in class with a total of nine Paramedics who have graduated and are now providing ALS care in the field. Conference attendees developed their knowledge of leadership, EMS, documentation and billing best practices.

Conclusions

The current use of UAEMS education in combination with quarterly skills labs will be the standard CE program. The aforementioned, educational standard allows GRFD providers the knowledge, skills, and abilities to stay current on emerging trends, while providing premier care to the community. Partnerships with PCC and PSEI are vital to the professional development of new recruits for initial EMT certification; and the advancement of EMS knowledge and certification of current EMTs striving to be Paramedics. Attendance to EMS and Leadership conferences is essential for the EMS Division to stay current with the progressive field of prehospital medical care. Regular use of field personnel as EMS



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overtime is necessary to maintain the proper instructor to student ratio for EMS training and CE, development of field personnel and subject matter experts.

Next Steps

- The EMS Division will evaluate the GRFD CE program on an annual basis. Planned financial costs with a 5% annual increase for UAEMS is needed to keep the CE program in place. It is imperative there is a continuation of the budgeted \$267,000 for EMS Division professional development and EMS training/CE to meet the current and future needs of the community.
- Additionally, the EMS Division is requesting one Field Paramedic to be assigned to the EMS Division to assist with program and project development for GRFD providers. With an added Paramedic to the EMS Division, GRFD will have the needed personnel for current and future enhancements in EMS.
- The EMS Division will continue to work with the Operations Division to anticipate and plan for the education and development of both EMTs and Paramedics.

Division Chief Eric Perry - Essential Services Board Report for February 2023

- 1) Center for Public Safety Excellence Accreditation Progress
 - a) Three documents are needed.
 - i) Community Risk Assessment – Standards of Cover Project:
 - (1) Completed and placed on our external website. Work in progress to update our response packages to reflect this document.
 - ii) Strategic Plan
 - (1) The 2023 Strategic Plan Annual Adjustment is on the agenda for your review and approval.
 - iii) Self-Assessment Manual
 - (1) Writing is in process by multiple subject matter experts agency-wide.
 - (i) Currently, we are on track to complete this as scheduled by August 2023 to apply to the CPSE to become accredited.
 - (ii) Part of this process moving forward is that Annual Program Appraisals will be required. These have been completed for 2022 and can be reviewed [here](#).
 1. I can answer general questions, and the program managers can answer any detailed questions you may have about their programs.
 2. These offer you a yearly glimpse into the performance of our service delivery programs and are an annual requirement of accreditation moving forward.
- 2) ISO upgrade project:
 - a) We are focusing on accreditation (and the inherent continuous improvement process it entails) to assist us with our ISO level.
 - i) ISO focuses on structure fire capability, prevention, education, and water supply.
 - ii) The accreditation focus is on the continuous improvement of **ALL** programs in the agency, including ISO.
 - iii) Community Education Manager position (see 5B) will assist with the score.
 - iv) Current staffing levels will assist with the score.
 - v) Proposed Community Educator positions will help score if approved.
- 3) Work Process Improvements: None currently
- 4) Lexipol Policy Project:
 - a) A project management system for completing tier 2 and below policies has been developed.
 - i) Training of all managers responsible for specific policies has taken place, and deadlines are in place for policies to complete the transition to Lexipol by the end of the year.
 - ii) Completion of this project will assist with increasing our ISO score as well as with accreditation.
 - iii) Captain Peter Paddock and Paramedic Jackie Frazier-Rademacher have been assigned to this project and are doing a fantastic job.
 - iv) This consent agenda has approximately ten policies due to their efforts and collaboration across the district.
- 5) Other Projects:
 - a) Fire Accreditation Project Manager position is posted and in process.
 - i) This position was the previous board-approved Essential Services Captain; however, we have moved to a non-uniformed position due to staffing challenges.

Commented [EP1]: Can you link the provided documents so the board can access?

- ii) This position will be responsible for the ongoing upkeep, maintenance, and progress reporting for the Accreditation documents.
 - iii) Eventually, I anticipate this position assisting the rest of the agency with managing and tracking projects district-wide to enable better accountability and progress reporting to executive leadership and the board.
- b) The job description for Community Education Manager position is posted and in process.
 - i) This position was the previous board-approved public educator.
 - ii) This position will be directed to complete and maintain a community risk reduction plan for the agency.
- c) Completed and submitted the Essential Services division proposed labor budget.
- d) Completed Essential Services proposed O/M budget.



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Program or Project Appraisal

Program or Project Name: Fire Investigation, Origin and Cause Program

Prepared by: Jennifer Akins

Date prepared: 1/19/2023

Program Description:

The Fire & Life Safety (FLS) Division is responsible for fire investigation activities throughout the fire district. The purpose of the fire investigation, origin and cause program is to promote public health and safety, eliminate the cause of fire, and prevent the loss of life and property by investigating the origin and cause of fires. Collecting data, analyzing, and cause determination are fundamental to the protection of lives and property from the threat of fire or explosion and is completed so future fire incidents can be avoided. It is also essential to provide a meaningful compilation of fire statistics that is provided on the national level.

Fire investigations are completed by conducting an origin and cause investigations in accordance with NFPA 921 for all incidents listed in the GRFD Procedure 904 Fire Cause & Arson Investigations Section 904.7 Dispatch Criteria. The GRFD fire investigators are dispatched within the GRFD and NWFD/RVFD boundaries as part of the automatic aid agreement between agencies as well as other agencies when requested.

GRFD currently staffs one fire marshal, two deputy fire marshals, five fire inspectors/investigators, and one permit technician. Six personnel are certified fire investigators through the International Association of Arson investigators and complete 40 hours of continuing education each year plus 48 hours of required training for recertification every three years.

Inputs/Resources

- Financial: The FLS Division's budget is approximately \$100,000 which includes the cost of certifications, continuing education, professional memberships and publications, fire inspection and investigation equipment/PPE, computer software, mobile laptops, and computers for nine personnel. Over the course of the calendar year, the FLS Division collects approximately \$90,000 in plan review and inspection fees.
- Physical: In order for the fire investigation, origin and cause program to run efficiently eight office spaces with supplies, two equipped response vehicles, two MDTs, six sets of fire investigator PPE and equipment, six mobile phones, seven PCWIN radios, five toughbooks, two lap tops, secured storage space and Zoll FireRMS are needed.
- Human: There are currently six personnel in the fire investigation on-call rotation which includes one CFI, three FITs, and two in the process of acquiring the FIT designation.



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- Essential: Administrative, fleet, professional development, communications, and IT are services needed for the fire, origin and cause program. The 904 Fire Cause and Arson Investigations procedure is an essential procedure along with the 402 Fire Investigations Policy.

Outputs

The fire investigation, origin and cause program resulted in approximately six commercial fire and 21 residential fire responses within the GRFD boundaries. The fire investigators also responded to NWFD, RVFD, and AVFD to assist as secondary fire investigators for approximately 46 fires.

Outcomes/Impacts

The fire investigation, origin and cause program resulted in an estimated property save of \$12,570,046 and a content save of \$6,341,031 for calendar year 2022. The program has improved in calendar year 2022 as there has been increased training of the NFPA fire loss calculator which improved data collection compared to past years.

Throughout the year, the fire investigation, origin and cause program updated policies and procedures to include the 904 Fire Cause and Arson Investigations Procedure and the 402 Fire Investigations Policy.

A deputy fire marshal has been assigned to the program manager role. The program manager completes technical reviews of all origin and cause reports, monitors data entry into the FireRMS database, and manages the NFPA fire loss calculator.

The fire investigation, origin and cause program staff completed hundreds of hours of continuing education training by attending the AZIAAI Advanced Arson Seminar, National Fire Academy, Joint Fire Investigation Training, CFI Trainer, and the AZIAAI Arson I-IV series which resulted in increased knowledge and skills.

Conclusions

After the fire investigation, origin and cause program review it was determined that a training program for suppression personnel should be put together in regards to the NFPA fire loss calculator. At this time, majority of fire loss numbers are input for fires where fire investigators respond. There are several fires that fire investigators are not required to respond to as suppression personnel are able to determine origin and cause. In these instances, suppression personnel are responsible for inputting the fire loss numbers. However, that information has not been communicated to all suppression personnel.

Next Steps

The next step for this program is to create a training program via vector solutions that can be assigned to all suppression personnel so they are familiar with the NFPA fire loss calculator, the location of the calculator, and where to input the data. This will be the responsibility of the fire marshal and the program manager.



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Program or Project Appraisal

Program or Project Name: Fire Suppression

Prepared by: William Seeley

Date prepared: 1/26/2023

Program Description:

The Golder Ranch Fire District operates ten stations housing eight type 1 engine companies, two ladder trucks, six paramedic transport units, three water tenders, one air/ power truck, one squad, one chase truck, one EC captain, and two chief officer vehicles. GRFD has a minimum staffing level of 59 personnel, including the two shift Battalion Chiefs. In addition to the 24-hour response units, GRFD staffs a supplementary Adaptive Response Ambulance four days a week, from 0800-1800, to increase the response capacity during peak activity hours. GRFD has seen an increase in call volume of 4.8% per year (CRASOC key finding #3). GRFD has also seen an increase in population of 1.7% per year district wide.

All fire apparatus are NFPA 1901 compliant and meet the requirements for the ISO grading. One of the ariel apparatus is not staffed full time but is crossed staffed with an engine company, depending on the nature of the call. All GRFD engines are staffed with four personnel, with the paramedic units staffed with one fire paramedic, along with another firefighter.

GRFD is a member of the Southern Arizona Automatic Aid Regional Agreement (SAAARC). The other two entities of the SAAARC are Tucson Fire Department (TFD), and Northwest Fire District (NWFD). This agreement went into effect in 2019 which replaces the original 2017 agreement between NWFD and GRFD where the closest most appropriate units respond to the incident regardless of jurisdiction. GRFD response times have been increasing by 2 % per year (CRASOC #12).

GRFD has adopted the Blue Card Hazard Zone Management System as the Incident Management System (IMS) for Type IV and V incidents. The Blue Card Management System enhances the safety and accountability of personnel on emergency incidents.

Inputs/Resources

- Financial: The majority of the operations budget is dedicated to the personnel assigned to operations. Salaries and benefits make up most of the cost to the budget.
- Physical: Operations staffs ten stations, 24 hours a day, seven days a week. These stations are strategically located to provide optimal response to our community. Each station is staffed with at least one paramedic each shift. There are also members of the Wildland team, and Special Operations on duty each shift.
- Human: Minimum daily staffing for each shift is 59 personnel, staffing nine engines at four, one engine at three, six ambulances, one A/P or SQ, EC, and two BC's.



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- Essential: Fire suppression staffing is essential for the delivery of services to our community. Ensuring that each apparatus is staffed with the appropriate level to provide rapid and effective service is a priority of the district.

Outputs

Fire Suppression provides service in the Golder Ranch Fire District boundaries as well as service to our mutual aid and automatic aid partners which is discussed in our Standards of Cover.

Outcomes/Impacts

The outcome of our services have resulted in a better working relationship with the neighboring agencies. It has required personnel to respond into other agencies jurisdiction to assist them, but it has required those agencies to respond in our jurisdiction to assist us. By continuing to grow our relationship with other agencies, our ability to train with other jurisdictions increasing our knowledge, skills, and abilities.

Conclusions

After reviewing fire suppression, the commitment from the Fire Board and Command staff to hire needed personnel to fill the positions that are budgeted will allow for GRFD to exceed minimum staffing and better serve the community. The purchasing of new engines and ambulances assists personnel to safely and effectively respond to emergencies when called upon. The commitment to provide command level simulation training to officers is also a high priority.

GRFD is also committed to the continued efforts of the SAAARC. Automatic Aid is a win for all parties involved mainly the citizens of the agencies involved.

Next Steps

To provide top level service to the community, Golder Ranch Fire District needs to monitor the staffing levels of the district. Continue to focus on customer service delivery during emergent and non-emergent calls is critical. Maintaining proper apparatus, and protective gear for personnel is important as well. Operations is focused on making sure that personnel are monitored via a reliability scale to ensure that proper staffing is met each day. As stated above with the increase in call volume 4.8% per year along with the increase in population 1.7 % per year, ensuring that GRFD is adequately staffed and able to meet the needs of our citizens remains a top priority. Continuing to work with our automatic aid partners, along with dispatch sending the closest unit to the proper call, GRFD can address the 2 % increase in response time we have seen this past year. Operations has been diligent in its efforts to study staffing trends and trying to find the best way to ensure proper staffing levels to provide top notch customer service.



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GRFD must continue to work with other agencies to provide the best service to our community. Personnel must also continue to take advantage of the education reimbursement policy to stay up to date with the latest techniques.

Operations and Professional Development must continue to foster a positive working relationship to provide a consistent message to personnel. Working together will allow Officers the ability to focus on specific items when improvement is needed.



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Program or Project Appraisal

Program or Project Name: Hazardous Materials

Prepared by: Mark Wilson

Date prepared: 12/15/2022

Program Description:

The Golder Ranch Fire District Hazardous Materials Program is made up of personnel with various levels of training. All GRFD personnel are trained to an awareness level per NFPA 1072 with the Hazardous Materials team members being trained at technician level per NFPA 1072. Golder Ranch Fire District currently has 29 personnel trained to the Technician level. Golder Ranch Fire District recognizes the members as technicians if they are trained at the technician level of Hazardous Materials as well as Rope Rescue, Swift Water Rescue and Confined Space Rescue at minimum. The expectation is that all members complete these courses as well as Trench Rescue and Emergency Building Shoring.

Inputs/Resources

- Financial: The majority of the Hazardous Materials budget goes towards training and equipment. With Hazardous Materials and Technical Rescue operating as one team and on budget, the majority of the budget goes towards training, equipment and backfill. The Hazardous Materials Technician course is 200 hours and each of the five Technical Rescue disciplines are 40 hours, so the financial demand is high to train and to ensure the members are current on their skills by attending monthly and quarterly trainings. The amount of personal equipment as well as specialized equipment for each discipline is extensive. This equipment not only gets wear and tear, most have expiration dates that require replacement.
- Physical: The Hazardous Materials Team is located inside station 377. They have specialized apparatus such as a Squad, Chase Truck and Trailer that hold all of the specialized equipment that can mitigate most Hazardous Materials incidents as well as any of the five technical rescue disciplines stated in the Technical Rescue program appraisal.
- Human: Daily staffing for Hazardous Materials is seven team members each shift with a minimum of four.
- Essential: The training in Hazardous Materials as well as all of the equipment needed to mitigate most incidents are essential to the program.

Outputs

The Hazardous Materials Team provides service in the Golder Ranch Fire District boundaries as well as service to our mutual aid and automatic aid partners which is discussed in our Standards of Cover



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Outcomes/Impacts

The outcome of our services have resulted in a better working relationship with the neighboring agencies. It has required our Hazardous Materials Technicians to respond into other agencies jurisdiction to assist them, but it has required those agencies to respond in our jurisdiction to assist us. By doing so, less Golder Ranch Fire suppression units are dedicated to an incident which better serves our community for EMS and fire calls. Several calls and drills have been publicized on local and national news which have created a positive impact politically with local government officials.

Conclusions

After reviewing the programs current state, the Hazardous Materials Team is lacking the personnel depth to compensate for the promotions and retirements that the organization is seeing. The current apparatus used for transporting equipment to emergency scenes is inadequate for the amount of equipment as well as the weight of the equipment necessary to mitigate most hazardous materials and technical rescue incidents.

Next Steps

In order to provide top level service to the community, Golder Ranch Fire District needs to add more members to the Hazardous Materials Team to account for the promotions, injuries and retirements that occur on a regular basis. These promotions, injuries and retirements make it challenging to meet the minimum staffing standard set forth in the Standards of Cover.

With the current apparatus at the Hazardous Materials station unable to safely carry the extensive amount of equipment for Hazardous Materials and each Technical Rescue discipline, a new vehicle or trailer with more weight capabilities shall be purchased.

Adding additional team members shall be an ongoing goal for the future. The purchase of a new vehicle or trailer shall take place in the next three years.



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Program or Project Appraisal

Program or Project Name: Professional Development: Health

Prepared by: Health and Safety Captain Jeremy North

Date prepared: 1/19/2023

Program Description:

The purpose of the Health and Safety Division is to ensure the health and wellness of our personnel, both suppression and administrative staff, with multiple programs ranging from physical and mental health to our continued safety improvement plan. With the increased focus on firefighter health, our Division has focused on cancer prevention programs, professional counseling services, as well as in depth annual physicals providing our members longevity in their careers.

Inputs/Resources

- **Financial:** The Health and Safety Division has a budget of approximately \$378,000, which the majority is spent on our annual physical examination for each employee in the fields of Suppression, Fleet Services, Logistics, Health and Safety, Emergency Management, Training, EMS and Essential Services. In addition, the budget maintains funding for counseling services provided through our Peer Support Team, as well as professional services provided by EAP and Marana Healthcare. Physical health is supported through funding for our budget for certifying Peer Fitness Trainers to assist personnel with physical fitness challenges and improvements. Educational funding is also available for our mental health awareness and certifications. The Community Assistance Program (CAP) is compensated through the Health and Wellness budget professional fees.
- **Physical:** The Health and Safety Division is located in the Professional Development building and adjacent structure, which is our facility outfitted with workout equipment to facilitate recruit academies, as well as physical fitness improvement for our personnel. This gym is available to all members of staff, including our administrative staff.
- **Human:** The Health and Safety Division staff consists of one Captain, supervised by the Division Chief of Professional Development.
- **Essential:** Suppression and Administration are supported by Health and Safety. Training, educational needs and essential support are provided upon request or displayed need by the Health and Safety Officer and their supervisor to provide support and create an appropriate plan.

Outputs

Throughout the past year, the Health and Safety Division has ensured physical health with the collaborative efforts of 1582, providing a schedule for members to participate in our required annual physical. This physical includes blood draws, ultrasound focusing on cancer, chest X-ray for cancer, full



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body skin cancer assessment, spirometry, vision screening, echocardiogram, audiogram, stress test and a thorough physical exam. In conjunction with our PFT members, we have created plans for the performance improvement of personnel in need, as well as provide services for members sustaining injury. The Health and Safety Division maintains and facilitates our return to work process for all members. The Health and Safety Division is currently in the process of adding additional peer fitness trainers to help manage our standards on physical fitness. Over the year, our division has expanded the District's ability to defend against behavioral health disorders within our first responders, both from the educational opportunities, as well as the support with our Peer Support Team. Cancer prevention and healthy living is highlighted with the creation of Wellness Wednesdays, a weekly informational document on health related topics relating to our profession and personal lives. Protection items are evaluated by the Health and Safety Division, in consideration to OSHA and NFPA standards.

Outcomes/Impacts

The Health and Safety Division re-evaluated and instituted a new physical agility requirement consisting of our GPAT. This evaluation is a physically demanding timed event consisting of 7 events challenging personnel in firefighting activities, while monitoring their air consumption. This evaluation displays the workload each individual can complete while working in hazardous conditions on their air supply. The Health and Safety Division provided preventative health opportunities such as flu shot clinics, as well as additional lab work for early cancer detection. Fire station workout equipment needs were evaluated and the purchase of new dumbbells, benches and racks were provided to multiple facilities.

Conclusions

The Health and Safety Division has been operating at a high level to assist in the well being of our personnel, both physically and mentally. The pace and requirements of these expectations, in conjunction with safety dynamics through NFPA and OSHA, require decisions and processes to be made based upon need. If all types of services are to be provided and maintained, additional consistent staffing needs to be provided.

Next Steps

The next step for the Health and Safety Division is to acquire a minimum of at least one additional full-time member to help ensure the health and safety of our organization. With this assistance, all programs can be managed to the degree necessary and the process of maintaining a high level of standard can be accomplished. With limited staff, it is a daily challenge to manage over 300 personnel and ensure all personnel needs can be met.



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Program or Project Appraisal

Program or Project Name: Professional Development: Personal Protective Equipment

Prepared by: Health and Safety Captain Jeremy North

Date prepared: 1/23/2023

Program Description:

The purpose of the Health and Safety Division is to ensure the health and wellness of our suppression personnel, in compliance with standards set forth by the National Fire Protection Association (NFPA). NFPA 1851, Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, provides personnel with comprehensive criteria for protective ensembles to reduce health and safety risks associated with improper maintenance, contamination, or damage. In consideration of NFPA 1851, the Health and Safety Division and newly established PPE Committee, have established a Personal Protective Equipment (PPE) implementation plan. The implementation plan serves as a commitment to protect the health and safety of our personnel in our cancer prevention practices.

Inputs/Resources

- **Financial:** The Health and Safety Division has a budget of approximately \$378,000, which the majority is spent on our annual physical examination for each employee in the fields of Suppression, Fleet Services, Logistics, Health and Safety, Emergency Management, Training, EMS and Essential Services. Additional funding provides educational opportunities, as well as promoting physical and mental health and wellness. The Health and Safety budget has no dedicated funding budgeted towards our PPE program development. This funding is allotted through our fire supply in Logistics.
- **Physical:** The Health and Safety Division is located in the Professional Development building and adjacent structure, which is our facility outfitted with our training PPE for recruit academies. This training gear is utilized during our recruit firefighter academies to provide safety and education on PPE, as well as worn during firefighter activities for each recruit.
- **Human:** The Health and Safety Division staff consists of one Captain, supervised by the Division Chief of Professional Development. The Health and Safety Captain is also the chair to our PPE Committee, consisting of 10 suppression personnel, which meets monthly to discuss new trends and review our plan.
- **Essential:** Suppression and Administration are supported by Health and Safety. Training, educational needs and essential support are provided upon request or displayed need by the Health and Safety Officer and their supervisor to provide support and create an appropriate plan. Our PPE distribution, purchasing, maintenance and selection is managed by our supply officer in Logistics.



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Outputs

Throughout the past year, the Health and Safety Division established a PPE Committee in accordance with NFPA 1851. This concept was developed from education provided from Arizona PPE, which was a certification class provided to 10 of our personnel, to assist in managing the purchase, inspection and maintenance of our PPE. Supply chain issues have severely limited our ability to outfit all suppression personnel with two sets of turnouts to allow for proper post fire decontamination. Individuals who have been issued a second set do not have proper storage arrangements for both sets, causing issues with transport and proper care of their gear. Proper PPE maintenance is a vital component of cancer and injury prevention. Documentation of inspection and cleaning is mandatory through NFPA 1851. Proper means of decontamination is imperative to promoting the life span of GRFD selected PPE. GRFD currently has extractors available at each station within the District to provide the proper cleaning and decontamination of the PPE.

Outcomes/Impacts

Golder Ranch Fire District currently logs and tracks all inspections and cleanings via OplQ. This documentation is to be completed every month for inspections, with an advanced inspection to be conducted yearly by a qualified inspector. Cleanings are to be conducted and documented bi-annually to ensure cleanliness from carcinogens, as well as remove bodily fluids from the inner liner. This tracking system has been simplified by the Health and Safety Division to ensure quality checks and provide appropriate information for compliance. The Health and Safety Division has evaluated our current extractors and found several not in compliance due to inability to preset the water temperature, spin cycles and extraction rate. Currently, we are working with Arizona PPE to research options for replacement. The Health and Safety Division is also evaluating our current cleaning solutions, specific to proper maintenance of our PPE including helmets, gloves, boots and masks. We are in discussion with AZ PPE for the purchase of specifically formulated cleaning soap, degreaser and disinfectant for bloodborne pathogens. These cleaning solutions must meet the EPA (Environmental Protection Agency) 1839-166 specifications. Proper storage and transport of PPE is mandatory for both clean and soiled gear. Clean gear is currently transported in district provided red canvas bags. Soiled gear will now be transported in an appropriate colored, white or red bag, dependent on the contamination. Clear bags will be utilized for gear soiled with possible carcinogen exposure, IDLH (Immediate Danger to Life or Health), and gear soiled in bloodborne pathogens or bodily fluid, will be transported in red plastic bags. Gear is to be returned to the station in these provided bags and properly washed in approved solution to ensure cleanliness. Proper washdown procedures currently mandated by GRFD help to ensure the removal of carcinogens prior to wash. This process is known as gross decontamination.

Conclusions

The Health and Safety Division has been operating at a high level to assist in the well being of our personnel, and reduce and limit the exposure to carcinogens. In order for this program to be successful, the Health and Safety Division has reevaluated our process. For future success, the Health and Safety Division has implemented a turnout exchange program. This program will ensure all members will have access to a second set of loaner turnouts provided by the Air/Power apparatus. This exchange will be in conjunction with our SCBA (Self Contained Breathing Apparatus) harness strap exchange and our current hood exchange. Additional supplies will be requested for station use including drying racks,



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cleaning supplies and tools to help ensure the safety of our employees. Funding has not been established to provide the means of success of the project. Additional funding from Logistics will need to be approved, as well as the management of the program.

Next Steps

The next step for the Health and Safety Division is to acquire a minimum of at least one additional full-time member to help ensure the health and safety of our organization. With this assistance, all programs can be managed to the degree necessary and the process of maintaining a high level of standard can be accomplished. With limited staff, it is a daily challenge to manage over 300 personnel and ensure all personnel needs can be met. Additional funding for the project will be requested to provide the means for cancer exposure reduction.



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Program or Project Appraisal

Program or Project Name: Criterion 5A - Prevention Program

Prepared by: Jennifer Akins

Date prepared: 1/4/2023

Program Description:

The purpose of the prevention program is to promote public health and safety, eliminate the cause of fire, and prevent the loss of life and property by fire through code enforcement.

Code enforcement is accomplished by completing plan reviews and fire inspections. Construction documents and fire safety system plans are submitted by architects, engineers, and designers for all projects in the district boundaries. The documents are reviewed for compliance using the adopted 2018 International Fire Code which is followed by the necessary construction fire inspections. Fire inspectors also complete fire prevention inspections for all existing commercial occupancies. Each occupancy is assigned as critical, high, medium, or low hazard with inspection cycle goals for each hazard classification. The fire inspectors also conduct prevention inspections for all schools within the district boundaries as there is a current Letter of Appointment between GRFD and the Office of the State Fire Marshal. Several other types of fire inspections are completed: mobile food preparation vehicles, special events, tents, fireworks, open burning, fire hydrant flow tests, fuel systems, and home safety inspections to name a few.

All prevention program activities are tracked using the Zoll FireRMS software. This allows personnel to schedule, track, input data, manage inspection activities, and run reports for all commercial occupancies and relevant residential occupancies.

GRFD currently staffs one fire marshal, two deputy fire marshals, five fire inspectors, and one permit technician. All personnel responsible for code enforcement are International Code Council (ICC) certified and/or Arizona State certified fire inspector II or greater. The fire inspectors, deputy fire marshals, and fire marshal complete 24 hours of fire inspection continuing education (CE) each year to achieve the most points possible during the ISO process. FLS staff also attends the required training hours to maintain their ICC recertification. The hours required for ICC recertification are dependent on the number of certifications the individual holds. For example, the fire marshal maintains 6 ICC certifications which requires 60 CE hours of training every three years.

The needed training in the upcoming appraisal year is equal to 24 hours of fire inspection CE hours for the fire marshal, deputy fire marshals, and fire inspectors. These hours will be fulfilled by attending ICC Educodes, Arizona State Fire School, ICC/NFPA/SFPE Conferences, National Fire Academy, AZBO, and other miscellaneous state classes.



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Inputs/Resources

- Financial: The FLS Division's budget is approximately \$100,000 which includes the cost of certifications, continuing education, professional memberships and publications, fire inspection and investigation equipment/PPE, computer software, mobile laptops, and computers for nine personnel. Over the course of the calendar year, the FLS Division collects approximately \$90,000 in plan review and inspection fees.
- Physical: In order for the prevention program to run efficiently nine office spaces with supplies, eight trucks with equipment, eight sets of PPE, eight mobile phones, eight PCWIN radios, six toughbooks, two lap tops, three plan review stations, Zoll FireRMS, and one conference room are needed.
- Human: Per NFPA 1730 Table C.2.3(B) the projected hours to required to complete fire inspections within district boundaries is 9901 which is equivalent to 7.14 fire inspectors. GRFD currently staffs six personnel tasked with fire inspections. Per NFPA 1730 Table C.2.3(C) the projected hours to complete all plan reviews within district boundaries is 1682 which is equivalent to 1.21 plan reviewers. GRFD currently staffs one full-time plan reviewer and one permit technician.
- Essential: Administrative, fleet, professional development, and IT are services needed for the prevention program. Code enforcement, permit, and fire inspection policies are the essential policies.

Outputs

The GRFD boundaries encompass approximately 2,300 commercial buildings to include 302 assemblies, 1119 businesses, 159 educational, 158 mercantile, 438 residential (not to include one-two family dwellings), 85 storage structures, and others.

In calendar year 2022, approximately 745 plan reviews were completed to include 331 building construction plans and 255 fire system plans. In total, inspectors completed approximately 3,210 inspection activities to include 1,000 construction and fire system inspections, 825 prevention inspections and 292 prevention re-inspections. The prevention inspections resulted in approximately 900 violations corrected.

Outcomes/Impacts

The fire prevention program resulted in an estimated property save of \$12,570,046 and content save of \$6,341,031 for calendar year 2022 by code enforcement and ensuring safe buildings and in service fire systems. There was a 7% increase in the number of fire prevention inspections completed compared to the previous year along with an increase in data collection.

Throughout the year, the prevention program updated multiple policies to include fire inspections, permits, code enforcement, fire watch services, and open burning. The Compliance Engine was also implemented which allows for faster tracking of out of service or deficient fire systems in the fire district.



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The prevention program staff completed hundreds of hours of continuing education training by attending ICC Educoder, Arizona State Fire School, National Fire Academy, and the SPFE Annual Conference which resulted in increased knowledge and skills.

Conclusions

After the prevention program review it was determined that one more inspector is recommended to be hired. Not only will this allow the program to meet the number of inspectors suggested using NFPA 1730 but it will also help reach the program goal of completing fire prevention inspections for all occupancies in the fire district. There are approximately 2300 commercial buildings of which approximately 40% received fire prevention inspections in calendar year 2022. With the addition of the new fire inspectors hired in the middle of 2022 plus one additional fire inspector, the program will consist of six fire inspectors, two deputy fire marshals, one fire marshal, and one permit technician. This will allow for continuous improvement and to meet the 2023 goal of completing fire prevention inspections for all occupancies in the fire district per calendar year.

Next Steps

The next steps for the program is to request an additional fire inspector during fiscal year 2024 budget session process. This will be the responsibility of the fire marshal who is hoping to fill this request in fiscal year 2024.



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Program or Project Appraisal

Program or Project Name: Professional Development: Administration Training

Prepared by: Division Chief Jeremy Hilderbrand

Date prepared: 1/23/2023

Program Description:

Professional Development is tasked with providing training and education to members of Administration and those who work in 40-hour positions. This training includes bringing in outside subject matter specialists, online assignments, and identifying in-person classes or conferences that can be attended. Professional Development works closely with Human Resources to identify areas that would be beneficial for continued education, and managers of certain divisions are asked for feedback on which topics they would like more training in. Professional Development budgets for this training, but costs can be split with Human Resources or other divisions if deemed appropriate.

Inputs/Resources

- Financial: Professional Development has a budget of approximately \$364,000 which includes the cost of academies, promotional processes, on-site classes, conferences (and associated travel), as well as equipment and overtime used for bringing in subject-matter specialists for classes.
- Physical: Professional Development resides inside the Training Building and has a burn tower, ventilation prop, 2 forcible entry props, several sets of turnouts (with boots), and a workout room. There are also two training engines (fitted with appropriate equipment and hoses), one training vehicle, and one four-wheel drive utility vehicle. The cadre is located in Classroom 1 and each member of Professional Development has either a laptop or desktop computer. The training auditorium has 30 computers that are used for new academies, driver/operator and captains classes, or other kinds of training. The training grounds are used for various types of drilling, driver's training, and other necessary practice that needs to be done in a controlled environment.
- Human: The staff of Professional Development is made up of one Division Chief, one training captain, one engineer, and two firefighters. Depending on the type of training that is going to be offered, additional engineers or firefighters could be assigned temporarily to the division. The support staff is made up of one administrative assistant (shared between Professional Development and EMS).
- Essential: Suppression is supported by Professional Development. Training or educational needs are communicated to the Division Chief who then works with cadre to create an appropriate training plan. Changes in policies that affect operations require PD to provide adequate and timely training.



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Outputs

Throughout the past year, Professional Development sponsored two on-site educational opportunities for Administration staff. One was focused on mental health, and one focused on leadership topics for employees identified as those who have future supervisory potential. A follow-up class for those in the leadership symposium will be offered in early 2023 and future classes will be explored as needed.

Outcomes/Impacts

Professional Development provided leadership and mental health training over the past year. Members who attended the leadership training had mandatory follow-ups with their peers and the instructor. This allowed clarification of ideas and concepts, and also laid the groundwork for topics for the follow-up class.

Conclusions

The Professional Development Division has been running at a high level for several months in a row in attempts to provide operations with properly-trained new recruits, career advancement opportunities, and continuing education opportunities. Oftentimes, training for members of Administration falls by the wayside due to obligations and timeframe commitments that academies, testing processes, and suppression training require. This results in continuing education for staff being minimized, postponed, or ignored completely.

Next Steps

The next step for Professional Development is to continue to work with Human Resources and Administration managers to identify areas of continuing education and training that they would like to happen. It also requires a level of commitment to that process by those managers which would mean offering feedback so that a budget to allow for such training can be created. Staff needs to be proactive in their educational pursuits and reach out to Professional Development when opportunities occur. This requires relationships between Administration staff and Professional Development to continue, and for Professional Development to be more proactive in seeking out educational opportunities than they have been in the past.



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Program or Project Appraisal

Program or Project Name: Professional Development: Training and Education

Prepared by: Division Chief Jeremy Hilderbrand

Date prepared: 1/10/2023

Program Description:

The purpose of Professional Development is to provide training and education to both suppression and administrative employees, run academies for newly-hired firefighters, and create pathways for advancement with task books and promotional testing processes.

Formerly known as "Training", The Professional Development Division was created in 2021 when it was determined education and training for Golder Ranch Fire District focussed almost solely on suppression and did not take into account the needs of administration personnel. Once established, it created opportunities for all GRFD employees to gain additional knowledge and skills in their areas of expertise and pushed forward the overall desire of improving skill sets at every level. Since its inception, suppression has continued to receive enhanced training opportunities and administration has had outside instructors come to teach on a variety of topics.

In addition to offering learning opportunities, Professional Development has initiated a Recruitment Team that was developed to improve relationships with community partners such as high schools and colleges. The need for this kind of outreach was borne out of the desire to improve recruitment numbers and the overall diversity of applicants for new-hire academies.

Inputs/Resources

- Financial: Professional Development has a budget of approximately \$364,000 which includes the cost of academies, promotional processes, on-site classes, conferences (and associated travel), as well as equipment and overtime used for bringing in subject-matter specialists for classes.
- Physical: Professional Development resides inside the Training Building and has a burn tower, ventilation prop, 2 forcible entry props, several sets of turnouts (with boots), and a workout room. There are also two training engines (fitted with appropriate equipment and hoses), one training vehicle, and one four-wheel drive utility vehicle. The cadre is located in Classroom 1 and each member of Professional Development has either a laptop or desktop computer. The training auditorium has 30 computers that are used for new academies, driver/operator and captains classes, or other kinds of training. The training grounds are used for various types of drilling, driver's training, and other necessary practice that needs to be done in a controlled environment.
- Human: The staff of Professional Development is made up of one Division Chief, one training captain, one engineer, and two firefighters. Depending on the type of training that is going to be



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offered, additional engineers or firefighters could be assigned temporarily to the division. The support staff is made up of one administrative assistant (shared between Professional Development and EMS).

- **Essential:** Suppression and Administration are supported by Professional Development. Training or educational needs are communicated to the Division Chief who then works with the requesting supervisor to create an appropriate training plan. Changes in policies that affect operations require PD to provide adequate and timely training.

Outputs

Throughout the past year, Professional Development has put on one transitional academy (six weeks), one green academy (16 weeks), one transitional academy (3 weeks), one captain's academy (16 weeks), two engineer's testing processes, one captain's testing process, two battalion chief's testing processes, one battalion chief preparatory class, two multi-agency drills, three new-hire testing processes (moved to an online platform), and two seminars with outside instructors (for administration). Professional Development has also assisted EMS with various testing of EMT and CEP students and set up and graded the driver's test for employees across the District.

Outcomes/Impacts

Professional Development has trained 44 new firefighters through some sort of academy process over the past year. Testing processes have produced three battalion chiefs, six captains, and seven engineers. Several members of suppression were sponsored for training at FRI, FDIC, and state fire school. New hire processes have moved from entirely in-person to a mix of online and in-person and our latest green academy was the most diverse group hired by Golder Ranch.

Conclusions

The Professional Development Division has been running at a high level for several months in a row in attempts to provide operations with properly-trained new recruits, career advancement opportunities, and continuing education opportunities. The pace and requirements of these expectations require decisions to be made as to what type of training is more important than the other. If all types of necessary training are to occur, additional staffing needs to be provided.

Next Steps

The next step for Professional Development is to acquire another full-time member of the cadre so that improved training can be offered to suppression personnel while academies and other types of classroom dependant training can still occur. Currently, when an academy or other type of internal class is offered the cadre has no time to create and implement other kinds of training for crews. This becomes mutually exclusive and results in one type of training taking precedence over the other. The desire is to have both occur simultaneously so that advancement in skills can occur while crews are able to train together in a learning environment.



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Program or Project Appraisal

Program or Project Name: Professional Development: Recruitment and Academies

Prepared by: Division Chief Jeremy Hilderbrand

Date prepared: 1/23/2023

Program Description:

Professional Development is tasked with running outreach, recruitment, and the initial steps of hiring new firefighters. This includes establishing and maintaining relationships with local high schools, colleges, universities, JTED resources, job fairs, and other potential sources where individuals looking to enter the fire service can be found. It also includes researching, developing, and running online programs for the initial stages of the hiring process (written and first interview) as well as coordinating graders for those interviews, compiling scores, and presenting the results to human resources. Coordination between human resources, operations, Community Relations, and Professional Development is required for this process and all areas must work together to achieve the desired outcome.

Professional Development is also responsible for planning, coordinating, and running new-hire academies. This includes physical training, didactic instruction, and hands-on drills. A "green" academy (where no certifications are required for employment because all skills are taught) can run from 16 to 24 weeks. Transitional academies (where new employees already possess certain certifications) can last from 3 to 6 weeks. Academies can be either four or five days a week, and entail a great amount of logistical coordination from several divisions by training cadre.

Inputs/Resources

- Financial: Professional Development has a budget of approximately \$364,000 which includes the cost of academies, promotional processes, on-site classes, conferences (and associated travel), as well as equipment and overtime used for bringing in subject-matter specialists for classes.
- Physical: Professional Development resides inside the Training Building and has a burn tower, ventilation prop, 2 forcible entry props, several sets of turnouts (with boots), and a workout room. There are also two training engines (fitted with appropriate equipment and hoses), one training vehicle, and one four-wheel drive utility vehicle. The cadre is located in Classroom 1 and each member of Professional Development has either a laptop or desktop computer. The training auditorium has 30 computers that are used for new academies, driver/operator and captains classes, or other kinds of training. The training grounds are used for various types of drilling, driver's training, and other necessary practice that needs to be done in a controlled environment.
- Human: The staff of Professional Development is made up of one Division Chief, one training captain, one engineer, and two firefighters. Depending on the type of training that is going to be



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offered, additional engineers or firefighters could be assigned temporarily to the division. The support staff is made up of one administrative assistant (shared between Professional Development and EMS).

- Essential: Suppression is supported by Professional Development. Hiring needs are communicated to the Division Chief who then works with HR to create an appropriate plan with realistic time frames.

Outputs

Throughout the past year, Professional Development has put on one transitional academy (six weeks), one green academy (16 weeks), and one transitional academy (3 weeks). Each of these academies required front-end work on recruiting, baseline testing, and interviewing that was done by Professional Development. A recruitment team made up of incumbent firefighters attended several events at high schools, colleges, job fairs, and the University of Arizona in order to spread information about the fire service as a possible career path for individuals.

Outcomes/Impacts

Professional Development has trained 44 new firefighters through some sort of academy process over the past year.

Conclusions

The Professional Development Division has been running at a high level for several months in a row in attempts to provide operations with properly-trained new recruits, career advancement opportunities, and continuing education opportunities. Recruitment is necessary to increase the pool of potential new hires that is diverse and accurately reflects the communities we serve. The number of applicants trying to enter the fire service field is low across the country, and Tucson is no different. If Golder Ranch is to effectively hire new firefighters, recruitment at many levels is required. This is a change in philosophy, but something that needs to occur in order for staffing levels to remain healthy. Golder Ranch has run three academies in the past year. Based on future staffing needs and predictions of retirements and those leaving the fire service for one reason or another, at least one academy will be needed every year for the next five years. These would ideally be "Green" academies as those are able to attract a wider net of potential employees (including females, minorities, and members of the LGBTQ community).

Next Steps

The next step for Professional Development is to establish an official recruitment team that is led by a captain currently in the field. This captain would coordinate events and staffing and work closely with the Division Chief of Professional Development with ideas, goals, and direction. The current cadre in Professional Development will be tasked with training incumbent firefighters, running academies, and will not be a part of the recruitment team. Outreach by the recruitment captain will focus on maintaining relationships that currently exist, establishing new ones that could be productive, and communicating with potential recruits via email, text, or phone. Coordination with the Community Services Manager for items to be shared at events will be necessary and budget considerations to purchase those items will need to occur.



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Program or Project Appraisal

Program or Project Name: Professional Development: Suppression Incumbent Training

Prepared by: Division Chief Jeremy Hilderbrand

Date prepared: 1/11/2023

Program Description:

Professional Development is tasked with providing training and education to incumbent suppression personnel on a variety of topics with both didactic and hands-on components. This training focuses on new and existing techniques for activities such as firefighting (commercial and residential), vehicle extrication, forcible entry, driver's training, wildland, technical rope rescue, and apparatus pumping operations. It also includes classroom learning in career development areas such as leadership strategies and theory, health and wellness topics, and information and technology usage. Professional Development also plans, creates, and carries out promotional processes for engineers, captains, and battalion chiefs. Additionally, Professional Development budgets for, organizes, and sends suppression personnel to conferences such as FDIC, FRI, and Arizona State Fire School.

Inputs/Resources

- Financial: Professional Development has a budget of approximately \$364,000 which includes the cost of academies, promotional processes, on-site classes, conferences (and associated travel), as well as equipment and overtime used for bringing in subject-matter specialists for classes.
- Physical: Professional Development resides inside the Training Building and has a burn tower, ventilation prop, 2 forcible entry props, several sets of turnouts (with boots), and a workout room. There are also two training engines (fitted with appropriate equipment and hoses), one training vehicle, and one four-wheel drive utility vehicle. The cadre is located in Classroom 1 and each member of Professional Development has either a laptop or desktop computer. The training auditorium has 30 computers that are used for new academies, driver/operator and captains classes, or other kinds of training. The training grounds are used for various types of drilling, driver's training, and other necessary practice that needs to be done in a controlled environment.
- Human: The staff of Professional Development is made up of one Division Chief, one training captain, one engineer, and two firefighters. Depending on the type of training that is going to be offered, additional engineers or firefighters could be assigned temporarily to the division. The support staff is made up of one administrative assistant (shared between Professional Development and EMS).
- Essential: Suppression is supported by Professional Development. Training or educational needs are communicated to the Division Chief who then works with cadre to create an



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appropriate training plan. Changes in policies that affect operations require PD to provide adequate and timely training.

Outputs

Throughout the past year, Professional Development has put on one captain's academy (16 weeks), two engineer's testing processes, one captain's testing process, two battalion chief's testing processes, one battalion chief preparatory class, two multi-agency drills, and one seminar with outside instructors (health and safety topic). Professional Development has also assisted EMS with various testing of EMT and CEP students and set up and graded the driver's test for employees across the District.

Outcomes/Impacts

Professional Development testing processes have produced three battalion chiefs, six captains, and seven engineers. Several members of suppression were sponsored for training at FRI, FDIC, and Arizona State Fire School.

Conclusions

The Professional Development Division has been running at a high level for several months in a row in attempts to provide operations with properly-trained new recruits, career advancement opportunities, and continuing education opportunities. Oftentimes, training for incumbent firefighters falls by the wayside due to obligations and timeframe commitments that academies and testing processes require. This results in continuing education for incumbent firefighters being postponed or ultimately not happening at all. If all types of necessary training are to occur, additional staffing needs to be provided.

Next Steps

The next step for Professional Development is to acquire another full-time member of the cadre so that improved training can be offered to suppression personnel while academies and other types of classroom dependant training can still occur. Currently, when an academy or other type of internal class is offered the cadre has no time to create and implement other kinds of training for crews. This becomes mutually exclusive and results in one type of training taking precedence over the other. The desire is to have both occur simultaneously so that advancement in skills can occur while crews are able to train together in a learning environment. Professional Development has identified areas of opportunity in the area of driver operator training. In particular, offering quarterly CE's for engineers and driver operators the same way the EMS Division does is a goal yet to be achieved.



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Program or Project Appraisal

Program or Project Name: Community Risk Reduction/Public Education

Prepared by: Eric Perry

Date prepared: 1/10/2023

Program Description:

The GRFD public education program has slowed considerably over the year due to the loss of our community relations manager. The biggest form of community education was conducted in schools by members of our suppression division. This consisted of mini-musters events and fire safety talks. In addition there were several general safety talks done at various HOA meetings and other community groups. In terms of media education, a new commercial for Cool Pool Rules was developed and aired on social media as well as cable TV, and a slip, trip and fall safety commercial was developed targeted towards our elderly population. A car seat installation service has also been provided through the training administrative assistant. She schedules and completes these installations and attends required continuing education to maintain her certification. This service is accessed and requested by the public through a fillable request form on the website.

Inputs/Resources

- Financial: Staff hours for operations personnel attending various talks. Overtime expenses for one suppression personnel to manage and coordinate the mini-muster events. Expense related to development, filming, and publishing the media education.
- Physical: Minimuster equipment, vehicle to tow minimuster trailer to locations
- Human: One employee to manage and coordinate minimusters, one employee to coordinate and install car seats.
- Essential: [Click or tap here to enter text.](#)

Outputs

7 minimusters, 1 cable slip/trip/fall commercial targeted to cable subscribers in our fire district. 1 Cool Pool Rules video, and 32 car seat safety inspections and installations.

Outcomes/Impacts

Estimate of 300 children reached by minimusters. Cool Pool Rules video viewed 160,000 times by Children age 6-9 in Southern Arizona. Potentially reached all cable subscribers in district with the slip/trip/fall commercial, and potentially saved the lives of 32 children of various ages with the car seat installations.

Conclusions



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The current public education program has succeeded in building facetime with students in our schools through the use of minimusters, and has provided quality safety talks when requested by community entities. In addition, the car seat installation program has been a benefit to our residents. This has built considerable goodwill towards the District within the community. However, the program would benefit from a focused vision or strategy linked to community needs. This would enable the District to utilize limited funding to the best benefit by conducting targeted community risk reduction. One example is that we are doing very little education or risk reduction targeted to our senior population with the exception of smoke detector installs, battery replacement, and home safety inspections. It was identified in the Community Risk Assessment - Standards of Cover that fully a third of our population is over the age of sixty five. In addition, this was identified as a need in the community outreach for development of the current strategic plan.

Next Steps

1. Hire a dedicated Community Risk Reduction Manager.
2. Conduct a community risk assessment (CRA) to develop a community risk reduction plan (CRRP) focused on the risks faced in the community. Utilize response data and the findings of the CRA to guide the CRRP interventions with the overall goal of reducing reliance on the 911 system.
3. Identify community partners to assist with accomplishing the goals of the CRRP, and coordinate with Community Relations and Fire Prevention to ensure a global response to community risk.
4. Identify and obtain funding for future staffing needs to implement the CRRP.



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Program or Project Appraisal

Program or Project Name: Professional Development: Safety

Prepared by: Health and Safety Captain Jeremy North

Date prepared: 1/23/2023

Program Description:

The purpose of the Health and Safety Division is to ensure the safety of our personnel, both suppression and administrative staff, with multiple programs ranging from OSHA regulations to highway safety and roadway management. With recent educational opportunities, we found areas in need of improvement and based on Golder Ranch Fire District current practices, safety trends and safety specific training regarding technological advances were explored.

Inputs/Resources

- Financial: The Health and Safety Division has a budget of approximately \$378,000, which the majority of funding is utilized in the physical and mental health of our members. The budget items are generally supported from other divisions from within Golder Ranch Fire District, namely logistics, EMS and Fire Supply. There is no set line item in the Health and Safety budget, outside of education and professional development.
- Physical: The Health and Safety Division is located in the Professional Development building. Divisions utilized to assist in the investment of our safety, lie within the same building, as well as our supply office which is located in our Administrative building.
- Human: The Health and Safety Division staff consists of one Captain, supervised by the Division Chief of Professional Development.
- Essential: Suppression and Administration are supported by Health and Safety. Training, educational needs and essential support are provided upon request or displayed need by the Health and Safety Officer and their supervisor to provide support and create an appropriate plan.

Outputs

Throughout the past year, the Health and Safety Division has ensured physical safety with the development of educational opportunities, as well as the issuance of safety equipment in support of our field personnel and administrative staff utilizing District vehicles. District protection items are evaluated by the Health and Safety Division, in consideration to OSHA (Occupational Safety and Health Administration), NFPA (National Fire Protection Association) and NHTSA (National Highway Traffic Safety Association) standards. Suppression personnel safety is at the forefront of our priorities and the Health and Safety Division continually strives to improve safety with current safety trends and opportunities to address any issues. Safety of our personnel is based on national standards and compliance at the highest level. Over the year, the Health and Safety Division has expanded Golder Ranch Fire District roadway



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safety with the implementation of additional roadway vest, as well as hazard safety codes. Safety related topics are highlighted with a weekly release in association with health related topics in our Wellness Wednesday informative publication. Our Safety Committee, chaired by the Health and Safety Officer, has monthly meetings to discuss and evaluate all safety related topics. This Committee meets on the second Thursday of each month, and assigns individuals to research and impact change.

Outcomes/Impacts

The Health and Safety Division addressed a concern from the Health and Safety Committee relating to roadway safety. The Health and Safety Division evaluated our current roadway vest and found our current roadway vests, originally purchased for over turnout wear, did not adequately fit personnel without coats on. This became a safety issue relating to possible snag injuries by passing traffic. In conjunction with EMS and Fire Supply, the Health and Safety Division researched and purchased new roadway vests to be worn with District uniforms. Upon researching roadway safety, the Health and Safety Division also provided suppression and Fleet personnel a Traffic Incident Management Safety (TIMS) class, in which individuals received national certification. Future classes, certifications and training opportunities are pending, at the availability of certified staff for instruction. The Health and Safety Division is exploring possibilities to certify a number of our personnel for instructional needs. From the material provided by this class, the Health and Safety Committee discovered the minimum size standard for road cones and the number required per apparatus and found GRFD units varied in both. In conjunction with Supply, new collapsible, appropriate height and reflection compliance cones were ordered for each frontline apparatus. Information provided from TIMS also instituted the development of a new Electric Vehicle Guide and Application on all apparatus and accessible on all mobile devices. This was attained with the help of Essential Services and IT Department. The Health and Safety Division also alerted Logistics in the purchase of new eye wash stations for two current stations not in compliance with OSHA eye wash station standards. Eye wash stations are currently being researched and ordered. In regards to OSHA, the Health and Safety Division also updated our MSDS (Material Safety Data Sheets) documents and provided new application bottles and proper labeling and documentation system.

Conclusions

The Health and Safety Division has been operating at a high level to assist in the well being of our personnel. The pace and requirements of these expectations, in conjunction with safety dynamics through NFPA and OSHA, require decisions and processes to be made based upon need. If all types of services are to be provided and maintained, additional consistent staffing needs to be provided.

Next Steps

The next step for the Health and Safety Division is to acquire a minimum of at least one additional full-time member to help ensure the health and safety of our organization. With this assistance, all programs can be managed to the degree necessary and the process of maintaining a high level of standard can be accomplished. With limited staff, it is a daily challenge to manage over 300 personnel and ensure all personnel needs can be met.



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Program or Project Appraisal

Program or Project Name: Technical Rescue

Prepared by: Mark Wilson

Date prepared: 12/15/2022

Program Description:

The Golder Ranch Fire District Technical Rescue Program is made up of personnel with various levels of training. All GRFD personnel are trained to an awareness level per NFPA 1670 with the Technical Rescue team members being trained at technician level per NFPA 1670. Golder Ranch Fire District currently has 28 personnel trained to the Technician level. Golder Ranch Fire District recognizes the members as technicians if they are trained at the technician level of Rope Rescue, Swift Water Rescue and Confined Space Rescue at minimum. In addition to those three certifications, these individuals shall be certified Hazardous Materials Technicians. The expectation is that all members complete these courses as well as Trench Rescue and Emergency Building Shoring.

Inputs/Resources

- Financial: The majority of the Technical Rescue budgets goes towards training and equipment. With Technical Rescue consisting of five different disciplines, the financial demand is high to ensure the members are certified in each discipline and attending monthly or quarterly trainings to stay current. The amount of personal equipment as well as specialized equipment for each discipline is extensive. This equipment not only gets wear and tear, most have expiration dates that require replacement.
- Physical: The Technical Rescue Team is located inside station 377. They have specialized apparatus such as a Squad, Chase Truck and Trailer that hold all of the specialized equipment that can mitigate any of the five technical rescue disciplines stated above.
- Human: Daily staffing for Technical Rescue is seven team members each shift with a minimum of four.
- Essential: The training for the five technical rescue disciplines as well as the equipment listed earlier are essential to the program.

Outputs

The Technical Rescue Team provides service in the Golder Ranch Fire District boundaries as well as service to our mutual aid and automatic aid partners which is discussed in our Standards of Cover

Outcomes/Impacts



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The outcome of our services have resulted in a better working relationship with the neighboring agencies. It has required Technical Rescue to respond into other agencies jurisdiction to assist them, but it has required those agencies to respond in our jurisdiction to assist us. By doing so, less Golder Ranch Fire suppression units are dedicated to an incident which better serves our community for EMS and fire calls. Several calls and drills have been publicized on local and national news which have created a positive impact politically with local government officials.

Conclusions

After reviewing the programs current state, the Technical Rescue Team is lacking the personnel depth to compensate for the promotions and retirements that the organization is seeing. The current apparatus used for transporting equipment to emergency scenes is inadequate for the amount of equipment as well as the weight of the equipment necessary to mitigate most technical rescue incidents.

Next Steps

In order to provide top level service to the community, Golder Ranch Fire District needs to add more members to the Technical Rescue Team to account for the promotions, injuries and retirements that occur on a regular basis. These promotions, injuries and retirements make it challenging to meet the minimum staffing standard set forth in the Standards of Cover.

With the current apparatus at the Technical Rescue station unable to safely carry the extensive amount of equipment for each Technical Rescue discipline, a new vehicle or trailer with more weight capabilities shall be purchased.

Adding additional team members shall be an ongoing goal for the future. The purchase of a new vehicle or trailer shall take place in the next three years.



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Program or Project Appraisal

Program or Project Name: Wildland

Prepared by: Mike Leslie

Date prepared: 1/3/2023

Program Description:

The Golder Ranch Fire District (GRFD) Wildland Program is made up of 35 personnel with various levels of training; with six Engine Bosses, five Engine Boss Trainees, two certified Public Information Officers, and twenty four Firefighter I and II's. All GRFD suppression personnel and wildland team members are trained to the entry level Wildland Firefighter Training: S-130 and Introduction to Wildland Fire Behavior: S-190. GRFD Wildland Team conducts annual district wildland class to GRFD's suppression personnel, focusing on urban interface scenarios, wildland interface watch outs, the proper procedures for requesting additional resources relating to wildland urban interface, and fire shelter deployment.

Inputs/Resources

- Financial: The majority of the GRFD Wildland budgets goes towards training and equipment. With the numerous certifications that are required for personnel to safely and effectively participate on wildland assignments, each year numerous members of GRFD's WL Team either teach or attend classes at Arizona Wildland Incident Management Academy, held in Prescott, AZ. .
- Physical: GRFD's Wildland Team is located inside station 370. They have specialized apparatus pertaining to urban interface, brush fires, forest fires, etc.: (3) Type 3 Engine, (3) Type 6 Engine, Type 1 and Type 2 Tactical Tender, multiple Single Resource apparatus, REMS Team UTV and WL UTV.
- Human: Daily staffing for GRFD's Wildland Team is six team members each shift with a minimum of four, in addition to each shift having a minimum of one Engine Boss assigned to Station 370.
- Essential: The training for the GRFD's Wildland Team primary focus is on the safety and well-being of it's personnel. In addition to rapid response to in-district incidents, in-state incidents, and out of state assignments.

Outputs

GRFD's Wildland Team provides service within the Golder Ranch Fire District boundaries as well as service to our mutual aid and automatic aid partners, in addition to Arizona Department of Forestry and Fire Management, and Federal Emergency Management Agency (FEMA).



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Outcomes/Impacts

The impact of GRFD Wildland Team has been instrumental in the Southern Arizona region. GRFD Wildland Team has responded to in-district initial attack responses, neighboring districts through the Auto-Aid and Mutual-Aid agreements, and Arizona State requests for initial attack. Additionally, many of GRFD Wildland Team members are instructors for the Pima Community College Fire Academy, specializing in teaching S-130 and S-190 Classes, Arizona Wildland Incident Management Academy, and hold board positions on Pinal County Wildland Team.

Conclusions

Upon further review of the current status of GRFD's Wildland Team, one area that needs improvement is the succession planning of our team members. Recently and in the future, many of GRFD's more experienced and qualified members will be retiring or stepping down from the team. Moving forward, it is imperative that GRFD's NWCG Command staff, are aggressive with the professional development of our new and younger team members to achieve the professional and experience level that GRFD has been recognized for.

Next Steps

To achieve the desired outcome of the service and experience, to our in-district residents, Auto-aid and Mutual-Aid partner's GRFD Wildland Team members will be need to attend additional training in-state and out-state. In addition to initiating and completing NWCG Task books as Safety Officers, Type III and IV Incident Commanders, Engine Bosses, Crew Bosses, and being available for Single Resource assignments.

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Scott Robb, Assistant Chief of Emergency Response & Professional Development

DATE: February 21, 2023

SUBJECT: EMERGENCY RESPONSE/PROFESSIONAL DEVELOPMENT ASSISTANT CHIEF'S REPORT

ITEM #: 7D

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This allows for the operations assistant chief to provide updates to the Governing Board on the following areas:

- Emergency Response
- Professional Development
- Health and Safety
- Wildland
- Honor Guard/Pipes and Drums
- Special Operations
- Community Services and Public Relations

RECOMMENDED MOTION

No motion is necessary for this agenda item.



ASSISTANT CHIEF'S REPORT

Emergency Response/Professional Development – Scott Robb

January 2023



EMS

EMS Training

- EMS Division has collaborated with Professional Development in creating a workable syllabus for the 2023 Lateral Academy.
- All eight members who were in the Initial EMT Course (EMTC) from Recruit Academy 22-02 were successful on completing their Psychomotor and NREMT written exam.
 - All eight members have been assigned stations are in the field.
- EMS Division has developed January's quarterly skills lab with positive feedback.
- In collaboration with our regional auto aid partners (TFD and NWFD) have created a two-week Paramedic Integration Course for when new medics complete their Initial Paramedic Class.

Other Items of Interest

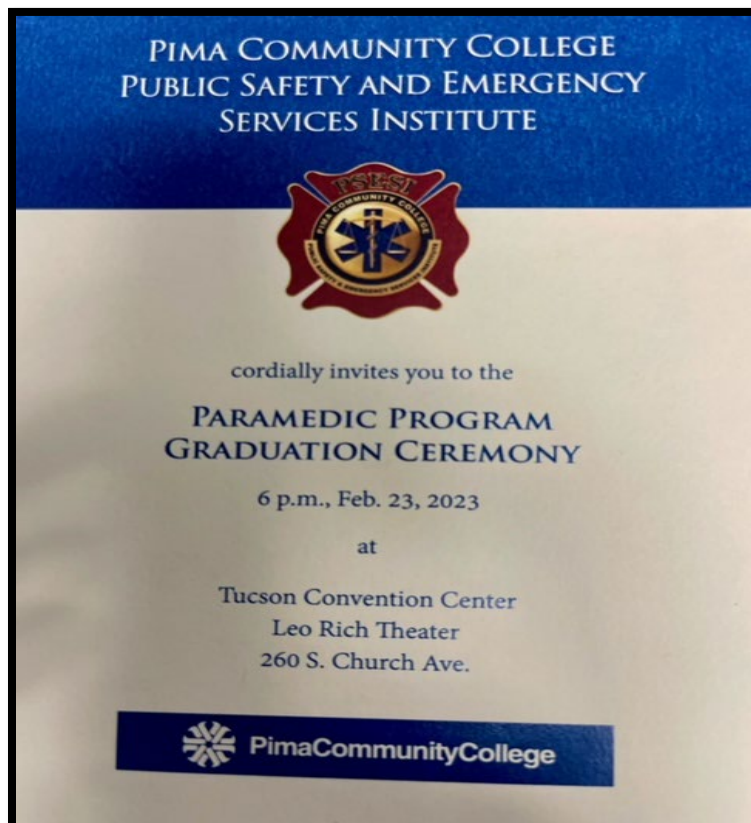
- [ZOLL-EPCR Workgroup](#) Phase I is now completed and the workgroup continues to work on Phase II.
- GRFD's O2 replacement program has been finalized with Matheson and the program should begin by mid-February.
- All oxygen racks and lifts have been ordered and received.
- The EMS Division has been meeting with medical direction on ordering-controlled medications for our three vending machines for when we "Go Live" with Banner University Medical – Group (BUM-G).

2022 Cohort Paramedic Program

- Public Safety and Emergency Service Institute (PSESI) and Pima Community College (PCC) “Shift Friendly” Paramedic Program is going very well for GRFD’s students.
- GRFD is supporting (4) individuals who successfully complete PCC’s competitive process.
reference reg. memo [Shift Friendly Paramedic Program](#)
 - (4) personnel tested
 - (4) personnel have been selected and earned a seat through the competitive process
 - (4) personnel are doing very well
- (4) GRFD students will begin vehicular and clinicals in February 2023
- Graduation early summer of 2023

40-Hour Paramedic Program

- Public Safety and Emergency Service Institute (PSESI) and Pima Community College (PCC) 40-hour Paramedic Program is going well for the two GRFD students.
 - (2) individuals completed and passed their entrance exam with PCC on July 13, 2022.
 - (2) individuals completed and passed GRFD’s interview on July 26, 2022.
 - (2) individuals were selected to attend the upcoming Paramedic Program (1) supported through a grant and 1 supported by GRFD.
 - Program started on September 12, 2022. Reference Regular Memo 22-057 [40 Hour Paramedic Class.](#)
- (2) GRFD students began vehicular and clinical rotations in December 2022.
- Graduation is set for February 23, 2023 at the TCC.
- Paramedic Integration Course to begin February 27 and will be completed on March 3rd.



EMS Team

- Emergency Department wait times have improved, we continue to have tight communication and working with hospital liaisons to find efficient ways of maintaining quick patient transfers. Please Ref. Ops. Dir. 22-010 [Hospital ED Wait Times and Patient Transfer of Care](#)
- Continued collaboration with all hospital partners and EMS agencies.
- Continued monthly meetings with the EMS Team to continuously improve communication across all three shifts with EC talking points.
 - Next scheduled meeting on February 2nd.
- The Administration EC's, Ops. EC's, continue to meet with GRFD's Medical Director and Deputy Director from BUM-G to ensure we have a smooth transition in AMD from OVH to BUM-G. "Go Live" date is set for February 9, 2023.
- 2023 AG's have been updated on the GRFD App.
- Handtevey has been updated to reflect new AG updates.

Monthly EMS Stats

Month of January Details

Transports+/- From Last Month

MD372	0	0
MD376	0	0
MD379	0	0
PM370	59	-19
PM371	0	0
PM372	0	-1
PM373	76	-7
PM374	0	0
PM375	91	-17
PM376	85	-7
PM377	82	-11
PM379	0	0
PM380	113	12
PM381	30	22

Interfacility +/- From Last Month

0	0
0	0
0	0
0	-3
0	0
0	0
0	-2
0	0
1	-5
2	-1
0	-2
0	0
0	-2
0	0

Transports+/- for the Month

Total Transports for the Month to Date: 536

+/- From Last Month -28
Total Responses 544
Transport % 99%

Interfacility +/- for the Month

Total Interfacility for the Month to Date: 3

+/- From Last Month -15

Fiscal Year Details for 2022-23

Transports

Fiscal Year to Date:	3,990
Last Fiscal Year to Date:	4,000
+/- From Last Year:	-10
Total Responses:	4,041
Transport%	99%

Interfacility

Transports Fiscal Year to Date:	68
Last Year to Today Last Year:	105
+/- From Last Year:	-37

Professional Development

Courses/Training

- Preparing for upcoming Driver Operator/Aerial Operator course

2022-01 Probationary Year

- Probationary firefighters are now in Module II
- Module III books are due February 20, 2023
- Module III testing will take place March 1st and 2nd

Academy 2022-02

- 10 probationary firefighters went into the field the week of November 21, 2022
- 8 firefighters took their National Registry EMT exam on January 3, 2023 and are now in the field

2022-02 Probationary Year

- Module I books are due March 20, 2023
- Module I & II testing will take place June 13th, 14th, and 15th

Academy Onboarding 2023-01

- Recruitment closed November 25, 2022
- Assessment center and GPAT took place December 19-21, 2022
- Anticipated start date is February 6, 2023
- Anticipated start date in the field is February 27, 2023

Miscellaneous

- Updating the Engineer Task Books

Car Seat Program

- One car seat was installed in the month of January

Health and Safety

Activities for the Month

- Physical Fitness, Wellness Health and Safety
 - GPAT early spring 2023
 - Academy 23-01 applicants completed
 - Return to work process being completed on 4 LD personnel, 3 back in the field and 1 still on administrative schedule.
- Outfitting all front line apparatus with approved collapsible road cones (DOT regulations)
 - 7/10 stations up to par on front-line apparatus (still in ordering phase with Supply)
- 1582 schedule coordination
 - 2022 complete
 - 2023-01 Academy complete
 - Scheduling of quarter 1 personnel in progress
- ACE certification-determining need for recerts and new certifications
 - Classes schedule with 15 personnel from GRFD (March 1-May1)
 - Sending multiple personnel signed up for PFT to O2X conference (March 21-22)
 - Will need additional Peer Fitness trainers for implementation of 90-day improvement plan
- PPE Committee established – monthly meeting scheduled February 15th, LN Curtis attending to discuss hood options.
- Safety Committee meeting February 9th at station 380
- CLEAN CAB concept- developing standards and distribution of information, received specs of our newly purchased apparatus (SOP being developed/reviewed)
- TIMS (Traffic Safety Incident Management) coordination with Cat-Tow
 - Still looking for scheduled class for Train the Trainer
 - Tentative availability for additional class instructed by Cat-Tow (date TBD)
- Proposal for weekly info: Wellness Wednesday (FDSOA) and Training tips (FDNY)
- PPE maintenance/cleaning program implementation (7-8-month delivery on new turnouts)
 - Extractor/cleaners proposal being developed for NFPA 1851
 - Inspection check sheet on OpIQ adjusted
 - Instructional class on PPE Exchange program/ cleaning process (North to all personnel)
 - Collection/inventory/inspection and cleaning being completed
 - Stock AP379 with adequate loaner sets/stock for supply shed (approx. 100 sets)
 - 2023-01 Academy in loaners from new stock and loaner program
- Covid/Flu monitoring – positive cases monitored (numbers decreased, seasonal sickness up)

Wildland

Assignments

- No personnel currently on assignment.

Current Projects

- WL Budget is currently being established for the 23-24 Fiscal Year
- Letter of Intent to purchase a Type 3 Engine
- Two positions created within NWCG Command Staff: Finance position and Safety position

Training

- 1/3/23-1/11/23 – Wildland Team Red Card Pack Testing
- WL Team members attended: S-200 Class Initial Attack Command Type 4

Upcoming Events

- WL Team meeting – Operation briefing and Radio Training February 6th & 7th
- Pinal County Wildland Team February 9th
- Southern Arizona WL Regional meeting February 10th
- WL team prepping for AWIMA: March 11-16th
- WL District refresher: North Battalion March 6-8th

Honor Guard/Pipes and Drums

Expenditures

- Honor Guard
 - 0 expenditures this month: Monthly Total: \$0.00
 - District credit card and Honor Guard budget is all squared up
- Pipes and Drums
 - 0 expenditures this month: Monthly Total: \$0.00

Events

- Honor Guard
 - 12/11 – Monthly meeting
 - 1/27 – “Blessings Breakfast” for first responders
- Pipes and Drums
 - 1/27 – “Blessings Breakfast” – Captain Lundeborg played bagpipes

Special Operations

Training:

- In January our Special Operations Team participated in the regional TRT drill, which was held at WATT Towing. The discipline covered in this month’s drill was heavy rescue, with a focus on semi-trailer stabilization and vehicle extrication. Our special ops team represented our organization well and worked seamlessly all week with our automatic aid partners.

- Also, this new year the Regional TRT Team held numerous certification classes that our Special Ops Team members were able to participate and complete. Classes included, Rope Rescue, Palm Tree Rescue, Tower Rescue, Trench Rescue, and Confined Space Rescue.
- This month, the Special Ops team rolled out our new Confined Space Rescue equipment, which included a new communication system and supplied air lines. The new Rescom system is a high performance, hard-lined system that meets all of OSHA's confined space entry standards. This intrinsically safe system is also designed to provide clear, reliable communications during confined space entry.
- The Special Ops team also recently rolled out seven new Personal Radiation Detectors (PRD's) this past month. These Gamma radiation detecting PRD's identify and interdict nuclear and radioactive materials. These also provide dose measurement and alarming capabilities for event response.

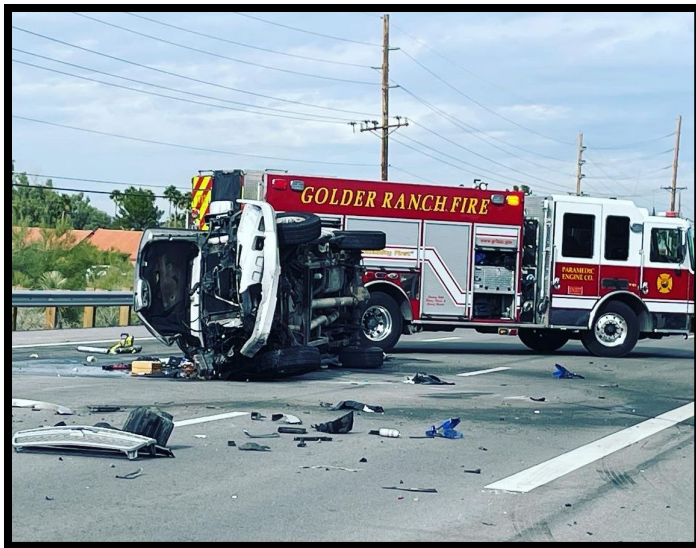
Calls:

- On Monday, January 16th, 377 units were involved in multiple swift water rescues with our automatic aid partners to the south. The first rescue took place in the Rillito Wash. GRFD units, along with TFD units, were able to rescue four victims from an island of water and shuttle them to the shore of the wash.
- The second rescue took place in a wash near I-10 and Prince in the City of Tucson city limits. 377 units were utilized as down-stream spotters and assisted with lighting. Multiple victims were removed from the wash and relocated to a safe location. Both incidents were an overall success in communication and all regional partners worked seamlessly without any issues. No injuries were reported.

Golder Ranch in the Community

- **Coordinated multiple events throughout the community:**
 - All Seasons Safety Presentation
 - Life Beyond Books events
 - STEAM and Science nights
- **Highlighted great work by crews on social media:**
 - Baby delivered
 - Saved patient in cardiac arrest
 - House fire contained
 - Updated community on serious crash
 - Created video showcasing crews bonding over workout (pickleball)
- Increased engagement on Facebook, Instagram, and Twitter
- Sent out press release on Fire Chief's retirement to various media outlets
- Promoted blood drive
- Honored Firefighter Cancer Prevention Month and January 8th

- Took part in Law Enforcement Appreciation Day to showcase importance of working together with other safety partners
- Provided lunch for Oro Valley Church of the Nazarene as a thank you for giving us a wonderful venue to host our November graduation ceremony
- **Future projects and community events:**
 - Working with the Human Resources Department on promoting job openings within the District
 - Finding new ways to highlight diversity throughout Golder Ranch for Black History Month on social media
 - Coordinating several events for Love of Reading week
 - Televised Phone Bank for KOLD to bring in donations
 - Golf Tournament for Project Grad (An effort to save young lives by providing a safe and sober graduation night)
 - Groundbreaking at Naranja Park for the Arizona Heroes Memorial on February 28th



Golder Ranch Fire District Call Load Breakdown

January 2023

CALL TYPE	370	372	373	374	375	376	377	378	379	380	TOTAL
Aircraft											0
Brush / Vegetation											0
Building						1		1	1		3
Electrical / Motor											0
Fires - All Other	1				1						2
Gas Leak											0
Hazmat											0
Trash / Rubbish											0
Unauthorized Burning											0
Vehicle							1				1
Total Fire	1	0	0	0	1	1	1	1	1	0	6
Animal Problem											0
Animal Rescue											0
Assist -Other	10	12	64	13	8	9	8	13	7	4	148
Battery Change	4	5	22	6	16	2		11		2	68
Bee Swarm											0
Defective Appliance					1						1
Invalid Assist	5	1	17	14	27	5	5	4	7	15	100
Snake	1		1	2	1	1	1		4		11
Lockout											0
Fire Now Out			1								1
Total Service Calls	20	18	105	35	53	17	14	28	18	21	329
Alarms (Fire, Smoke, CO)	6	2	11	4	6	4	7	5	2	8	55
Cancelled / Negative	6		6	7	6	1	9	2	5	6	48
Smoke / Odor Invest.	2		1	1	3	2	2		1	2	14
Total Good Intent	14	2	18	12	15	7	18	7	8	16	117
Motor Vehicle Accident	4		1	2	1	9	8	2	2	6	35
Rescue-high, trench, water			1								1
Interfacility Transport	1				1	2					4
All Other EMS Incidents	64	11	124	98	103	90	117	24	110	149	890
Total EMS Type	69	11	126	100	105	101	125	26	112	155	930
TOTAL ALL	104	31	249	147	174	126	158	62	139	192	1382
Percentage of Call Load	8%	2%	18%	11%	13%	9%	11%	4%	10%	14%	100%
Average Calls Per Day	3.35	1.00	8.03	4.74	5.61	4.06	5.10	2.00	4.48	6.19	44.58
Patients Transported				556							
Last 12 Month Call Load				19088							
Last January Call Load				1404							

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Division Chief of Essential Services

DATE: February 21, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION TO APPROVE THE 2023
ANNUAL ADJUSTMENT TO THE 2021-2024 STRATEGIC PLAN

ITEM #: 8A

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

One of the core elements of the Center for Public Safety Excellence Accreditation process is to embrace continuous improvement as an organization. In the spirit of this concept, the strategic plan was reviewed to ensure that it encompassed the current strategic issues faced by GRFD. A workshop was held by Division Chief Eric Perry and a consultant to determine the current strategic issues faced by the organization.

These strategic issues were compared to the current strategic plan's goals and objectives. In addition, the progress on the strategic goals and objectives of the initial plan was reviewed. In review, it was determined that significant progress had been made on the initial plan's goals and objectives, with many being completed. It was also determined that the goals no longer represented the organization's current strategic issues. Due to this review, new goals and objectives were developed that met the district's current needs and were directly linked to the strategic issues faced.

RECOMMENDED MOTION

Motion to adopt and replace the goals and objectives of the 2021-2024 Strategic Plan with those of the 2023 Strategic Plan Annual Adjustment.

GOLDER RANCH FIRE DISTRICT

2021-2024 Strategic Plan

PROGRESSIVE ♦ PROFESSIONAL ♦ FISCALLY RESPONSIBLE ♦ CUSTOMER CENTERED



Facilitated by
Lincoln Public Safety Management



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MESSAGE FROM THE CHIEF

It gives me great pride to present the Golder Ranch Fire District strategic plan for 2021-2024. The Golder Ranch Fire District has engaged the employees and outside stakeholders in a strategic planning process to allow for an open and transparent planning environment. In doing so, we recognize the great benefit each employee provides to the District and the community we serve. This plan is a living document that will receive regular review, will evolve, and will be modified as necessary during the planning period.

Over the past few years, the Golder Ranch Fire District has seen several significant changes and accomplishments in all areas of the organization. Most recently is the expansion of the long-standing automatic aid agreement with Northwest Fire District to include the Tucson Fire Department. Additionally, a successful bond initiative was approved by the voters by a healthy margin to address infrastructure improvements to ensure employee safety, technology upgrades to improve public safety, and to solve the needed expansion and storage solutions. Of course, one of the most important accomplishments was the successful consolidation with Mountain Vista Fire District that improved the service level to the area. These changes have addressed difficult challenges that the COVID – 19 pandemic has presented in the delivery of services and programs to the community. Like many fire districts in our region, we continue to experience steadily increasing call loads with declining revenues, which challenge our core program service delivery expectations.

In response, the Golder Ranch Fire District must reassess its priorities through this strategic planning process with valuable input from the community, as well as members of the organization. Collaborative participation is more important than ever as we set strategic goals for the next three years.

This plan contains strategic goals that I am confident we will be able to attain. These goals focus on improving our organization through the implementation of enhanced training programs, increasing efficiency through the use of technology, promoting greater collaboration with our neighbors, and better preparing future leaders to manage the organization.

The idea that the men and women of the Golder Ranch Fire District are actively engaged in an ongoing process for improvement is very exciting to me. Our members' commitment to this strategic planning process clearly shows their dedication to our organization. Golder Ranch Fire is known for our customer centered approach to service, ability to be adaptive, innovative, and to overcome difficulty. This plan serves as a roadmap for our organization through the most difficult economic times and will guide us through the next three years, as we continue to provide essential services to our customers.

I would like to thank our Board of Directors and the IAFF Local 3832 for committing their time to participate in our strategic planning process. I would also like to thank our internal team for their ongoing commitment to improve the Golder Ranch Fire District. We would not be able to grow without the dedicated and committed efforts of our outstanding workforce.

Randy Karrer Fire

Chief



SECTION 1. INTRODUCTION

The Golder Ranch Fire District (GRFD) is a well-resourced and managed organization, led by a committed District Board and a leadership team that cares as much about the future as it does the day-to-day operations. Notwithstanding the limitations associated with facilitating a strategic plan (plan) during a generational epidemic, it appears that GRFD incorporates most of the markers that are indicative of a forward-thinking fire district. The initial Zoom interviews with Chief Karrer and his staff were open, honest, and decisive in their interest to draft a plan that will both develop and provide a tangible guide to their understudies over the next several years.

The tools used in forming this plan were designed as more than a convenience to navigate the inherent limitations associated with COVID-19. Instead, they complement each other to benchmark GRFD against industry laws, standards, and best practices. Perhaps equally important, this process considers the intangible aspects necessary to remain cohesive, such as communication, accountability, resilience, and an ability to guard against complacency. Lincoln Public Safety Management (LPSM) believes that these are the intangibles where the District may make the longest strides.

Over the course of several months, LPSM coordinated with Chief Karrer and his staff to deploy three mechanisms to determine where GRFD should focus its energy: employee surveys, a GAP analysis, and an onsite interview with each of the key stakeholder groups. The final product generated eight goals and a long list of objectives from which a framework was built for the District's work plan.



Goals

1. Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.
2. Use industry standards and best practices to respond to fire, rescue, special operations, and emergency medical calls for service.
3. Ensure workforce readiness and leadership development by providing innovative education and training programs.
4. Safeguard the community through proactive prevention, enforcement, engineering, and preparedness programs.
5. Prepare for natural or man-made disasters through aggressive leadership, planning, and resourcing of emergency management.
6. Enhance external safety, communications, and relationships through a comprehensive community education, preparedness, and marketing plan.
7. Provide an enhanced wellness, safety, fitness, and injury prevention program for all personnel.
8. Provide for proper design, development, and maintenance of the Fire District's fleet, equipment, and facilities.

Ultimately, the success of an organization is less dependent upon a handful of goals as it is subject to the trust and commitment attached to the process. A work plan is little more than a tool. It can provide focus, enhance efficiency, and even broker confidence, but in the end, only the players can determine a district's identity as servant leaders within the community.



SECTION 2. ORGANIZATION AND MANAGEMENT

The Golder Ranch Fire District is a progressive fire agency in Southern Arizona, north of Tucson, between Interstate 10 and Hwy 77. GRFD was founded in 1977 and has grown to serve 120,000 residents over roughly 250 square miles. The District's namesake - Lloyd Golder III - moved from Joliet, Illinois to Arizona in 1956 where he became a successful rancher and real estate developer. As the territory began to prosper, Mr. Golder partnered with Fire Chief H.D. Bob Murray, to establish the first response agency in the region.



GRFD is governed by a five-person board who serve staggered 4-year terms. They are elected to establish policy, set tax rates, approve the budget, manage annexation, and appoint the Fire Chief as Chief Administrator of the District. As a full-service fire and EMS provider, GRFD derives its primary funding for its \$72,798,998 budget through a combination of property taxes, bonds, and ambulance transport revenue. The total budget includes \$30,115,150 in Certificate of Participation (COP) bonds to fund the Public Safety Personnel Retirement System (PSPRS) unfunded liability.

Despite its status as Arizona's Sun Belt, GRFD's jurisdiction is a geographically diverse region.

- **Oro Valley's** population exceeds 45,000 and has grown more than 30% over the last decade. The community is in Pima County, 14 miles north of Tucson. It is a favorite place for senior living and is considered by SafeWise as the second safest city in the state.
- **Catalina** is a quaint, unincorporated town in Pima County that has been experiencing some fluctuation in its 7,600 population. The community is located between the Town of Oro Valley and SaddleBrooke and borders the Coronado National Forrest.
- **SaddleBrooke** is in Pinal County, and is considered a suburb of Tucson with a population over 9,600. At 3,200 feet, its higher elevation provides for slightly cooler temperatures and more comfortable living.

GRFD is a well-structured career department comprised of approximately 270 personnel, 236 of which are uniformed first responders and 34 are non-uniform support staff. The District is led by a fire chief, who has overall responsibility for managing the District's day-to-day operations and administrative oversight. The fire chief is assisted by three assistant chiefs: one oversees Planning Logistics and Fire Life Safety. The second oversees all the essential services including; Finance, Communications, IT, Board Services, record keeping and Human Resources. The third manages Fire and Emergency Response, Professional Development, Community Relations and Health & Safety. The District also engages 2 Deputy Chiefs; one for Operations, and the other managing the Division Chiefs of EMS, Fire and Life Safety, Training, and Health & Safety.

The fire marshal is supported by two deputy fire marshals and four fire inspectors. In addition, the division chief of Professional Development utilizes a staff captain and an engineer to coordinate



the District's training responsibilities. The EMS Division is supported by a registered nurse and an EMS captain assigned to the Community Paramedic Program.

The Fire and Emergency Response Division is the largest and responsible for providing the operational functions to the community for a wide array of fire, rescue, and emergency medical incidents. Calls for service in 2019-2020 were 16,572; that represents a 226% increase from just ten years before (7,338). During that time, Emergency Medical Services (EMS) equated to 54%, Assists 38%, Good Intent 7%, and Fires 1% of calls for service, respectively.

GRFD operates from ten strategically located stations throughout their response area. The District staffs a four-person ALS engine in each station, has two ladder trucks, and an additional ALS engine is designated as a peak-hour unit. Daily shift strength staffing is 65 with a minimum drawdown provision of 50. These units are operational 24 hours per day, seven days a week. Engine 378 operates with three personnel until a new station is built, and six ALS fire ambulances are cross-staffed throughout the District. GRFD has its own Certificate of Necessity (CON) allowing them to transport patients to the hospital. They also have agreements in place with AMR and Rural Metro to provide interfacility transports.

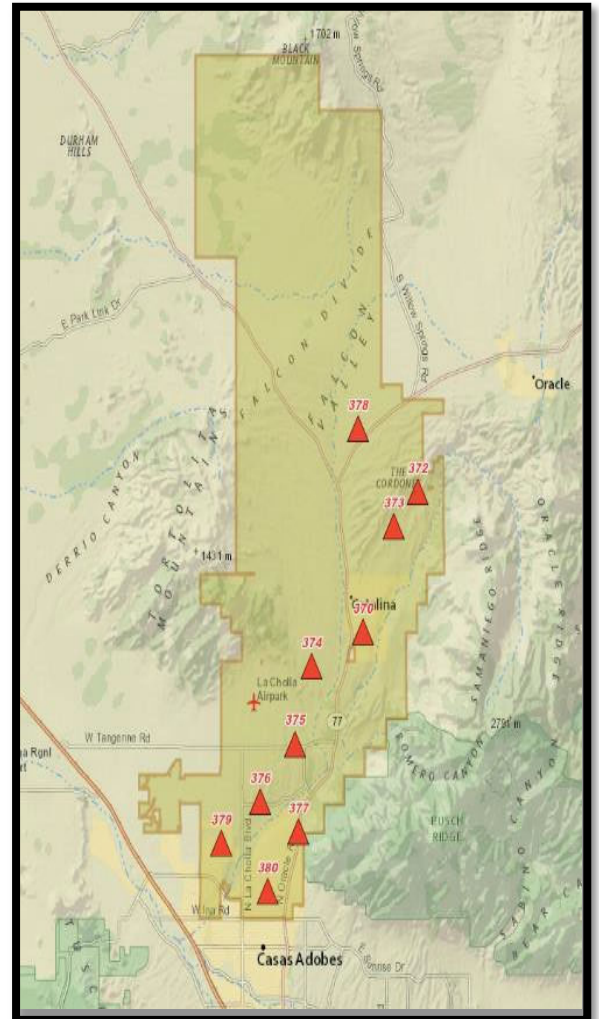
In addition to their response duties, the engine/truck companies also provide a wide range of customer service and community outreach efforts, including CPR classes, child car seat installations, tours of fire stations and apparatus, smoke detector installations, and fire and life safety presentations. While life safety inspections are managed through the fire marshal's office, responders do conduct prefire plan walk-throughs.

Operations personnel work a three-platoon system, each supervised by two (24-hour) battalion chiefs. They are on duty for three alternating 24-hour shifts, followed by 96 hours off. Typically, a work schedule of this type equates to a 56-hour work week if averaged throughout the year.



GRFD stands ready to deploy fire, EMS, hazardous materials, technical rescue, and wildland response from the following locations:

1. **Station 370** houses an ALS engine, ambulance, the north battalion chief, and the District's wildland response team. The campus is also home to the District's administration, fleet maintenance, and training.
2. **Station 372** serves the SaddleBrooke community and State Highways 77 and 79 with a single ALS engine.
3. **Station 373** serves the heart of the SaddleBrooke community with an ALS engine and ambulance.
4. **Station 374** serves the Sun City community, along Rancho Vistoso Boulevard from Oracle to the Splendido community with an ALS engine and ambulance.
5. **Station 375** serves the Rancho Vistoso community, from Catalina State Park to Tangerine and La Canada. The station houses an ALS ladder company and an ambulance.
6. **Station 376** serves from Tangerine to the CDO wash and east from Oracle to Shannon. The station houses an ALS engine and a BLS ambulance.
7. **Station 377** serves from Pusch Ridge south to Hardy and from the Catalina mountains east to La Canada. The station supports an ALS engine, ambulance, hazardous materials and technical rescue teams, and the EMS captain.
8. **Station 378** houses an ALS engine and was built as a temporary station to serve the emerging SaddleBrooke Ranch community. Construction of a permanent facility is in the planning stages.
9. **Station 379** serves between Shannon Road and Thornydale and Eastern Marana. It houses an ALS engine and the air power and light support truck.
10. **Station 380** serves between Oracle and La Canada south to Ina Road. The station supports an ALS ladder, ALS engine and the south battalion chief.



MISSION, MOTTO, AND VISION

Mission

"With integrity, Golder Ranch Fire District provides responsive and caring fire and life safety services that meet the emerging needs of our community through teamwork, dedication, and professionalism."

Motto

"Community First" & "Serving with strong hands and caring hearts."

Vision

"To be progressive, professional, fiscally responsible, and customer centered."

What We Believe – Declaration of Ideals

The declaration of ideals can be summarized as A DIRECT approach to our values.

- ACCOUNTABILITY is achieved by our actions to each other, the organization, and the citizens we serve.
- DEPENDABLE service is accomplished by being fast, capable, consistent, and proactive.
- INTEGRITY is doing the right thing, even when it is the hard thing.
- RESPECT is recognizing individual differences while appreciating the value of each person.
- EXCELLENCE is achieving the best possible solution every time.
- COMPASSION is treating each other and our customers as an extension of our family.
- TRUST is building and strengthening relationships through our words and actions.



SECTION 3. PROJECT SCOPE AND METHODOLOGY

Late in 2020, LPSM was contracted by GRFD to coordinate the drafting of a strategic plan designed to cover the next three years. The scope of the project included a particular emphasis on executive staff development, in preparation for the anticipated retirement of the fire chief sometime within the next 24-36 months. The project team's methodology involved working with various internal and external stakeholders, including the GRFD Fire Board, line officers and firefighters, administrative staff, support services, and other local government agencies.

As the impact of the Coronavirus Disease 2019 (COVID-19) became more widely understood, GRFD took appropriate precautions to limit a threat of exposure, including any proximity contact with the LPSM partners. While the initial efforts were slowed, it did not deter the team from completing its quest. Instead, the stakeholders made good use of teleconferencing, texts, and email to produce a practical and user-friendly organizational roadmap to the future. As vaccines became more readily available, an abbreviated, on-site meeting was scheduled in early April (2021) to share conclusions and make adjustments before the final draft was submitted to the fire chief for consideration.

The plan should not be interpreted as a report card. Instead, it ought to be regarded as an opportunity undertaken by a progressive agency unafraid to take a fresh look at all its lines of business. GRFD has nothing to prove, and yet has committed to exceed industry standards in the service of its citizens, partners, and guests.

Planning Elements: To provide focus and strengthen accountability, GRFD agreed to build upon the previous 2016-2020 planning document, rather than duplicate the groundwork that had already been laid. Thus, the final deliverable made good use of the existing momentum, while integrating those lessons learned within the previous term.



ORGANIZATION'S 2016-2020 KEY ACCOMPLISHMENTS

- Expanded Auto Aid to Tucson Fire
- Passed bond initiative
- Bonds sold at a competitive rate
- Station 375 remodel
- Station 374 addition
- Strengthened relationship with Town of Oro Valley
- Expanded the Wildland Program
- Installed "No Smoke" exhaust systems
- Combined TRT and Haz Mat programs
- Improved internal communications

Additionally, as part of a value-added effort, LPSM produced a quarterly work plan (Appendix 1) and GANTI chart to be used as practical tools from which to ensure a more efficient application of the strategic plan. With this in hand, LPSM has agreed to continue providing support as the tools are exercised over the next 12 months.

The components of the final strategic plan include the following elements:

- **GAP Analysis:** As the first element in the process, a GAP analysis measures an agency's existing relationships and resources against various laws, industry standards, and best practices. Within this context, it is not an instrument intended to dictate priorities or evaluate effectiveness, as much as it is a snapshot which narrows a department's focus.
- **Strategic Initiatives:** These are one-to-three-word group headings used to compartmentalize strategic areas of responsibility, or lines of business. GRFD's include the following eight:
 1. Agency Governance and Administration
 2. Professional Development
 3. Operations
 4. Life Safety Services/Community Risk Reduction
 5. Emergency Management
 6. Public Education
 7. Health and Wellness
 8. Logistics: Fleet, Equipment, and Facilities
- **Goals:** These are broad statements that translate the organization's vision statement into specific themes. Because goals typically represent a line of business within each strategic initiative, they will remain fairly static, unless a new area of responsibility is added or withdrawn from the mission. "SMART GOALS" are said to be Specific, Measurable, Attainable, Relevant, and Time-bound. When combined



with clear objectives and specific tasks, well-written goals should reduce ambiguity and promote accountability.

- **Objectives:** Objectives provide tangible paths towards achieving a specific goal. These may be fixed or transient, depending on if an effort has a programmed sunset date.
- **Critical Tasks:** Critical tasks (or, tasks) are specific steps or milestones used to measure the effectiveness of an agency's ability to achieve each objective. These become key deliverables that are further facilitated by attaching names, dates, and performance measures within a companion document called a work plan. This step is essential to ensure organizational accountability, trust, and credibility.

Managing the elements of a strategic plan can be a struggle for a service built on tradition and a belief that business practices are impersonal, and therefore have no place in the firehouse. It takes patience, flexibility, accountability, and above all, excellent communication. While it is true GRFD cannot escape the restraints of a budget, or the changing tide of the political landscape, its leaders must be careful not to measure success and failure based entirely on the elements of a static work plan.

Change requires a broad vision, one that goes well beyond the immediacy of the next goal. Understanding a district's culture, experience, and willingness to engage takes on a rhythm and pace unique to each agency. Thus, the goals should serve as checkpoints that may require adjustments along the way.



SECTION 4. STAKEHOLDER SURVEYS



As part of the 2016-2020 strategic planning process, GRFD engaged in an internal employee satisfaction survey. In all, 21 questions were asked, offering a range of responses from strongly disagree to strongly agree. While there can be value in this type of survey, it is important to note that the results are often subjective and can be easily influenced by several factors both in and out of an organization's control. These may include staffing shortages, fatigue, contract issues, a dramatic incident, corrective action, local and national politics, and the economy. Thus, it is important to look at the big picture, realizing that sustainable growth occurs incrementally over a few years. Surveys should be considered as only one instrument to be used in conjunction with many other tangible ways of measuring the health of an organization.

With that said, surveys can be an excellent tool to gauge morale, communication, and organizational culture. If offered annually, each snapshot can be effectively benchmarked against the previous year and trended against the life of each strategic plan.

In February of 2021, LPSM provided GRFD with a refreshed survey that included facets from the eight Strategic Initiatives (Appendix 2). Each of the target groups were asked to respond on a scale of one to five: "How true are the following statements?"

- 1 – No or Never
- 2 – Seldom
- 3 – On Occasion
- 4 – Usually
- 5 – Frequently or Always

While the responses remain opinions and therefore somewhat subjective, an effort was made to align the inquiries with the same elements explored within the GAP analysis, thereby allowing for another mechanism to measure the congruence between perception and implied reality.



Additional questions were added to gauge the organization's ability to work closely together as a team. Finally, the Oro Valley Town Manager and GRFD's District Board, Command Staff, Essential Services staff, Operations, Support Services, Fire & Life Safety Services, 911 Dispatchers, and Labor were each provided a slightly different bank of questions. The intent here was to minimize the outliers and expose any possible contrasting perspectives between each of the stakeholders. Chief Karrer responded to a short supplemental questionnaire (Appendix 3) to provide even more clarity prior to the site visits.

GRFD Division Chief Fred Pearce acted as a liaison between the District and LPSM. His efforts to facilitate both the completion of the GAP analysis and the survey instruments were completed in March. The following is representative of the rate of response from within each targeted division:

Division	Total Personnel	Number of Responses	Percentage of Surveys Returned
Oro Valley Town Manager	5	1	Included other OV stakeholders.
District Board	5	4	80%
Command Staff	3	3	100%
Civilian Administration	36	18	50%
Fire & Life Safety Services	7	6	86%
Support Services	13	7	54%
Operations*	220	79	34%
Labor Group	220	69	31%
Dispatch**	1	Unknown	Unknown

Validity: The range of responses from each of these key stakeholder groups varied widely. Most notably, only a third of the Operations/Labor Group participated in the survey. Technically, this could call in question the validity of the query; however, the instrument did establish useful trends within each of the strategic initiatives.

*LPSM intended to query the Union Board separately; however, a miscommunication led to all operations personnel being included in the survey. However, the Board members were interviewed onsite in April.

**GRFD contracts with the Pima County Public Safety Communications and Operations Center for 911 dispatching. A targeted survey was provided to a supervisor for distribution, however only one dispatcher responded.



SECTION 5. STRATEGIC TRENDS AND OPPORTUNITIES

With both the survey instrument and GAP analysis (Appendix 4) complete, LPSM documented several trends or “observations” within each of the strategic initiatives. Responses from the survey were captured within a graph; an “x” indicated the mean within the 5-point scale (Appendix 5).

Armed with these new assumptions, LPSM was able to work within COVID guidelines to conduct an onsite visit with several GRFD stakeholder groups. The interviews were held on April 8, 2021, during which the trends were either confirmed, adjusted, or eliminated from consideration. The final conclusions were consolidated into a picklist illustrating each of the objectives most closely related to the GRFD strategic initiatives and goals. These were then sent to the fire chief and his staff for prioritization (Appendix 6).

A raw summary of the GRFD priority one selections is provided here:

1. Complete the GRFD Standard of Cover as part of an effort to engage in the CFAI Accreditation process.
2. Develop metrics, communication tools, and a visitation schedule to provide more education, coordination, and buy-in with internal and external stakeholders. Use this opportunity to clarify and celebrate the role of those engaged in enhancing the mission of the District.
 - a. Coordinate with Oro Valley and the District Governing Board to identify meaningful reporting metrics, including the format and distribution timeframes. Considerations may include trend updates on permits, plan review, inspections.
 - b. Build on existing communication channels (videos, blog, and podcast) to share pertinent information with internal and external stakeholders. Consider using a newsletter as one mechanism to communicate key data, upcoming events, celebrate employee accomplishments, and provide relevant articles.
 - c. Use the District's vision statement as inspiration to reinforce its identity and organizational priorities.
 - i. Explore the options relating to a rebranding process, including the existing mission, symbols, and messaging.
 - d. Use the strategic plan to encourage interest to grow, adapt, and support the District's mission and vision.
 - i. Provide regular follow-up, inclusion, and accountability with strategic planning.
 - e. Explore fresh opportunities to include Labor as part of the collaborative



process in advancing the District's mission forward.

- f. Address the perceived breaks in organizational communication between the chief and his battalion chiefs, and the battalion chiefs and the captains. The implication is that some news, updates, and other key organizational information does not always flow smoothly up and down the chain-of-command.
 - g. Create a sense of value to avoid the feeling of being an outsider; reinforce the value/importance of all divisions within the District, not just Operations.
 - h. Create a standing open "brown bag" forum that would allow civilian staff to meet with the fire chief to address various District programs, projects, and opportunities. Ensure that the environment is safe for difficult, but constructive discussions. Consider many of the elements addressed within this strategic plan as viable topics, particularly those related to communication, disaster planning/safety, training, and career development.
 - i. Institute some form of accountability to ensure understanding and compliance.
3. Refresh performance appraisal process to provide meaningful feedback and discourage a "cut-and-paste" mindset. Consider an additional mechanism for rewarding effective performance.
 - a. Strengthen the use of District planning objectives within the employee performance evaluation process.
4. Improve functional relationship with 911 contract agency to enhance safety, communication, and job satisfaction. (Tucson Fire, and the Pima/Pinal County Communications Centers).
 - a. Coordinate with contracted 911 dispatchers to provide training in ICS, fire ground communication, and deployment strategies to become stronger response partners.
5. Visit with Oro Valley leadership to determine the best mechanism for maintaining reporting and ensuring budget transparency.
6. Continue efforts to strengthen relationships with Oro Valley and county law enforcement agencies.
7. Obtain a Certificate of Participation (COP) to address Public Safety Personnel Retirement System (PSPRS) liability.
8. Coordinate to pass Arizona Firefighter Cancer Bill.
9. Coordinate to develop a Workers' Compensation Pool.



10. Revisit building security tools and procedures, including the operation of the front office "panic button."
11. Develop a comprehensive policy, procedure(s), and career development plan, for all sworn and civilian personnel. Build a career ladder using the existing taskbooks, courses, mentor programs, the National Fire Academy with new opportunities for those not previously served.
 - a. Build on the existing career development plan to include advanced decision-making skills and exposure to the administrative, training, and supervisory aspects of the job necessary to promote. Teach "How to become a thinking firefighter (officer)..."
 - b. Provide more external training perspectives, people, conferences, National Fire Academy (NFA).
12. Coordinate with other public and private utility companies to train and acquire/share props/resources.
13. Prioritize training before introducing new technology.
14. Complete and integrate the Emergency Operations Plan (EOP).
15. Conduct a comprehensive internal or contracted assessment of GRFD's readiness to respond to natural and manmade disasters.
16. Prioritize, fund, coordinate, and schedule a plan for resourcing, coordinating with stakeholders, and disaster preparedness training.
17. Coordinate with the County and mutual aid partners to identify cooperative opportunities to train.
18. Complete the District's Hazard Mitigation Plan (HMP).
19. Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds."
20. Provide relevant training in the value, methods, and opportunities related to maintaining resilience against work related stress.
21. The software system "Operative IQ" is not as intuitive for fleet/facility maintenance as it is for Operations: consider additional training or investing in another system. (Note: it was acknowledged that the program is better than Manager's Plus.)
22. Employ a semi-annual customer service survey for shop.
23. Track, trend, and report on vehicle out-of-service time.
24. Formalize system for ensuring a safe and efficient work environment.



SECTION 6. WORK PLAN GOALS AND OBJECTIVES

Once the GRFD stakeholders had completed their prioritization, the composite initiatives, goals, and objectives, were populated within the GRFD Work Plan and GANTT (Appendix 7). An example of how strategic initiatives are formatted to flow into the final critical tasks is demonstrated here:

It is important to note that the work plan should not reflect a desire to calendar all the objectives at once. In fact, an agency is setting itself up to fail if it is not careful to first lay a proper foundation and then refine the process each quarter to fit its evolving needs. This required that GRFD commit to five important steps in developing the program:

Goal 1	Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.	
Obj	Establish a clear auto and mutual aid policy with neighboring response agencies.	
1.1	Tasks	<ul style="list-style-type: none"> • Use other industry models as a framework from which to draft an agreement • Establish clear criteria for auto versus mutual aid <ul style="list-style-type: none"> ◦ Determine "like-for-like" criteria for fire and medical response • Establish measurable benchmarks from which to analyze/report the effectiveness of the relationship and ensure accountability of the underwritten parties • Identify those aspects of special operations that may require a subsidy <ul style="list-style-type: none"> ◦ Coordinate with legal to formalize any possible fee schedule • Staffing and overtime policies
	Notes	<ul style="list-style-type: none"> • Chief Karrer: Topic discussed in closed session on Aug 2, 2021 • Chief Smith: Agenized topic for next regional Ops meeting on Sept 3, 2021
	Lead: Chief Smith	Team: Captain Fredricks, Attorney Jacobs
	Target Date: Q3, 2022	Key Partnerships: HR, Legal

1. **Seek consensus from stakeholders.** Regardless of its merit or the sincerity of its facilitators, any new plan or process will have its critics. Thus, it is prudent to meet with key influencers to discuss the strategy, listen for understanding, and request that they take a share in ownership. There is simply no way for Command Staff to be at every kitchen table, tailboard, or conference room when a question about the plan comes up. Hence the need for a dedicated and diversified crowd of supporters. Use this time to agree on a few meaningful but achievable objectives, or "low-hanging fruit" from which to build momentum and a sense of confidence in the process.
2. **Schedule meetings.** Emails and policy briefings are not enough. Unless it is heard from the horse's mouth, the message will inherently evolve to weaken its intent. It takes time on the front end, but it will save time and grief on the back.
3. **Hold the organization accountable.** It is an easy concept, but one violated at a frequency and magnitude that too often weakens trust and credibility. Practically, this means bringing the work plan or GANTT to stakeholder meetings with an expectation that lead program/project managers will provide an update. This is not to say that GRFD should remain inflexible. Circumstances tend to change; the best leaders often must zig when the plan dictated a zag. That is normal. Adapt.
4. **Measure the impact and market the results.** Craft a clean and concise message and take it on the road to board meetings, contracted stakeholders, stations, labor meetings, and civic groups. This may be quantitative, as measured in the budget or on a chart/graph; or, qualitative, as best told in a story of change, working conditions, or customer service. Remain transparent at each step so that when



you return, any growth will have both a practical and emotional impact, thus adding to the organization's bank of trust and credibility.

5. **Celebrate, reset, and reengage.** Be prepared: claims of fatigue, unwanted change, fear of reprisal, and an assortment of other mixed messages are on the horizon. Again, that is normal, but it will require GRFD to read the tea leaves (check with those in whom their opinion and motives are valued) to determine if this is simple resistance, or if leadership needs to reassess the pace and take an unscheduled breather.

Build in mechanisms to celebrate those that have engaged to make a difference in the efficacy of the organization. Then, start the process all over again: reset the objectives and assign the next layer of tasks.



CONCLUSION

The ebb and flow of finance, local politics, attrition, labor relations and major fire/medical incidents all translate into one inescapable fact: managing a fire district is an extremely difficult, dynamic, and an often-underappreciated process. With that said, it is apparent that GRFD's future is on solid ground. The District is well resourced, well led, and has considerable talent from which to draw in the years to come. It has also effectively developed the more tangible elements necessary to expand its service levels, recruit good people, and remain resilient during challenging times.

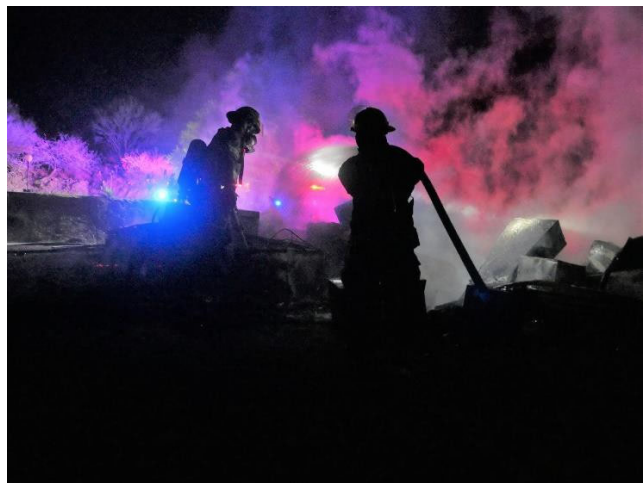
While there will always be objectives to complete, GRFD's most pressing challenge (gap) will be to enhance its communication and accountability. The LPSM interviews reinforced a strong sense of pride and job satisfaction between stakeholders. However, the effort also revealed that more could be done to dismantle a few lingering communication silos.

While the work plan is only a tool, its components can open doors to improved information sharing and follow-through. It is believed that, should these channels be widened, more could be done to cultivate an environment of inclusion and professional development. This may require GRFD to take a few more risks, adapt, and even fail in its efforts to further define itself as progressive response agency. It is a challenge that GRFD has proven itself ready to add to its impressive list of achievements.

LPSM applauds each of the GRFD stakeholders for their openness and willingness to do what it takes to continue to excel in its service to their community.



APPENDICES



APPENDIX 1. GRFD WORK PLAN – Step 1

Agency Governance & Administration		
Goal 1	Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.	
Obj 1.1	Develop metrics, communication tools, and a visitation schedule to provide more education, coordination, and buy-in with internal and external stakeholders. Use this opportunity to clarify and celebrate the role of those engaged in enhancing the mission of the district.	
	Tasks	<ul style="list-style-type: none"> Coordinate with Oro Valley and the District Governing Board to identify meaningful reporting metrics, including the format and distribution timeframes. Considerations may include trend updates on permits, budget, plan review, inspections. COMPLETED Use the district's vision statement as inspiration to reinforce its identity and organizational priorities. Explore the options relating to a rebranding process, including the existing mission, symbols, and messaging. <ul style="list-style-type: none"> Establish a work group to explore the possibility of changing/aligning badges, names, motto, paint schemes, logos, with GRFD's commitment to remain progressive. SIGNIFICANT PROGRESS TOWARDS COMPLETION Use the strategic plan to encourage interest to grow, adapt, and support the District mission. Provide regular follow up, inclusion, and accountability with strategic planning. <ul style="list-style-type: none"> Meet with Labor to explore fresh opportunities on how to include them in advancing the District's mission forward. ONGOING Reference relevant assignments outlined within the plan during station visits and employee brown bag sessions. ONGOING Develop a program/project charter format that includes team, objectives, milestones, a reporting mechanism, and a schedule for completion (See LPSM format). IN PROCESS FOR STRATEGIC PLAN ANNUAL UPDATE Create a standing open "SHARK TANK" forum that would allow all staff to address various District programs, projects, and opportunities. Ensure that the environment is safe for difficult, but constructive discussions. Consider many of the elements addressed within this strategic plan as viable topics, particularly those related to communication, disaster planning/safety, training, and career development. COMPLETED <ul style="list-style-type: none"> Create a sense of value to avoid the feeling of being an outsider; reinforce the value/importance of all divisions within the District, not just Operations. Opportunity to introduce new programs and kick-off training for new programs and technology that may have a collateral impact on civilian employees.
	Notes	<ul style="list-style-type: none"> High Priority



	Lead: Karrer		Team/Committee: TBD	
	Target Date: Ongoing		Key Partnerships: Labor, Legal, Contract Agencies, Finance	
Obj 1.2	Recruit highly qualified employees to fill promotional vacancies within the organization.			
	Tasks	<ul style="list-style-type: none">Develop a list of anticipated engineer and officer vacancies over the next three years. COMPLETEDCoordinate examination timelines with other resource intensive priority objectives and prerequisites (GANTT). COMPLETEDEnsure eligibility lists and labor contracts remain congruent with planning cycles. ONGOING		
	Notes	• High Priority		
	Lead: Delong		Team/Committee: TBD	
	Target Date: Q2 2022		Key Partnerships: Labor, Human Resources	
Obj 1.3	Refresh the performance appraisal process to provide meaningful feedback and discourage a "cut-and-paste" mindset. INCLUDED IN STRATEGIC PLAN ANNUAL UPDATE AS AN OBJECTIVE			
	Tasks	<ul style="list-style-type: none">Coordinate with Human Resources to convene a work group whose task is to:<ul style="list-style-type: none">Develop a mechanism for recognizing employee engagement in work plan programs, projects, and assignments.Build a tool that practically acknowledges the similarities and differences between operations and civilian personnel.Incorporate (define) the District values as a component of the evaluation.Consider meaningful, non-monetary options for rewarding effective performance.		
	Notes	• Medium Priority		
	Lead: Delong		Team/Committee: TBD	
	Target Date: TBD		Key Partnerships: Labor, Human Resources, Division Representatives	
Obj 1.4	Embrace the principles of continuous improvement, as identified within the Center for Public Safety Excellence (CPSE) Accreditation Process.			
	Tasks	<ul style="list-style-type: none">Interview agencies/representatives that have gone through the accreditation process to gain a better understanding of the time and resources needed to be successful. COMPLETEDEngage the strategic plan/work plan and GANTT as tools to ensure District accountability (notes, assignments, and dates). COMPLETED		



		<ul style="list-style-type: none"> Complete a draft Standard of Cover prior to officially starting the clock on becoming a candidate agency (1-year window). COMPLETED Determine the timeliness of becoming a registered agency (3-year window), in preparation for becoming a candidate agency. COMPLETED Consider the advantages of Technical Advisor Program. COMPLETED Build the adopted schedule into the GRFD strategic plan. COMPLETED Stringently monitor alarm handling, turnout and travel times, identify and report positive outcomes, and consider opportunities for further enhancements that would reduce these times. ONGOING
	Notes	<ul style="list-style-type: none"> High Priority
	Lead: Robb	Team/Committee: TBD
	Target Date: TBD	Key Partnerships:
Obj 1.5	Engage in the legislative process to gain support for important State of Arizona fire service initiatives.	
	Tasks	<ul style="list-style-type: none"> Obtain a Certificate of Participation (COP) to address Public Safety Personnel Retirement System (PSPRS) liability. COMPLETED Pass Arizona Firefighter Cancer Bill. COMPLETED Develop a Workers Compensation Pool. COMPLETED
	Notes	<ul style="list-style-type: none"> All tasks completed Q1, task now requires maintenance and or monitoring
	Lead: Karrer	Team/Committee:
	Target Date: Q1, 2021	Key Partnerships:



Professional Development				
Goal 2		Ensure workforce readiness and leadership development by providing innovative education and training programs.		
Obj 2.1	Develop a comprehensive policy, procedure(s), and career development plan, for all sworn and civilian personnel.			
	Tasks	<ul style="list-style-type: none">Develop a career path matrix that covers all fire district sworn and civilian employees. SIGNIFICANT PROGRESS MADEBuild on the existing career development plan to include advanced decision-making skills and exposure to the administrative, training, and supervisory aspects of the job necessary to promote. ONGOING<ul style="list-style-type: none">Audit the existing task books, courses, programs, and other outreach efforts for all positions to identify the gaps. ONGOINGReview established programs employed by other agencies. ONGOINGDevelop a succession plan for executive officer development.<ul style="list-style-type: none">Review established programs employed by other agencies. ONGOINGFormal education. ONGOINGExternal training perspectives, people, conferences, National fire academy. ONGOINGInterviews with key external stakeholders. ONGOING		
	Notes	<ul style="list-style-type: none">High Priority, new org chart addresses professional development		
	Lead: Robb	Team/Committee: Grissom, North, Painter, Hilderbrand		
	Target Date: Q2 start	Key Partnerships: Pima College, NWFD, TFD, GCU.		
Obj 2.2	Coordinate with other public and private utility companies to train and acquire/share props/resources (some have a mandate for training and/or are dependent on local response agencies to provide services without subsidies).			
	Tasks	<ul style="list-style-type: none">Audit existing local and regional training efforts. ONGOINGReview programs from other agencies that have established resource sharing to offset costs, including community colleges and utility companies. ONGOING<ul style="list-style-type: none">Technical rescue props: USAR, confined space, hazmat/railcar ONGOINGADOSH safety training courses ONGOING		
	Notes	<ul style="list-style-type: none">		
	Lead: TBD	Team/Committee:		
	Target Date: Ongoing	Key Partnerships:		



Operations			
Goal 3	Use industry standards and best practices to respond to fire, rescue, special operations, and emergency medical calls for service.		
Obj 3.1	Continue efforts to strengthen relationships with Oro Valley and county law enforcement agencies.		
	Tasks	<ul style="list-style-type: none">Formalize a bilateral regional fire and law enforcement committee whose mission is to improve communication, enhance training, and refine response protocol.	
	Notes	<ul style="list-style-type: none">Low Priority	
	Lead: TBD	Team/Committee:	
	Target Date: Ongoing	Key Partnerships:	
Obj 3.2	Improve functional relationships with 911 contract agencies to enhance safety, communication, and job satisfaction.		
	Tasks	<ul style="list-style-type: none">Reach out to other contract 911 centers to determine best practices, including training, software, reporting mechanisms, and how to build strong relationships. ONGOINGFacilitate a meeting with key users of the system; agendaize findings from research.Coordinate with contracted 911 dispatchers to provide training in ICS, fire ground communication, and deployment strategies to become stronger response partners. ONGOING<ul style="list-style-type: none">Develop a dispatch academy that provides practical training and resilience options (resource: Murietta Fire & Rescue).	
	Notes	<ul style="list-style-type: none">High Priority	
	Lead: Brandhuber	Team/Committee: Tucson Fire, Pinal and Pima County 911 Centers	
	Target Date: Q1, 2022	Key Partnerships: Legal	



Life Safety Services/Community Risk Reduction			
Goal 4	Safeguard the community through proactive prevention, enforcement, engineering, and preparedness programs.		
Obj 4.1	Enhance internal and external communication within Life Safety Services.		
	Tasks	<ul style="list-style-type: none"> Standardize District updates and ensure accountability for sharing/participating as appropriate. ONGOING Community Risk Reduction and Standards of Cover COMPLETE 	
	Notes	<ul style="list-style-type: none"> FEMA Grant funded project 	
	Lead: Perry	Team/Committee: TBD	
	Target Date: 8/2022	Key Partnerships:	

Emergency Management			
Goal 5	Prepare for natural or man made disasters through aggressive leadership, planning, and resourcing of emergency management.		
Obj 5.1	Meet minimum emergency management regulatory standards.		
	Tasks	<ul style="list-style-type: none">Complete and integrate the Emergency Operations Plan (EOP) ONGOINGComplete the District's Hazard Mitigation Plan (HMP)	
	Notes	<ul style="list-style-type: none">High Priority, New Org chart helps to address this area	
	Lead: Robb		Team/Committee: Pearce, Ryan, Lunde
	Target Date: Q2 Start		Key Partnerships: Pima and Pinal County EOC, OV EOC
Obj 5.2	Prioritize, fund, coordinate, and schedule a plan for resourcing, coordinating with stakeholders, and disaster preparedness training.		
	Tasks	<ul style="list-style-type: none">Conduct a comprehensive internal or contracted assessment of GRFD's readiness to respond to natural and manmade disasters. ONGOINGCoordinate with the county and mutual aid partners to identify cooperative opportunities to train. ONGOING	
	Notes	<ul style="list-style-type: none">This will start after 5.1 is complete	
	Lead: Lunde		Team/Committee:
	Target Date: Ongoing		Key Partnerships:



Public Education			
Goal 6	Enhance external safety, communications, and relationships through a comprehensive community education, preparedness, and marketing plan.		
Obj 6.1	Build on existing communication channels to share pertinent information with internal and external stakeholders.		
	Tasks	<ul style="list-style-type: none">Audit existing outreach efforts (written, videos, blog, and podcast). ONGOINGInterview other agencies for progressive ideas. ONGOINGEvaluate the use of a newsletter as one mechanism to communicate key data, upcoming events, celebrate employee accomplishments, and provide relevant articles. ONGOING	
	Notes	<ul style="list-style-type: none">High Priority	
	Lead: Braswell	Team/Committee:	
	Target Date: Q2, 2022	Key Partnerships:	
Obj 6.2	Target strategies to support senior, youth and public education.		
	Tasks	<ul style="list-style-type: none">Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds." (noted from Oro Valley TM) ADDRESSED IN ANNUAL ADJUSTMENT	
	Notes	<ul style="list-style-type: none">Low Priority, AMB will reach out to community partners to explore this idea	
	Lead: Braswell	Team/Committee:	
	Target Date: TBD	Key Partnerships:	



Health and Wellness			
Goal 7	Provide an enhanced wellness, safety, fitness, and injury prevention program for all personnel.		
Obj 7.1	Build upon the existing mental health, safety, and wellness options to develop a more comprehensive program.		
	Tasks	<ul style="list-style-type: none"> • Provide relevant training in the value, methods, and opportunities related to maintaining resilience against work related stress. ONGOING <ul style="list-style-type: none"> ◦ Research existing programs, training, and software available for educating response personnel about the sources and impact of stress at work and at home. ONGOING ◦ Build model into recruit and promotional academies. ONGOING ◦ Destigmatize asking for help by normalizing the conversation through studies, EAP sessions, and peer review. ONGOING ◦ Research the Resilience First application called "Driven" as a confidential option. 	
	Notes	• High Priority, New Org chart helping to address	
	Lead: Grissom	Team/Committee:	
	Target Date: Q2 Start	Key Partnerships:	

Logistics			
Goal 8	Provide for proper design, development, and maintenance of the Fire District's fleet, equipment, and facilities.		
Obj 8.1	Take a fresh look at the elements necessary to ensure safety and efficiency within the fleet maintenance shop.		
	Tasks	<ul style="list-style-type: none"> • The software system "Operative IQ" is not as intuitive for fleet/facility maintenance as it is with Operations; consider additional training or investing in another system. (Note: it was acknowledged that the program is better than Manager's Plus.) • Employ a semi-annual customer service survey for shop. COMPLETED • Track, trend, and report on vehicle out-of-service time. ONGOING • Formalize system for ensuring a safe and efficient work environment. ONGOING <ul style="list-style-type: none"> ◦ Conduct an initial safety audit of the shop, and budget enhancements as needed. OSHA has a free assessment option. ◦ Establish/document regular safety inspections COMPLETED 	
	Notes	• Low Priority	
	Lead: Abel	Team/Committee:	



APPENDIX 2. STAKEHOLDER OBJECTIVE PRIORITIES

The following is the document provided to GRFD, from which the chief and his stakeholders chose the District's priority objectives.

Golder Ranch Fire District • Priority Objectives Exercise

With the GAP Analysis, employee surveys, and site visit complete, the next phase in the strategic planning process involves the selection and prioritization of objectives. Identifying the strategic initiatives and goals may be the initial step in supplying nourishment to the vision and mission, but it is the objectives that represent the first tangible milestones in delivering critical focus to the organization.

These objectives are born of the trends collected from the feedback received by key GRFD stakeholders. Once prioritized, LPSM will format the results onto a workplan and provide a few recommended critical tasks before returning the document back to the fire chief for final review, staff assignments, and scheduling.

Four things should be considered when contemplating where and when to place your initial efforts.

1. **Ensure the cart is behind the horse.** Select those objectives that may serve as a foundation or building block to a successive step. Resist falling into a trap of choosing several objectives that require too much time and planning to implement; it may lead to impatience and an eventual loss of trust.
2. **Pick the low hanging fruit.** Seek to build momentum by finding a few quick, but meaningful successes. Nearly all organizations have their cynics, but a few wins can go a long way towards lending credibility to the process.
3. **Engage the stakeholders, but resist being held hostage.** It is critical that an agency gain a measure of buy-in and cooperation from those who have a vested interest in the outcome. So, share your intentions, listen well, develop a delivery plan, and adapt. However, do not get hung up on trying to please everybody all the time. Instead, remain inclusive, but share that it is a learning process that may require a few tough decisions along the way.
4. **Fail brilliantly.** There is clearly an art to crashing with grace and dignity. A strategic plan is an effort wherein success is dependent on several fluid factors that are not always predictable and therefore hardly preventable (Mr. Graham). This is not to imply that an organization should not take a few calculated risks. The process is every bit about identity as it is accountability, thus taking healthy risks for the sake of growth should become an expectation.

While working through this exercise, consider that the number of objectives listed within each strategic initiative are weighted equally. The trends found within the surveys, GAP, and site



visits were extrapolated and placed according to their subject. A summary of the results of this segment will be condensed within Section 5 (Strategic Trends and Opportunities) of the master strategic planning document, and the working document will be included within Appendix 6.

Directions: Review the objective options listed beneath each of the goals and prioritize them as 1, 2, or 3. Those listed as priority one will be considered first for scheduling, and documented within the workplan and GANTT, beginning in July of 2021. By design, the workplan is scheduled to be updated quarterly; LPSM will provide further assistance to the Fire Chief to plot the start dates accordingly.

Agency Governance & Administration		
Goal 1	Embrace the foundational principles, plans, policies, and performance standards from which a safe, efficient, innovative, and highly functioning fire district may succeed.	
Objectives		Priority 1, 2, or 3
1.1	Engaging stakeholder groups in the strategic planning process, including the establishment of priorities, assignments, scheduling, and accountability.	2
1.2	Complete the CFFD Standard of Cover as part of an effort to engage in the CFAA Accreditation process.	1
1.3	Develop communication tools and a visitation schedule to provide more education, coordination, and buy-in with suppression personnel. Use this opportunity to clarify, engage, and celebrate the role of those engaged in enhancing the mission of the department.	1
1.4	Develop a system for enhancing, educating, and celebrating the role of responders within the District's mission.	1
1.5	Improve functional relationship with 911 contract agency to enhance safety, communication, and job satisfaction. (Tucson Fire and Pima Pinal County Communications Centers)	1
1.6	Revisit the mutual/aid agreements to ensure equity, performance measures, and a collaborative form of accountability.	3
	Oro Valley	
1.7	Visit with Oro Valley leadership to determine the best mechanism for maintaining reporting and ensuring budget transparency.	1
1.8	Coordinate to identify meaningful reporting metrics, including the format and distribution timeframes. Considerations may include trend updates on permits, plan review, inspections.	1
1.9	Consider broadening the context of budget discussions to include possible collaborative efforts, mitigating redundancy, and opportunities for advocacy.	2



1.10	Expand on existing preparedness and training opportunities.	2
1.11	Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds."	3
	District Governing Board	
1.12	Using comparative data, establish, standardize, adopt, and report on relative response times within each fire station's primary response area.	2
1.13	Expand efforts to improve functional relationship with 911 dispatch center.	1
1.14	Expand efforts to provide the community with annexation data and service information.	2
1.15	Continue solid efforts to strengthen relationships with Oro Valley and County law enforcement agencies.	1
	Fire Chief	
1.16	Obtain a Certificate of Participation (COP) to address Public Safety Personnel Retirement System (PSPRS) liability.	1
1.17	Coordinate to pass Arizona Firefighter Cancer Bill.	1
1.18	Coordinate to develop a Workers Compensation Pool.	1
1.19	Explore the opportunities related to Ground Emergency Medical Transport (GEMT) funding.	2
1.20	Conduct a community/population growth analysis.	2
	Command/Executive Staff	
1.21	Provide regular follow-up, inclusion, and accountability with strategic planning.	1
1.22	Strengthen the use of department planning objectives within the employee performance evaluation process.	1
1.23	Continue efforts to build stronger communication channels and institute some form of accountability to ensure understanding and compliance.	1
1.24	Use the strategic plan to encourage interest to grow, adapt, and support the Mission and Vision of the Department.	1
1.25	Use the department's Vision statement as inspiration to reinforce its identity and organizational priorities.	1
1.26	Prioritize/reduce organizational objectives to reduce the number of "irons in the fire..."	1
1.27	Use the Plan to reinforce priorities, limitations, resource allocations, and political influences to reduce a growing feeling of "what is in it for me?"	1



	Administrative Support Staff	
1.28	Take a fresh look at how performance measures, planning objectives, and other department activity is shared with the key stakeholders.	2
1.29	Revisit building security tools and procedures, including the operation of the front office "panic button."	1
1.30	Engage those that may be impacted by change on the peripheral, including Information Services, Human Resources, Logistics, and Life Safety Services.	3
1.31	Create a standing open "brown bag" forum that would allow civilian staff to meet with the Fire Chief to address various department programs, projects, and opportunities. Ensure that the environment is safe for difficult, but constructive discussions. Consider many of the elements addressed within this strategic plan as viable topics, particularly those related to communication, disaster planning/safety, training, and career development.	1
	Labor Management	
1.32	Explore opportunities to include Labor as part of the collaborative process in advancing the District's mission forward, without appearing to give up command authority or accountability.	1
1.33	Engage workforce in the completion of strategic planning objectives and critical tasks; hold stakeholders accountable for reporting and completion of assignments according to documented timelines.	3
1.34	Enhance communication by revisiting the terms/environment, opportunities, and scheduling for formal and informal communication between the Board and the department's Executive team.	2
1.35	Address perceived the breaks in organizational communication between the Chief and his Battalion Chiefs, and the Battalion Chiefs and the Captains. The implication is that some news, updates, and other key organizational information does not always flow smoothly up and down the chain of command.	1
	Life Safety Services	
1.36	Refresh performance appraisal process to provide meaningful feedback and discourage a "cut and paste" mindset. Consider an additional mechanism for rewarding effective performance. (Note: issue also identified by Logistics personnel; to avoid rewarding "busywork").	1
1.37	Create a sense of value to avoid the feeling of being an outsider; reinforce the value/importance of all divisions within the department, not just Operations.	1



Operations		
Goal 2	Ensure the continued delivery of fire, emergency medical services (EMS), hazardous materials, technical rescue, and other special operations at a level that exceeds community expectations.	
Objectives	Priority 1, 2, or 3	
2.1	Develop communication tools and a visitation schedule to provide more education, coordination, and buy in with suppression personnel. Use this opportunity to clarify, engage, and celebrate the role of those engaged in enhancing the mission of the department.	1
2.2	Continue to strengthen auto and mutual aid training, response, and shared resources.	2
Training and Education		
Goal 3	Ensure workforce readiness and leadership development by providing innovative education and training programs.	
Objectives	Priority 1, 2, or 3	
3.1	Build on the existing career development plan to include advanced decision making skills and exposure to the administrative, training, and supervisory aspects of the job necessary to promote. Teach "How to become a thinking firefighter (officer)..."	1
3.2	Formalize a defined succession plan for Command/Executive Fire Officers.	2
3.3	Create fresh/innovative civilian training opportunities, provide direction/clarification, and any pertinent limitations related to career development within the department. Consider that not all employees are interested in advancement but would find value in cross training and/or learning new tools for improving their performance.	3
3.4	Expand career advancement opportunities for Life Safety Service personnel to provide in-house candidates a strategic look at how to be successful within a promoted position. Include internal and external developmental tools, opportunities, and resources.	2
3.5	Provide leadership/personnel management training for fleet personnel.	2
3.6	Provide external training perspectives, people, conferences, national fire academy.	1
3.7	Coordinate with other public and private utility companies to train and acquire/share props/resources.	1
3.8	Develop a comprehensive policy, procedure(s), and career development plan, for all sworn and civilian personnel. Build a career ladder using the existing taskbooks, courses, mentor	1



	programs, the National Fire Academy along with new opportunities for those not previously served.	
3.9	Craft a policy and calendar that clearly identifies training opportunities, available funding, and selection process. Coordinate with labor to determine how these may/will be connected to the promotional process.	3
3.10	Coordinate with contracted 911 dispatchers to provide training in ICS, fire ground communication, and deployment strategies to become stronger response partners.	1
3.11	Prioritize training before introducing new technology.	1
Life Safety Services/Community Risk Reduction		
Goal 4	Safeguard the community through proactive prevention, enforcement, engineering, and preparedness programs.	
Objectives		Priority 1, 2, or 3
4.1	Strengthen communication up and down the chain and laterally across the various divisions. Standardize updates and ensure accountability for sharing/participating as appropriate.	1
4.2	Reassess the existing importance/value placed on prefire plans, to include those structures and complexes that may enhance life safety, efficiency, and property conservation.	2
4.3	Refresh performance appraisal process to provide meaningful feedback and discourage a "cut and paste" mindset. Consider an additional mechanism for rewarding effective performance.	1
4.4	Adopt a metric for analyzing and reporting the value of property saved as an alternative or an addition to reporting property loss.	3
Emergency Management		
Goal 5	Prepare for natural or man made disasters through aggressive leadership, planning, and resourcing of emergency management.	
Objectives		Priority 1, 2, or 3
5.1	Conduct a comprehensive internal or contracted assessment of GRFD's readiness to respond to natural and manmade disasters.	1
5.2	Prioritize, fund, coordinate, and schedule a plan for resourcing, coordinating with stakeholders, and disaster preparedness training.	1
5.3	Coordinate with the County and mutual aid partners to identify cooperative opportunities to train.	1
5.4	Complete and integrate the Emergency Operations Plan (EOP).	1
5.5	Complete the department's Hazard Mitigation Plan (HMP).	1
5.6	Investigate CERT and Citizen Corp opportunities to engage the community in emergency response, special events, and disaster preparedness.	3



Public Education		
Goal 6	Enhance external safety, communications, and relationships through a comprehensive community education, preparedness, and marketing plan.	
Objectives	Priority 1, 2, or 3	
6.1	Explore additional opportunities to provide outreach for seniors, including a seasonal focus on "snowbirds." (noted from Oro Valley TM)	1
6.2	Build on existing communication channels (videos, blog, and podcast) to share pertinent information with internal and external stakeholders. Consider using a newsletter as one mechanism to communicate key data, upcoming events, celebrate employee accomplishments, and provide relevant articles.	1
Health and Safety		
Goal 7	Provide an enhanced wellness, safety, fitness, and injury prevention program for all personnel.	
Objectives	Priority 1, 2, or 3	
7.1	Explore whether the Employee Assistance Program practitioners have a working knowledge of what makes a firefighter unique in his/her profession and care.	3
7.2	Coordinate with Labor to revisit department's approach to consecutive work hours.	2
7.3	Provide relevant training in the value, methods, and opportunities related to maintaining resilience against work-related stress.	1
Logistics: Fleet, Equipment, and Facilities		
Goal 8	Provide for proper design, development, and maintenance of the Fire Department's fleet, equipment, and facilities.	
Objectives	Priority 1, 2, or 3	
8.1	The software system "Operative IQ" is not as intuitive for fleet/facility maintenance as it is with Operations; consider additional training or investing in another system. (Note: it was acknowledged that the program is better than Manager's Plus.)	1
8.2	Improve channels of communication between line personnel and facilities crews.	2
8.3	Employ a semi-annual customer service survey for shop.	1
8.4	Track, trend, and report on vehicle out of service time.	1
8.5	Formalize system for ensuring a safe and efficient work environment.	1

This document was produced by Lincoln Public Safety Management (LPSM) and edited by Golder Ranch Fire – 2021.





GOLDER RANCH FIRE DISTRICT

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Appendix 3

GRFD 2023 Annual Adjustment of the Strategic Plan

One of the core elements of the Center for Public Safety Excellence Accreditation process is to embrace continuous improvement as an organization. As part of the Golder Ranch Fire District embracing this concept, an annual review of the strategic plan was conducted to ensure that the plan encompasses the current strategic issues the organization faces. In order to determine the current strategic issues facing the organization, a strategic plan workshop was held. This workshop was conducted by Gary West from Ironwood Strategic Solutions and Division Chief Eric Perry and was attended by all Division Heads, Department directors, Assistant Chiefs, and the Fire Chief. The following strategic issues were identified during the workshop:

- Health and Safety
- Succession planning/organizational and personnel development
- Decreasing revenue with increasing costs
- Lack of office and facilities space
- Recruitment/Retention/Staffing
- Growth planning – potential expansion opportunities, increasing call volume, increasing population
- Community risk reduction planning
- Emergency management, domestic preparedness
- External communication
- Diversity, equity, and inclusion
- New technologies and uses of data
- Risk management (liability, data protection, health, safety, etc.)
- Defining, maintaining, and creating consistency in our culture

These strategic issues were compared to the current strategic plan's goals and objectives. In addition, the progress on the strategic goals and objectives of the initial plan was reviewed. In review, it was determined that significant progress had been made on the prior plan's goals and objectives, with many being completed. In addition, it was determined that the goals no longer represented the organization's current strategic issues. Due to this review, the Fire Chief decided, upon staff recommendation, to develop new goals and objectives that met the district's current needs and were directly linked to the strategic issues faced.

In truth, all of the issues identified are appropriate and warrant their own goals and objectives; however, it was essential to recognize that as an annual adjustment to the strategic plan, the timeframe to address all issues would be prohibitive and would dilute the effort of moving the agency forward on the most important goals. In addition, the GRFD will be changing Fire Chiefs in March of 2023. This adjustment will allow the new Fire Chief time to familiarize themselves with the organization and its direction before developing a new strategic plan. With this in mind, the strategic issues were prioritized,



GOLDER RANCH FIRE DISTRICT

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and goals were developed that encompassed the top priority issues that could be handled in the one to one and a half years remaining in the current strategic plan. Seven goals and three overarching themes were developed and presented to the command staff for approval and assignment of Goal Leads.

Following the approval of the seven goals, Division Chief Perry met with each goal lead to determine the objectives for each. It was recognized that the entirety of each goal would likely not be accomplished in the remaining time, but the objectives selected were those that were felt to be realistically achievable and would have the most impact in moving GRFD closer to each goal. Each goal and associated objectives are shown below. The objectives were then compiled and reviewed by the command staff to ensure they were all aligned with the desired direction of the organization. Once developed, the entirety was presented to the Governing Board for their input and approval before moving forward.

Overarching themes to be taken into account with each goal:

- Growth
- Partnerships
- Data and Technology

Goals and Objectives:

1. Maintain and enhance financial resources to ensure the district meets its performance delivery goals and objectives (Goal Lead: Tom Brandhuber)
 - a. Evaluate and create a plan for sustainable service area growth potential.
 - b. Project anticipated revenue for the remaining period of the strategic plan and compare and contrast with anticipated costs.
2. Ensure qualified uniform, and nonuniform staffing is in place to meet current and forecasted needs. (Goal Lead: Scott Robb)
 - a. Assess and identify uniform and nonuniform staffing requirements for the remaining period of the strategic plan and beyond.
 - b. Evaluate alternative staffing models for all positions that maximize efficiency through decentralized decision-making and mentorship.
3. Ensure that diversity, equity, and inclusiveness are part of GRFD's culture, branding, marketing, hiring, and promotional efforts. (Goal Lead: Scott Robb/Tom Brandhuber)
 - a. Evaluate alternative recruitment methods for all positions that enhance and maximize exposure to a diverse audience.
 - b. Develop a plan for marketing and branding the agency that enhances and maximizes exposure to a diverse audience.
 - c. Enhance the current performance appraisal process to ensure equity and fairness.
4. Develop a formal, sustainable community risk reduction plan (CRR) that is reviewed and measured annually. (Goal Lead: Eric Perry)
 - a. Hire a community risk reduction manager.
 - b. Develop a community risk reduction plan that is based on best practices such as NFPA 1201 and Vision 20/20 and forecasts CRR needs for the near future.





GOLDER RANCH FIRE DISTRICT

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- c. Determine and obtain funding for additional staffing and operating costs of implementing the CRRP.
 - d. Obtain appropriate staffing to ensure the initial implementation of the CRRP.
5. Develop a risk management plan that includes all elements of risk at GRFD, including but not limited to financial, health, wellness, and safety of employees, service delivery liability, property, cybersecurity, and employment liabilities. (Goal Lead: Randy Karrer)
 - a. Develop a formal risk management plan in accordance with NFPA 1250 Fire and Emergency Service Organization Risk Management.
 - b. Determine priorities for risks identified in this process.
 - c. Develop an implementation plan.
6. Ensure an adequate inventory of supplies, equipment and apparatus is consistently in place to adequately and safely perform emergent and nonemergent services. (Goal Lead: Grant Cesarek)
 - a. Institute a comprehensive plan for a real-time inventory and asset accountability program.
 - b. Explore partnership opportunities with other fire/EMS agencies that may reduce the effect of current and possible supply chain issues.
 - c. Expand the current list of inventory suppliers to reduce costs through competition and reduce the effects of supply chain issues.
 - d. Develop a schedule to forecast vehicle replacements that combines district need, vehicle/chassis availability, delivery lead time, and appropriate timelines for placing such orders.
7. Evaluate and enhance the current health, wellness, and safety program utilizing industry best practices. (Goal Lead: Chris Grissom)
 - a. Conduct an assessment of the HWS program using NFPA 1500 as a guiding document.
 - b. Develop a comprehensive plan to reduce carcinogen exposures in apparatus, facilities, and PPE
 - c. Institute an annual mental health examination similar to the annual physical examination that provides feedback to employees on ways to maintain and improve their mental health

Strat Plan adjustment work plan

	Goals/Objectives	Assignment	Start	End	Column5
1	GRFD Strategic Plan Annual Adjustment				
2	2023 Fiscal Year Work Plan				
3	☐ Maintain and enhance financial resources to ensure the district meets its performance delivery goals and objectives.	Tom Brandhuber			
4	Evaluate and create a plan for sustainable service area growth potential.	Tom Brandhuber	07/01/23	09/30/23	
5	Project anticipated revenue for the remaining period of the strategic plan and compare and contrast with anticipated costs.	Tom Brandhuber	07/01/23	09/30/23	
6	☐ Ensure qualified uniformed and nonuniformed staffing is in place to meet both the current and forecasted needs.	Scott Robb			
7	Assess and identify uniform staffing requirements for the remaining period of the strategic plan and beyond.	Fred Pearce	03/01/23	12/31/24	Ongoing
8	Assess and identify non-uniform staffing requirements for the remaining period of the strategic plan and beyond.	Allison Delong	03/01/23	12/31/24	Ongoing
9	Evaluate alternative staffing models for all positions that maximize efficiency through decentralized decision-making and mentorship.	Scott Robb	03/01/23	12/31/24	Ongoing
10	☐ Ensure that diversity, equity and inclusiveness are part of GRFD culture,branding,marketing, hiring and promotional efforts.	Scott Robb, Tom Brandhuber			
11	Evaluate alternative recruitment methods for all positions that enhance and maximize exposure to a diverse audience.	Allison Delong, Chris Grissom	03/01/23	12/31/24	Ongoing
12	Develop a plan for marketing and branding the agency that enhances and maximizes exposure to a diverse audience.	Lydia Camarillo	03/01/23	12/31/24	Ongoing
13	Enhance the current performance appraisal process to ensure equity and fairness.	Allison Delong	10/01/23	12/31/23	
14	☐ Develop a formal, sustainable community risk reduction plan (CRR) that is reviewed and measured on an annual basis.	Eric Perry			
15	Hire a community risk reduction manager.	Eric Perry	04/01/23	06/30/23	
16	Develop a community risk reduction plan that is based on best practices such as NFPA 1201 and Vision 20/20 and forecasts CRR needs for the near future.	CRRM	03/01/23	12/31/24	Ongoing
17	Determine and obtain funding for additional staffing and operating costs of implementing the CRRP.	CRRM/Perry	10/01/23	12/31/23	
18	Obtain appropriate staffing to ensure implementation of the CRRP.	CRRM	04/01/23	06/30/23	
19	☐ Develop a risk management plan that includes all elements of risk at GRFD including but not limited to financial, health, wellness and safety of employees, service delivery liability, property, cybersecurity, and employment liabilities.	Fire Chief			
20	Develop a formal risk management plan in accordance with NFPA 1250 Fire and Emergency Service Organization Risk Management.	Fire Chief	07/01/23	09/30/23	
21	Determine priorities for risks identified in this process.	Fire Chief	10/01/23	12/31/23	

	Goals/Objectives	Assignment	Start	End	Column5
22	Develop an implementation plan.	Fire Chief	01/01/24	03/31/24	
23	 Ensure an adequate inventory of supplies, equipment and apparatus is consistently in place to adequately and safely perform emergent and nonemergent services.	Grant Cesarek			
24	Institute a comprehensive plan for a real-time inventory and asset accountability program.	Mike Price	07/01/23	09/30/23	
25	Explore partnership opportunities with other fire/EMS agencies that may reduce the effect of current and possible supply chain issues.	Grant Cesarek	03/01/23	12/31/24	Ongoing
26	Expand the current list of inventory suppliers to reduce costs through competition and reduce the effects of supply chain issues.	Grant Cesarek	03/01/23	12/31/24	Ongoing
27	Develop a schedule to forecast vehicle replacements that combines district need, vehicle/chassis availability, lead time for delivery and appropriate timelines for placing such orders.	Mike Price	10/01/23	12/31/23	
28	 Evaluate and enhance the current health, wellness and safety program utilizing industry best practices.	Chris Grissom			
29	Conduct an assessment of the HWS program using NFPA 1500 as a guiding document.	Chris Grissom	07/01/23	09/30/23	
30	Develop a comprehensive plan to reduce carcinogen exposures in apparatus, facilities, and from PPE.	Jeremy North	03/01/23	12/31/24	Ongoing
31	Institute an annual mental health examination similar to the annual physical examination that provides feedback to employees on ways to maintain and improve their mental health.	Chris Grissom	10/01/23	12/31/23	

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Pat Abel, Assistant Chief

DATE: February 21, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION TO AUTHORIZE STAFF TO PROCEED WITH CONSTRUCTION OF FIRE STATION 378 IN THE SADDLEBROOKE RANCH COMMUNITY AND TO SET AN AMOUNT NOT TO EXCEED

ITEM #: 8B

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

In previous meetings, the board has approved staff to work collectively with WSM Architecture and Lloyd Construction to complete the construction of Fire Station 378 in the SaddleBrooke Ranch Community. Working from both updated and prior design drawings, Lloyd Construction completed a preliminary bid process to selected subcontractors developing a construction cost of \$6,547,172 (\$564.41 a square foot).

The cost of construction does not include preconstruction services, permits, backup generator, furnishings, USDD emergency alerting system, and/or communication equipment. Those costs are estimated at \$639,337 making the total estimated project cost at \$7,186,509.

Staff is seeking approval from the board for a not to exceed amount of \$7,300,000 to allow for additional contingency budgeting since the projected timeline for construction is 12 months.

If approved, staff will continue working in coordination with WSM and Lloyd Construction to value engineer the project, complete a three-bid process for all subcontractors, work with Robson Ranch Communities to ensure the exterior design meets their expectations, and move toward breaking ground on the site.

RECOMMENDED MOTION

Motion to authorize staff to proceed with the value engineering and construction process of Fire Station 378 in the SaddleBrooke Ranch Community for a cost not to exceed \$7,300,000.

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Grant Cesarek, Deputy Chief of Planning

DATE: February 21, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING THE ADOPTION OF
RESOLUTION 2023-0002 TO DECLARE DISTRICT ITEMS AS SURPLUS AND
DIRECTION TO STAFF TO ADD DECLARED SURPLUS ITEMS TO A PUBLIC
AUCTION SITE OR SELL TO A NEIGHBORING OR MUTUAL AID FIRE
DISTRICT

ITEM #: 8C

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☒ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

The Golder Ranch Fire District fleet and logistics division follows a vehicle replacement plan which as vehicles exceed mileage or years of service they are replaced. This agenda item is to approve the sale of two vehicles that were recently replaced with new similar vehicles through the public surplus process or sale to a neighboring or regional fire department, district or emergency service provider.

Both vehicles are in fair condition, both vehicles have mileage that exceeds our reserve service maximum and one is aged beyond 15 years.

Vehicle 1: Unit 015, 1998 Pierce Saber 4x4 Engine, 187,340 miles, 19,027 hours ,VIN
4PICTO2U6WA000745

Vehicle 2: Unit 1105, 2010 Ford E450 Ambulance, 161,007 miles, 8,893 hours, VIN 1FDXE4FP6ADA41122

RECOMMENDED MOTION

Motion to approve Resolution 2023-0002 declaring the two vehicles as presented as surplus to the needs of the District and direction for staff to place the items on the public auction site or sell to a neighboring or mutual aid fire district.



GOLDER RANCH FIRE DISTRICT

Fire ~ Rescue ~ Ambulance
3885 E. Golder Ranch Drive
Tucson, Arizona 85739

Chief Randy Karrer

RESOLUTION NO. 2023-0002

A RESOLUTION OF THE GOVERNING BOARD OF THE GOLDER RANCH FIRE DISTRICT DECLARING THE LISTED ITEMS AS SURPLUS AND DIRECTION TO STAFF TO DISPOSE OF THE DECLARED SURPLUS ITEMS IN SUCH A WAY THAT BEST MEETS THE NEEDS OF THE DISTRICT

The Golder Ranch Fire District Governing Board hereby adopts and sets forth the following Resolution:

WHEREAS, the Golder Ranch Fire District is a fire district and political subdivision of the State of Arizona, and is duly organized and existing pursuant to the constitution and laws of the State; and

WHEREAS, the Golder Ranch Fire District is the owner of the list of District property as described in Exhibit A, attached to this document, as surplus to the needs of the District; and

WHEREAS, the Golder Ranch Fire District has determined that the items listed in Exhibit A are no longer of any value to the District, do not serve a useful function and are not required for the continued effective operation of the District.

NOW, THEREFORE, BE IT RESOLVED; the Governing Board of the Golder Ranch Fire District declares the items listed on Exhibit A, attached to this resolution, as surplus property and are no longer of need to the District; and

BE IT FURTHER RESOLVED that the Golder Ranch Fire District Governing Board directs staff to dispose of such declared items in a way that best meets the needs of the District in accordance with state statutes.



GOLDER RANCH FIRE DISTRICT

Fire ~ Rescue ~ Ambulance
3885 E. Golder Ranch Drive
Tucson, Arizona 85739

Chief Randy Karrer

ADOPTED AND APPROVED on this 21st day of February 2023, at a duly noticed public meeting of the Golder Ranch Fire District Governing Board.

Vicki Cox-Golder
Chairperson of the Governing Board
of the Golder Ranch Fire District

ATTEST:

Wally Vette
Clerk of the Governing Board
of the Golder Ranch Fire District

EXHIBIT A

Requested Vehicles to be Declared As Surplus:

Unit 015

Year: 1998

Make: Pierce

Model: Saber

Mileage: 187,340

Hours: 19,027

VIN: 4PICTO2U6WA000745

Unit refurbished in 2011 by Fire Trucks Unlimited: items that got refurbished (cab, engine, transmission, fire pump and all valves, both differentials, fire pump transmission, all lighting, and unit got repainted)

Running Condition: Runs

Engine type size: Series 40 Detroit engine

Transmission: EVS3000

Summary Engine Type 1 @ Station 370

Condition: Fair



Unit 1105

Year: 2010

Make: Ford

Model: E450

Mileage: 161,007

Hours: 8,893

VIN: 1FDXE4FP6ADA41122

Running Condition: Runs

Engine type size: 6.0L

Transmission: Ford Automatic

Summary Ambulance Type III

Condition: **Fair**





Three Points Fire District

11200 South Sierrita Mountain Road, PMB 328
Tucson, Arizona 85736
Phone: (520) 822-1086

February 6, 2023

Golder Ranch Fire District
Attention: Assistant Chief Pat Abel
3885 E Golder Ranch Drive
Tucson, AZ.
85739

Dear Chief Abel,

The Three Points and Avra Valley Fire Districts would both benefit immeasurably from the purchase of Golder Ranch Fire District's surplus pumper. As you are aware, Avra Valley Fire District and Three Points Fire District operate under a resource sharing and management agreement. The rural nature of our districts makes it difficult for us to reach many of our calls, especially in inclement weather. Four-wheel drive engines are hard to find and new trucks are impossible for either district to afford.

I have learned that Golder Ranch is considering the sale of a 1998 Pierce Saber 4X4. The Three Points and Avra Valley Fire Districts respectfully request that you consider allowing us to purchase this truck, unit #015. In the immediate future, this truck would be placed into front-line service at Three Points Station 302. The current engine 302 has become stuck three times in the past two years. Station 302 also responds to fires in Avra Valley's area south of Station 192.

Chief Abel, I know that you are aware of the financial limitations that we work under. While this pumper may bring a higher price from better situated fire districts, I hope that you and the Golder Ranch Fire District Board would agree to assist us as your regional partners. I humbly request that you consider our offer of \$23,000 for the purchase of unit 015.

Thank you for considering our request.

Respectfully,

A handwritten signature in black ink, appearing to read "Brian Delfs".

Brian Delfs
Fire Chief
Three Points & Avra Valley Fire Districts

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: February 21, 2023

SUBJECT: REVIEW, DISCUSSION AND/OR POSSIBLE APPROVAL OF AN EMPLOYMENT
CONTRACT FOR INCOMING FIRE CHIEF TOM BRANDHUBER

ITEM #: 8D

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

At the direction of the Governing Board, Attorney Aversa drafted an employment contract for Tom Brandhuber to serve as the new Golder Ranch Fire District Fire Chief upon the retirement of Fire Chief Randy Karrer.

RECOMMENDED MOTION

Motion to approve the GRFD fire chief employment contract for Tom Brandhuber as presented.

EMPLOYMENT AGREEMENT

This Employment Agreement (“Agreement”) is entered into effective as of the 21st day of February, 2023 by and between Golder Ranch Fire District, an Arizona fire district (the “District”) and Thomas Brandhuber (“Brandhuber”).

- A. For purposes of this Agreement and Brandhuber’s employment with the District, the District acts through the authority of the Golder Ranch Fire District governing board (the “Board”).
- B. The Board selected Brandhuber to serve as the District’s Fire Chief, through a competitive national process, effective as of April 1, 2023 upon the terms and conditions set forth in this Agreement and desires a multi-year agreement to provide continued stability for the District and its Fire Chief.
- C. Brandhuber currently serves as one of the District’s Assistant Fire Chiefs and desires to serve as the District’s Fire Chief on the terms and conditions set forth in this Agreement.

For the mutual promises set forth in this Agreement, Brandhuber and the District agree as follows:

1. **Duties.** During the term of his employment, Brandhuber shall spend his full time and best efforts on behalf of the District as its Fire Chief and shall carry out the responsibilities described in the job description attached as Exhibit A to this Agreement and as may be amended and modified from time to time by direction of the Golder Ranch Fire Board.

2. **Term.** The term of this Agreement is for a period commencing as of April 1, 2023 through April 1, 2027, unless sooner terminated pursuant to this Agreement. Nothing in this Agreement shall be interpreted to violate any Arizona Statute. The parties acknowledge that this Agreement shall terminate in the event the funds are unavailable or are not appropriated by the District for payment pursuant to this Agreement.

3. **Compensation.** The District shall pay Brandhuber the following salary and benefits:

A. **Salary.** Salary shall be based on an annualized rate of \$165,000.

B. **Deferred Compensation.**

- 1. The District will pay Brandhuber annual Deferred Compensation in the amount of \$10,000.00 as Deferred Compensation. Fifty percent of the annual amount shall be paid to the District’s deferred compensation carrier (Nationwide or such other deferred compensation carrier as may be designated from time to time) on or within seven days following the first pay period after January 1 and the remaining fifty percent on or within seven days following the first pay period after July 1 of each year including the current year.

2. Deferred Compensation for partial years will be prorated. To the extent permitted by the District's deferred compensation provider, the District will transfer ownership of said plan or retirement fund to an appropriate account of the Chief's choice upon termination of Chief's employment, whether voluntary or involuntary.

C. Clothing and Uniform Allowance. The District shall provide Brandhuber a clothing and uniform in the amount of \$1,200 annually, with a one-time payment of \$1,200 on March 1, 2023.

D. Medical and Dental Coverage. Brandhuber had declined the District's medical and dental insurance coverage.

E. Paid Time Off. Paid time off (PTO) shall accrue and capped at the same rate as other District personnel which is based on years of service.

F. Use It Or Lose It Leave. The District shall allow an additional annual leave in the amount of five (5) days per calendar year. For purposes of this Agreement, Use It Or Lose It Leave is additional PTO which cannot be accrued or carried over to the following year. Use It or Lose It Leave must be exhausted before Brandhuber can use PTO.

G. District Benefits. Any other benefits not specifically addressed in this Agreement will be according to the District's benefit plan or plans in effect available to Golder Ranch Fire District employees as may be amended from time to time.

H. Annual Compensation Review. The Fire Board shall review, evaluate and possibly adjust the compensation, benefits and all other terms and conditions of this Agreement on an annual basis.

I. Reimbursements. Consistent with the District's budget, Brandhuber shall be reimbursed for reasonable expenses incurred for participation in educational, civic and charitable events for professional development and for representing the District within Oro Valley, Pima and Pinal Counties, Arizona and nationally.

J. Legal Review. Brandhuber shall be reimbursed for reasonable attorney's fees and associated legal expense up to \$5,000 annually for consultation with an independent counsel of his choosing when, in his discretion, Brandhuber determines it would be beneficial to have independent legal consultation regarding potential for personal liability arising from District matters.

4. **Performance Review.** The District may review Brandhuber's performance at any time including at the request of Brandhuber. The Fire Board shall conduct the performance reviews on an annual basis.

5. **Termination.** In addition to the provisions of Paragraph 2 above, this Agreement may be terminated by the District only for good cause. Examples of good

cause include but are not limited to conviction of a felony, embezzlement, drunkenness on the job, abuse of position as Fire Chief, failure to represent the District in a professional manner or dereliction of duties or other offenses terminable under District policy.

6. **Notice of Termination.** Neither party shall terminate this Agreement, without sixty days' notice, unless the circumstances justify an immediate termination, in which case Brandhuber shall be placed immediately on paid leave until the District makes a determination as to whether or not the Agreement may be terminated for good cause.

7. **Notice.** Any notice permitted or required under this Agreement shall be in writing, personally delivered or mailed, first class mail, postage prepaid, to the addressee at the address set forth below. Notice shall be deemed complete upon delivery in person or three (3) business days after mailing. The parties may change their addresses for notice from time to time by notice in writing to the other parties. The parties shall be given notice at:

The District: Golder Ranch Fire District
3885 E. Golder Ranch Drive
Tucson, Arizona 85739

Copy to: Donna M. Aversa
7440 N. Oracle Rd., Bldg. #2
Tucson, Arizona 85704

Brandhuber: Thomas Brandhuber
614 W. Calle Dadivoso
Tucson, Arizona 85704

8. **District Policy.** Brandhuber and the District acknowledge that the District adopted Golder Ranch Fire District Human Resources Policy Guidelines (the "Guidelines"). Brandhuber shall abide by the terms and conditions of the Guidelines except in any specific instance where the specific terms of this Agreement supersede a specific term of the Guidelines, in which case the terms of this Agreement shall govern.

9. **Arizona Law.** Arizona Law shall govern this Agreement. Venue shall be in Pima County, Arizona.

Approved by the Golder Ranch Fire District Governing Board in open session on February 21, 2023.

The District:
Golder Ranch Fire District

Brandhuber:
Thomas Brandhuber

By: _____
Vicki Cox Golder, Chairperson

By: _____
Thomas Brandhuber

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Dave Christian, Finance Director

DATE: February 21, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT

ITEM #: 8E

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

Presented are the monthly financial reports and cash reconciliation.

RECOMMENDED MOTION

Motion to approve and accept the Golder Ranch Fire District reconciliation and monthly financial report as presented.

Golder Ranch Fire District
Summary Budget Comparison - SUMMARY BUDGET TO ACTUAL **BOARD PACKET**
From 1/1/2023 Through 1/31/2023

Account Code	Account Title	Current Period Budget	Current Period Actual	YTD Budget	YTD Actual
5000	Labor/Benefits/Employee Development	2,344,476.61	2,291,913.23	19,921,403.24	19,780,835.34
6000	Supplies/Consumables	140,696.74	63,982.21	1,047,901.16	729,933.56
6500	Vehicle / Equipment Expense	96,334.47	64,650.47	645,531.29	457,978.96
6750	Utilities / Communications	43,932.29	38,000.38	323,651.72	250,503.57
7000	Professional Services	135,027.66	84,536.66	990,133.60	733,810.99
7500	Dues/Subscriptions/Maint. Fees	35,340.83	12,296.25	307,940.16	247,453.33
7750	Insurance	44,132.00	816.00	132,396.00	141,378.05
8000	Repairs / Maintenance	53,755.70	42,861.17	349,039.90	273,147.36
9000	Debt Service	342,029.00	339,124.17	918,720.00	1,141,842.31
9500	Capital Outlay	4,334,066.67	29,867.15	5,121,616.69	555,209.98
Report Difference		(7,569,791.97)	(2,968,047.69)	(29,758,333.76)	(24,312,093.45)

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: February 21, 2023

SUBJECT: FUTURE AGENDA ITEMS

ITEM #: 9

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This agenda item allows an individual Governing Board member to recommend item(s) to go on future agendas.

Pursuant to A.R.S. §38-431.2(H), the Board will not discuss the items(s) at this time because it would be a violation of the Open Meeting Laws and no voting action will be taken on the recommended item.

RECOMMENDED MOTION

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: February 21, 2023

SUBJECT: Call to the Public

ITEM #: 10

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This is the time for the public to comment. Members of the Board may not discuss items that are not on the agenda. The Board is not permitted to discuss or take action on any item raised in the Call to the Public, which are not on the agenda due to restrictions of the Open Meeting Law; however, individual members of the Board are permitted to respond to criticism directed to them. Otherwise, the Board may direct staff to review the matter or that the matter be placed on a future agenda.

RECOMMENDED MOTION

No motion is necessary for this agenda item.