GOLDER RANCH FIRE DISTRICT
GOVERNING BOARD MEETING
PUBLIC NOTICE AND AGENDA
Tuesday, July 16, 2024, 9:00 a.m.
1600 East Hanley Boulevard, Oro Valley, Arizona 85737

*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, July 16, 2024**. The meeting will be held at the Fire District Headquarters Board Room, which is located at **1600 East Hanley Boulevard Oro Valley, Arizona 85737**. 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**

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. **REGULAR BUSINESS – Note – The Board intends to take the following items out of the normal order of the agenda.**

   A. DISCUSSION AND POSSIBLE ACTION TO APPROVE AN UPDATED ENGAGEMENT LETTER WITH ATTORNEY DAN PEDERSON OF PAGE, WOLFBERG, WIRTH, LLC OF MECHANICSBURG PENNSYLVANIA TO CONTINUE TO REPRESENT AND ADVISE GRFD WITH MEDICARE AND OTHER MATTERS

   B. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(3) FOR DISCUSSION OR CONSULTATION WITH THE ATTORNEY/ATTORNEYS FOR THE DISTRICT REGARDING REFUNDS OF OVERPAYMENTS RELATED TO A LIMITED NUMBER OF AMBULANCE TRANSPORTS PRIMARILY RELATED TO FEDERAL PAYORS
   ***Note – executive sessions are confidential pursuant to Arizona law.*

   C. DISCUSSION AND POSSIBLE ACTION TO AUTHORIZE AND DIRECT REFUNDS OF OVERPAYMENTS RELATED TO A LIMITED NUMBER OF AMBULANCE TRANSPORTS PRIMARILY RELATED TO FEDERAL PAYORS (MEDICARE/MEDICARE ADVANTAGE/VA)

6. PRESENTATIONS

A. PRESENTATION OF PERSONNEL

- YEARS OF SERVICE
  - JOHN BARON, PARAMEDIC 5 YEARS
  - LOGAN BRADSHAW, FIREFIGHTER 5 YEARS
  - JOSE ZUNIGA, FIREFIGHTER 5 YEARS

7. 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- JUNE 18, 2024, REGULAR SESSION

8. REPORTS AND CORRESPONDENCE

A. FIRE CHIEF'S REPORT – CHIEF BRANDHUBER
- UPDATES ON THE FOLLOWING AREAS:
  - MEETINGS, TRAININGS, AND EVENTS ATTENDED
  - POLITICAL & PUBLIC SAFETY INTERACTIONS/UPDATES
  - DISTRICT ACTIVITIES
  - PERSONNEL
  - BOARD SERVICES
  - FINANCE
  - HUMAN RESOURCES
  - INFORMATION TECHNOLOGY
  - PUBLIC/MEDIA RELATIONS
  - COMMENDATIONS/THANK YOU CARDS RECEIVED
- LEADERSHIP TEAM REPORT – PRESIDENT JONES

B. COMMUNITY RISK REDUCTION DIVISION'S REPORT - ASSISTANT CHIEF PERRY
- UPDATES ON THE FOLLOWING AREAS:
  - COMMUNITY RISK REDUCTION
  - FIRE AND LIFE SAFETY
  - COMMUNITY SERVICES

C. SUPPORT SERVICES DIVISION'S REPORT - ASSISTANT CHIEF CESAREK
- UPDATES ON THE FOLLOWING AREAS:
  - PLANNING
  - LOGISTICS
  - FACILITIES MAINTENANCE
  - FLEET
  - SUPPLY

D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISON'S REPORT – ASSISTANT CHIEF GRISSOM

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

9. REGULAR BUSINESS

A. DISCUSSION AND POSSIBLE ACTION REGARDING A CONTRACT WITH STRYKER FOR LUCAS 3 CHEST COMPRESSION SYSTEMS

B. DISCUSSION AND POSSIBLE ACTION ON WHETHER THE DISTRICT WIDE 3% PAY ADJUSTMENT APPLIES TO THE FIRE CHIEF

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

10. 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 – August 20, 2024

11. 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.

12. ADJOURNMENT

_____
Sandra Outlaw, 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 Headquarters 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 district headquarters, 1600 E Hanley Boulevard, Oro Valley, Arizona 85737.

Posted by: Shannon Ortiz 7/10/2024 at 5:00 p.m.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: July 16, 2024

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.

RECOMMENDED MOTION

No motion is necessary for this agenda item.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: July 16, 2024

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: Tom Brandhuber, Fire Chief

MTG. DATE: July 16, 2024

SUBJECT: DISCUSSION AND POSSIBLE ACTION TO APPROVE AN UPDATED ENGAGEMENT LETTER WITH ATTORNEY DAN PEDERSON OF PAGE, WOLFBERG, WIRTH, LLC OF MECHANICSBURG PENNSYLVANIA TO CONTINUE TO REPRESENT AND ADVISE GRFD WITH MEDICARE AND OTHER MATTERS

ITEM #: 5A

REQUIRED ACTION:	☐ Discussion Only	☒ Formal Motion	☐ Resolution
RECOMMENDED ACTION:	☒ Approve	☐ Conditional Approval	☐ Deny
SUPPORTED BY:	☒ Staff	☒ Fire Chief	☒ Legal Review

BACKGROUND

GRFD has worked with Dan Pederson of Page, Wolfberg, Wirth, LLC of Mechanicsburg, Pennsylvania in the past. This agenda item it to approve an updated letter of engagement with the firm to continue to represent GRFD and advise the district with medicare and other matters.

RECOMMENDED MOTION

Motion to approve the engagement letter as presented.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: July 16, 2024

SUBJECT: EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(3) FOR DISCUSSION OR CONSULTATION WITH THE ATTORNEY FOR THE DISTRICT REGARDING REFUNDS OF OVERPAYMENTS RELATED TO A LIMITED NUMBER OF AMBULANCE TRANSPORTS PRIMARILY RELATED TO FEDERAL PAYORS

ITEM #: 5B

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☒ Legal Review

BACKGROUND

RECOMMENDED MOTION

Motion to enter into executive session for item 5B to include the Governing Board, Chief Brandhuber, Assistant Chief Grissom, Deputy Chief Wilson, Supervisor Massie, Board Services Supervisor Ortiz, Attorney Aversa, and legal representatives from Page, Wolfberg, Wirth, LLC.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Dave Christian, Finance Director

MTG. DATE: July 16, 2024

SUBJECT: REVIEW, DISCUSSION AND POSSIBLE ACTION TO AUTHORIZE AND DIRECT REFUNDS OF OVERPAYMENTS RELATED TO A LIMITED NUMBER OF AMBULANCE TRANSPORTS PRIMARILY RELATED TO FEDERAL PAYORS (MEDICARE/MEDICARE ADVANTAGE/VA)

ITEM #: 5C

REQUIRED ACTION:	☐ Discussion Only	☒ Formal Motion	☐ Resolution
RECOMMENDED ACTION:	☒ Approve	☐ Conditional Approval	☐ Deny
SUPPORTED BY:	☒ Staff	☒ Fire Chief	☒ Legal Review

BACKGROUND

RECOMMENDED MOTION

Motion to authorize the Fire Chief to oversee self-disclosure reporting to the appropriate Federal agency and to promptly refund overpayments associated with GRFD ambulance transports and to take all steps necessary and reasonably required to ensure GRFD is in full compliance with Federal requirements; and, the Chairperson or in her absence, the Clerk of the Board is authorized to execute any certifications as may be necessary or reasonably required for submission of self-disclosure.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: July 16, 2024

SUBJECT: PRESENTATION OF PERSONNEL

ITEM #: 6A

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.

- YEARS OF SERVICE
  - John Baron, Paramedic- 5 Years
  - Logan Bradshaw, Firefighter- 5 Years
  - Jose Zuniga, Firefighter- 5 Years

RECOMMENDED MOTION

No motion required for this agenda item.

EMPLOYEE RECOGNITION

Employee Name: John Baron

Date of Hire: 2019

Current Position: Firefighter / CEP

Reason for Recognition: 5 Years of Service

Prepared by: J. Rinder – Capt. 377A

Date of Board Meeting: *The third Tuesday of each month.*

The employee named above will be recognized for Years of Service milestone, Job Promotion, New Employee, or Academy Graduate. This information will be used when the employee is recognized at the next GRFD Board Meeting.

Please return to Human Resources via email by the 25th of the month, prior to the Board Meeting.

Questions regarding the completion of this form can be addressed to Human Resources.

- *GRFD/CAREER HISTORY / PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS / PERSONAL OR SPECIAL NOTES OF INTEREST:*

  Today, we celebrate five years of service with a truly outstanding member of our team, John Baron. Back in 2019, John walked in here with a bachelor's in physiology and a minor in Spanish – a unique combination that's proven invaluable in connecting with people during some of their most challenging moments.

  Since then, John's dedication has been nothing short of impressive. He pushed himself further, joining our special operations team which includes several technical rescue disciplines and hazardous materials and graduated paramedic school. Now, not only can he assess a situation, but he can provide critical medical care too. Not to mention, he shares his expertise by teaching technical rescue to the district – ensuring everyone on the team is prepared for anything.

  But John's impact goes beyond the badge. He brings a positive spirit and a calming presence to every call. It's clear he genuinely cares about the people we serve and the people he serves with.

  Now, outside of work, we hear rumors of John's legendary smoked meats – perhaps he can bring some in for a future potluck? We also know he's a whiz with Spanish, which must come in handy on calls, and a decent golfer, though we might need to see some proof on that one!

  Seriously though, John, congratulations on your five years! We're incredibly fortunate to have you on the team. Here's to many more years of making a difference!

EMPLOYEE RECOGNITION

Employee Name: Logan Bradshaw

Date of Hire: 07/22/2019

Current Position: Firefighter/EMT Station 380 A Shift

Reason for Recognition: Years of Service 5 years

Prepared by: Captain Michael Thomas

Date of Board Meeting: *The third Tuesday of each month.*

The employee named above will be recognized for Years of Service milestone, Job Promotion, New Employee, or Academy Graduate. This information will be used when the employee is recognized at the next GRFD Board Meeting.

Please return to Human Resources via email by the 25th of the month, prior to the Board Meeting.

Questions regarding the completion of this form can be addressed to Human Resources.

- *GRFD/CAREER HISTORY: Logan started his firefighting career with Rural/Metro in Maricopa AZ. Before being hired by Golder Ranch in July of 2019.*

- *PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:*

  CPR instructor in 2021

  Driver/Operator in 2023

- *PERSONAL OR SPECIAL NOTES OF INTEREST:*

  Logan is a second generation firefighter, his father is a Captain with Tucson Fire.

EMPLOYEE RECOGNITION

Employee Name: Jose Zuniga

Date of Hire: 07/22/2019

Current Position: Firefighter

Reason for Recognition: 5 years of service

Prepared by: ***Jose Zuniga***

Date of Board Meeting: *The third Tuesday of each month.*

The employee named above will be recognized for Years of Service milestone, Job Promotion, New Employee, or Academy Graduate. This information will be used when the employee is recognized at the next GRFD Board Meeting.

Please return to Human Resources via email by the 25th of the month, prior to the Board Meeting.

Questions regarding the completion of this form can be addressed to Human Resources.

- *GRFD/CAREER HISTORY:*

  Jose was hired in July of 2019 as part of class 19-01

- *PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:*

  Jose has completed the Golder Ranch Driver Operator Course provided through the district as a step towards his future aspirations of becoming an Engineer with the district.

- *PERSONAL OR SPECIAL NOTES OF INTEREST:*

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: July 16, 2024

SUBJECT: APPROVE MINUTES- June 18, 2024, REGULAR SESSION

ITEM #: 7A

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. JUNE 18, 2024, REGULAR SESSION

RECOMMENDED MOTION

Motion to approve the July 16, 2024, Consent Agenda.

GOLDER RANCH FIRE DISTRICT
GOVERNING BOARD MEETING
REGULAR SESSION MINUTES
Tuesday, June 18, 2024, 9:00 a.m.
1600 East Hanley Boulevard, Oro Valley, Arizona 85737

1. CALL TO ORDER/ROLL CALL

Chairperson Vicki Cox-Golder called the meeting to order on June 18, 2024, at 9:00 a.m.

Members Present: Chairperson Vicki Cox-Golder, Vice-Chairperson Wally Vette, Board Clerk Sandra Outlaw, Board Member Steve Brady, and Board Member Tom Shellenberger

Staff Present: Fire Chief Brandhuber, Assistant Chief Grissom, Assistant Chief Perry, Deputy Chief Rutherford, Deputy Chief Jarrold, Deputy Chief Wilson, Fire Marshall Akins, Local 3832 President Jones, Human Resources Director Delong, Finance Director Christian, Information Technology Director Rascon, Division Chief North, Division Chief Hastings, Battalion Chief Seely, Community Relations Supervisor Camarillo, Billing Supervisor Massie, Operations Support Supervisor Bravo, Program Manager Holland, District Attorney Aversa, and Records Specialist Wong

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance.

3. FIRE BOARD REPORTS

Board Clerk Outlaw wanted to personally thank the crews that helped her last month. She thanked "C Shift" at Station 377 for her first call, as well as, the ambulance crew at Station 370 along with Engine 380 for her second call. She stated she had the best care and added that she has not been in an ambulance since she was an EMT 40 years ago. She did not have that experience, but she knows she was taken care of by the best. Board Clerk Outlaw expressed her desire to give the crews her fondest and most grateful thanks.

Board Member Shellenberger said he had a meeting with Chief Brandhuber and Assistant Chief Perry on May 10th to discuss community risk reduction because it was something that he was not familiar with. He has more knowledge on it now and they discussed ways to quantify the results to ensure that what we are doing is making a

difference. Board Member Shellenberger stated that it is great program and gives his full support.

Vice-Chairperson Vette also added that he had a meeting with Assistant Chief Perry on the same topic.

4. CALL TO THE PUBLIC

There were no public issues presented at this time.

5. CONSENT AGENDA

A. APPROVE MINUTES- MAY 21, 2024, REGULAR SESSION

B. APPROVE MINUTES- JUNE 4, 2024, SPECIAL SESSION

MOTION by Vice-Chairperson Vette to approve the June 18, 2024, Consent Agenda.
MOTION SECONDED by Board Member Tom Shellenberger.
MOTION CARRIED 5/0

6. REPORTS AND CORRESPONDENCE

A. FIRE CHIEF'S REPORT – Chief Brandhuber presented the Fire Chief's report to the Governing Board. Chief Brandhuber wanted to publicly thank the Governing Board for their support and recommendations on the pending budget. He appreciates the ability to take care of the staff at Golder Ranch Fire District. Chief Brandhuber thanked the Governing Board for the recommendations that were brought forward pending the Resolution for the budget.

Chairperson Cox-Golder made a comment on the wildland tablets for suppression. She said this was a great idea and asked if Information Technology Director Rascon can provide some more information on it.

Information Technology Director Rascon explained the tablets are a great idea since they can use multiple applications and complete wildland reports using cloud-based applications that will get them to our billing system immediately. They can also use the mobile responder app when the wildland application is not in use. The devices serve multiple purposes and is a great addition to the wildland equipment. Chairperson Cox-Golder thanked IT Director Rascon for the information.

Vice-Chairperson Vette asked if the low utilization numbers for Employee Assistance Program (EAP) calls and between EAP and GRFD's internal processes of a Peer Support Team, that we are providing everything we possibly can to GRFD's staff and their families.

Human Resources Director Delong answered that in addition to EAP, if staff members have a behavioral health concern, there are additional resources. EAP is a

confidential way to reach out and receive behavioral health support for themselves and their family as well as NICE Healthcare at no cost. Our medical insurance, Blue Cross Blue Shield, with the responsibility of co-pays, also has behavioral health support. Under Assistant Chief Cesarek, the Health & Safety division provide an internal Peer Support Team. Furthermore, we began operating the Struggle Well classes, which teaches coping skills and skills to embrace where someone is at, but to move forward happy and healthy. There are several resources for employees. The EAP numbers may seem low possibly due to employees not being comfortable but employers are mandated to offer it. Sometimes people do not feel confident in it or feel it is as secure as it is, therefore, there are these additional programs that are offered for staff to have access to.

Vice-Chairperson Vette added that the peer support is a vital process and thanked HR Director Delong.

Local 3832 President Jones wanted to include that over the years, GRFD has improved behavioral health services. Although, it has been changing and improving, it is important to stay current and look for best practices that are available. The new Struggle Well program that the Governing Board and Chief Brandhuber have committed to is a step in the right direction. There is a class that is occurring this week and the feedback has been overwhelmingly positive from employees who have participated.

President Jones stated there were eight people that attended the annual Professional Fire Fighters of Arizona convention. Different fire departments and districts attend across Arizona. It was held locally at Starr Pass. The eight people that attended the training said it was an excellent conference. President Jones added that conferences are important for networking and this event was a success. President Jones said that on today's agenda, there is an item for extending the memorandum of understanding. He hopes that it will be completed by next month to present to the Governing Board. If it is not, it will be done by August.

Board Member Shellenberger asked Chief Brandhuber if the strategic plan questionnaire/survey has been completed.

Chief Brandhuber responded today is the last day for internal personnel to participate. In a couple of days, the public comment period will be closed. The deadline for GRFD's government partners to respond is also approaching. All the information will be combined next week into a single report. Once that report has been received, it will be shared with everyone.

B. COMMUNITY RISK REDUCTION DIVISION'S REPORT – Assistant Chief Perry presented the Community Risk Reduction Division's report to the Governing Board.

Chairperson Cox-Golder asked about the therapy dog visitation program.

Assistant Chief Perry answered that Chief Brandhuber asked him to pursue that project. He explained the goal is to have volunteer handlers with therapy dogs rotate through the different fire stations and facilities. Staff members are welcome to interact with the dogs if they would like, but they do not have to. This would be on a regular schedule.

Chairperson Cox-Golder asked if this program would include the public or just open to GRFD employees.

Assistant Chief Perry answered that the program will be for just the employees.

Chairperson Cox-Golder also asked about the application for a Tohono O'odham gaming proceeds grant for $25,000 and if there has been a response back.

Assistant Chief Perry responded it was submitted a couple of weeks ago and there is confirmation of the submission to be in the running, but there have not been any results yet. Chief Perry will report back to the Governing Board once there is an update.

Chief Brandhuber asked Assistant Chief Perry to discuss what the grant is for.

Assistant Chief Perry explained that the goal is to purchase 10-year smoke detectors. When looking at GRFD's distribution of smoke detectors, battery changes, and installations, it was noted that there is a gap in Catalina; particularly in the lower income areas. The money and smoke detectors will be for an installation program in the lower income areas in Catalina.

Chairperson Cox-Golder added that many people may not recognize that smoke detectors are important to have and this will be great to do.

C. SUPPORT SERVICES DIVISION'S REPORT – Deputy Chief Jarrold attended the board meeting in Assistant Chief Cesarek's absence.

Chairperson Cox-Golder asked Jarrold about electric vehicles (eEV), the electric vehicle policy in responses to vehicle accidents and fires involving EVs, and if there has been many of them.

Deputy Chief Jarrold answered fortunately, there has not been many EV fires in the area. This is a regional approach and there is a committee at the Operations level, Health and Safety, Tucson Fire Department, and Northwest Fire District. Tow companies are also included as they will play a vital part in this. Currently, there are different means of controlling and extinguishing vehicle fires. The goal is to identify what is the best region wide approach and how GRFD is going to work with tow companies to ensure that all responders are safe throughout the duration of these types of fires.

DRAFT

Board Member Shellenberger asked whose responsibility it is to inspect the fire hydrants.

Deputy Chief Jarrold answered that the fire hydrants would generally be under Fire and Life Safety and the firefighters from Operations are the ones that go out to do the annual inspections on them.

Board Member Shellenberger asked who maintains the fire hydrants to ensure that they are functioning and accessible to the fire district.

Assistant Chief Perry responded that it is the responsibility of the water districts to maintain the hydrants. GRFD firefighters do the inspections and file reports on an application. The water districts follow up with making repairs and ensuring that they are functioning.

D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISON'S REPORT – Assistant Chief Grissom presented the EMS & Fire Response and Professional Development report to the Governing Board. Assistant Chief Grissom highlighted it is week eight of GRFD's Academy and there are 28 strong individuals that he hopes will be graduating on August 9th. He will be sending the Governing Board members an invitation once they are available and stated he would love to see the Governing Board at the graduation. Assistant Chief Grissom also added there are three medic students in their second week of medic school and are all doing very well. There are three different wildland crews out on assignment. There are two in Arizona and one in New Mexico. The ImageTrend training is completed by those who worked hard on getting ImageTrend up and running. Assistant Chief Grissom thanked and appreciates the support of the Governing Board for approving the new ImageTrend system that will begin on July 1st.

Chairperson Cox-Golder asked about the GRFD Wildland Team instructors that hosted a UTV class for Northwest Fire District and what is an "UTV" class.

Assistant Chief Grissom answered that an UTV is a utility vehicle and the instructors trained on the proper techniques and safety components of an UTV. They were placed in an operating course with cones to ensure they are driving safely.

Chairperson Cox-Golder asked if the UTVs are for GRFD's firefighters.

Assistant Chief Grissom responded they are for our Wildland and Special Operations teams that respond to various areas in the desert where an ambulance or fire engine is unable to reach.

7. REGULAR BUSINESS

A. PUBLIC HEARING ON THE GOLDER RANCH FIRE DISTRICT FISCAL YEAR 2024/25 BUDGET

- OPEN THE PUBLIC HEARING – Chairperson Cox-Golder opened the public hearing for any comments from the public at 9:18 a.m.

  There were no public comments made.

- CLOSE THE PUBLIC HEARING – Chairperson Cox-Golder closed the public hearing at 9:18 a.m.

NO MOTION NEEDED FOR THIS AGENDA ITEM.

B. DISCUSSION AND POSSIBLE ACTION REGARDING THE ADOPTION OF RESOLUTION #2024-0005 APPROVING AND FORMALLY ADOPTING THE GOLDER RANCH FIRE DISTRICT FISCAL YEAR 2024-2025 & 2025-2026 BUDGETS

MOTION by Vice-Chairperson Vette to approve Resolution #2024-0005 formally adopting the Golder Ranch Fire District budget in the amount of $52,557,067 with a recommended mil rate of $2.54 and a bond debt service mil rate of $0.12 for fiscal year 2024-2025.
MOTION SECONDED by Board Member Shellenberger.
MOTION CARRIED 5/0

C. DISCUSSION AND POSSIBLE ACTION REGARDING THE ADOPTION OF RESOLUTION #2024-0006 APPROVING THE APPROPRIATION OF THE GOLDER RANCH FIRE DISTRICT END OF FISCAL YEAR 2023-2024 GENERAL FUND BALANCE

Finance Director Christian explained that this is done every year pursuant to GRFD's Financial Policy. It takes the reserve funds balance and commits it to the various functions that are identified in the Resolution under consideration. Title 48 allows the treasurer to appropriate any uncommitted money and apply it towards the upcoming levy. GRFD is attempting to preserve the principal amount/core of the reserve dollars for specific purposes pursuant to Gatsby and Title 48. These specific purposes are based on GRFD's average of the last three years of the general fund revenues, which is around $40 million. Ten percent would be reserved for emergency purposes, twenty percent for operating reserves, and ten percent for budget stabilization. There is a $4 million dollar contingency reserve fund. In policy, its purpose is to address any unfunded liabilities with GRFD's public safety obligations. $20,107,930 is what is under consideration to reserve by resolution.

Vice-Chairperson Vette asked Finance Director Christian if the funds are held at the county.

Finance Director Christian answered the money is held with the investment pool at the county, which is in the state investment pool. The exception is the $4 million dollars, which are held with a third-party administrator that invests the money in various index funds and bonds.

MOTION by Board Member Shellenberger to approve Resolution #2024-0006 appropriating the end of fiscal year General Fund balance in accordance with GRFD Principles of Sound Financial Policy.
SECOND by Board Clerk Outlaw.
MOTION CARRIED 5/0

D. DISCUSSION AND POSSIBLE ACTION REGARDING THE ADOPTION OF RESOLUTION #2024-0007 DECLARING DISTRICT ITEMS AS SURPLUS AND DIRECTING STAFF TO ADD DECLARED SURPLUS ITEMS TO A PUBLIC AUCTION SITE OR SELL TO A NEIGHBORING OR MUTUAL AID FIRE DISTRICT/DEPARTMENT

Deputy Chief Jarrold stated there are several surplus items from different divisions. There is a golf cart and parts washer from Fleet, computer components from IT that are no longer needed, and items from the Wildland Division. Captain Port expressed there are two or three different models of handheld radios that are not supported by the manufacturer, Bendix King. It can be an issue if someone has to learn a different styled radio. All the radios currently issued are the newest and latest models that should be supported by Bendix King for some time. It would be great to help the smaller neighboring fire districts with radios for wildland fires.

Board Member Brady asked if GRFD notifies the local fire departments or mutual aide partners before the items are placed for public auction.

Deputy Chief Jarrold answered that GRFD does inform them prior to listing on public auctions. Previously, the fire truck that was sold to Corona de Tucson, before it was placed on a public site, GRFD reached out to the neighboring districts. GRFD wants to keep the items in the region and with fire districts that will maintain them.

MOTION by Board Clerk Outlaw to adopt Resolution #2024-0007 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 or department.
SECOND by Board Member Brady.
MOTION CARRIED 5/0

E. DISCUSSION AND POSSIBLE ACTION REGARDING THE ADOPTION OF RESOLUTION #2024-0008 GRANTING AN EXTENSION OF THE CURRENT MEMORANDUM OF UNDERSTANDING BETWEEN THE GOLDER RANCH FIRE DIRSTICT AND NORTH TUCSON FIREFIGHTERS' ASSOCIATION, INTERNATIONAL ASSOCIATION OF FIREFIGHTERS LOCAL 3832

Chief Brandhuber stated the memorandum of understanding (MOU) has a few more outstanding items that need to be addressed. Chief Brandhuber thanked the Governing Board for approving the budget. The approved budget enhancements for GRFD staff will still occur in July regardless of the MOU. Chief Brandhuber wanted to ensure the language is clear in the MOU and the corresponding policies before presenting the MOU to the Governing Board for review and consideration. Chief

Brandhuber does not foresee any issues or problems and is working with President Jones and Local 3832 through a few small matters.

MOTION by Vice-Chairperson Vette to approve and adopt Resolution #2024-0008 to grant an additional sixty days for a new memorandum of understanding to be presented to the GRFD Governing Board for approval.
SECONDED by Board Member Shellenberger.
MOTION CARRIED 5/0

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

Finance Direction Christian presented the Golder Ranch Fire District reconciliation and monthly financial report. He stated May is the second payment on property taxes. It is the month with the second largest increase in revenue for property taxes. As expected, GRFD received close to $7.7 million, it was exceeded by half a million with a 5% variance. Year-to-date, GRFD is doing well on property tax collections. Interest and budget revenues continue to exceed budget. There was about an $8,000 shortfall in miscellaneous revenue. There was not as much wildland revenue as anticipated for this time of year. Although GRFD has several resources out for wildland fires, collecting on it has been lackluster. While revenue was 6% favorable, the monthly outflow for May was not what was anticipated. The biggest amount was from labor. When the monthly cash flow is divided into its components, labor is budgeted in terms of the number of payrolls. There are normally two payrolls a month, but three twice a year. Three payrolls were budgeted for the month of June and two for May; however, there were three. Labor was unfavorable in May, but will be very favorable in the month of June and will balance out to about a 1% favorable variance in labor costs. Another excess of outflow that was more than projected was professional services costs. There were some accreditation and strategic planning costs in May. A flashover chamber and a car-fire prop for training was purchased from the capital budget that were not anticipated for May. The financials were 4% unfavorable, but within the 5% target goal. It is adequate that the budget is being utilized and executed on projects, items, and programs. Year-to-date, GRFD has a revenue of about $2.5 million dollars, which is 5% favorable. This is largely due to the American Rescue Plan (ARP) and radio grants that GRFD has received. That money is included in the grant revenue, which is the biggest component being over 200% favorable. There is a 0% variance in year-to-date labor costs. Finance Director Christian stated he expects there to be a 1% favorable variance in June, the last month of the fiscal year, for labor expenses: the largest item in the budget. Currently, there is $5 million dollars in net proceeds; a $3 million dollar variance of what was anticipated. This will play a role in the fund balance at the end of the year. Some of the money will be consumed in June, with more expenditures than revenue. It is very likely that GRFD is going to add close to $3 million dollars to the fund balance from the beginning of the fiscal year to the end of the fiscal year, largely due to the grants and some due to positive variances from expenditures.

There is about $1 million dollars in the general fund in Pinal County that will be remitted back to Pima County in June. In Pima County, there is approximately $17 million dollars in the general fund with some of it consumed in June. The total cash balance is $37 million dollars at the end of May, but that amount is expected to decrease to $34-$35 million dollars by the end of the fiscal year.

There were 641 ambulance transports in May, the busiest month of the year. GRFD is on track to reach 7,000 transports for the fiscal year, which will be a milestone for the organization. There has never been 7,000 transports in a fiscal year and 450 transports are needed to reach this amount. It is expected that GRFD's partners, Avra Valley Fire District and Rincon Valley Fire District will have 3,000 transports in June. This will be another milestone for 10,000 transports billed in a fiscal year. There has been a decline in COVID transports. With population and demographic changes, there is an organic growth in transport numbers not only daily, but monthly and yearly as well. GRFD is doing well on ambulance revenue.

There are ten wildland fires, however, there has been a couple more since the report. Most of the fires are in state. There is a single resource in New Mexico, which may be a federal resource for the report in June. The finance department is seeking the collection of the wildland money as quickly as possible; however, the state is strict on how they are billed.

MOTION by Board Member Shellenberger to approve and accept the Golder Ranch Fire District reconciliation and monthly financial report as presented.
SECONDED by Board Clerk Outlaw.
MOTION CARRIED 5/0

8. FUTURE AGENDA ITEMS

The next regularly scheduled meeting will be on July 16, 2024.

9. CALL TO THE PUBLIC

There were no public issues presented at this time.

10. ADJOURNMENT

MOTION by Board Member Brady to adjourn the meeting at 9:35 a.m.
MOTION SECONDED by Vice-Chairperson Vette.
MOTION CARRIED 5/0

_____
Sandra Outlaw, Clerk of the Board
Golder Ranch Fire District
J/W

DRAFT

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: July 16, 2024

SUBJECT: FIRE CHIEF'S REPORT

ITEM #: 8A

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
- Board Services
- Finance
- Human Resources
- Information Technology
- Community/Media Relations

Also, under this agenda item the Local 3832 President will present the Union's report to the Governing Board.

- Leadership Team Report – President Jones

RECOMMENDED MOTION

No motion is necessary for this agenda item.

FIRE CHIEF'S REPORT

Tom Brandhuber

June 2024



Chief's Activities for the Month

- Participated in Station 378 Groundbreaking Ceremony
- Participated with the governing board in discussions with Douglas on Organizational Identity, the first step in our two-step plan for a new strategic plan
- Attended several meetings on a pending personnel matter
- Presented Chiefs Coin to Northwest Fire District (NWFD) crew who responded and transported one of our own
- At Headquarters met with Vice Chairperson Vette, Board Clerk Outlaw and Board Member Schellenberger on general updates
- Met with the new AMR/GMR ambulance local leadership team

- Had a meeting with two Phoenix area chiefs to decide on a presentation on ambulance billing at the annual Arizona Fire Chiefs Conference
- Chaired the PEMS (Pima County Emergence Medical Services Council) meeting
- Participated in the District monthly Governing Board meeting
- Chaired the Southeastern Arizona Emergency Medical Services Council meeting
- Attended a class, with other chief officers, taught by Oro Valley Police Department (OVPD) on how to test for impairment
- Attended several meetings with President Jones on the memorandum of understanding (MOU) and final implementation of the new grade/scale
- Labor held a leadership meeting to discuss organizational identity results
- A leadership meeting was scheduled to discuss MOU and final grade/scale plan for FY24/25, within the budget
- Held weekly executive leadership team meetings (Deputy Chiefs-Assistant Chiefs-Directors)
- Facilitated the monthly Fire Chief Status update meeting
- Held various meetings with personnel
- Facilitated various meetings with department heads

JUNE REPORT

Tom Brandhuber

June 2024

Community/Media Relations

Events:

- 2 Station Tours at 380
- 1 Station Tour at 377
- Ride Along at 370
- Ride Along at 380
- Ride Along at 373
- Station 378 Groundbreaking
- Dinner with a Firefighter
- Oro Valley Optimist Club with various community members
- Community Survey for external stakeholders
- Monthly Quail Ridge blood pressure testing
- Recruit/Employee Make-Up Picture Day
- Tabletop exercise with Northwest Fire District and public safety/community partners
- IMPACT of Southern Arizona board meeting
- Kgun 9 interview on monsoon safety with Captain Ryan Ward
- Media coverage through several online posts

Community Presence:

- Community alert on 4-vehicle crash off Northern Avenue and Magee Road
- Communications on our upcoming change in our days of operation, Monday-Thursday
- Weekly digital campaign on Fire Academy showing what recruits are learning through pictures and video
- Ironwood Elementary end-of-school water spray turned into a water fight with our firefighters
- Strategic planning community survey communications digitally, through local businesses and personally distributing survey cards
- Press release and community information on Station 378 groundbreaking
- Follow up messaging on heat safety flags at Catalina State Park in extreme heat conditions
- Monsoon Awareness Week, provided graphics and community messaging
- National Posttraumatic Growth Day campaign, opportunity to educate community on our Peer Support Team and participation in Struggle Well

- Cool Pool Rules and water safety community messages
- Dashboard information and slides highlighting important topics district wide including Erik Hite Foundation's summer events
- Juneteenth recognition on behalf of district
- Father's Day recognition
- Station 376 vehicle extrication training

Social Media and Online Presence Totals:

- Facebook reach is 46,000 and post engagement is 4,000
- Instagram account reach is up 15,000
- Twitter impressions are at 18,500

Future Projects and Events:

- Weekly Fire Academy digital campaign
- PSA with Northwest Fire and Tucson Fire
- Oro Valley Chamber Awards Breakfast





Board Services

Records responded to 26 records requests for the month of June.

The breakdown is as follows:

Environmental Reports	-
Outstanding Code Violations/Inspection Report	1
Fire Reports	2
Incident Reports	5
Medical Records	17
Other	1

Fingerprinting and i9's taken at the front desk in the month of June:

Fingerprints	50
I9	7

_____

Records Specialist Wong attended the Arizona Municipal Clerks Associations' (AMCA) Institute in Phoenix from June 3rd – June 7th. The curriculum consisted of topics on public records, open meeting law, conflict resolution, ethics and integrity, emergency management, elections and public candidate outreach, developing and implementing a successful council orientation, overview of public administration/government, applied leadership, and communication in the public sector. It was a great networking opportunity to share ideas with other clerks around the state during the small group discussions.

A couple of extensive records requests were received for incident reports. One of them included forty-six documents (Fire RMS and patient care reports). These documents are redacted and reviewed by the attorney prior to being released.

Records Specialist Wong was trained to do fingerprinting using the Field Print software.

Board Services has begun preparing for AMCA's Athenian Dialogue that will be held along with the annual conference and elections training in Fountain Hills, AZ. The book for the Athenian Dialogue is *No Pain No Gaines* by Chip Gaines. For the conference, Region 7's Leader/Board Services Supervisor Ortiz has compiled a gift card board raffle item with contributions from other cities and towns within the Region. This will help raise funds for AMCA's Scholarship Committee, which will assist attendees cover costs to attend these conferences.

While in the absence of Board Services Supervisor Ortiz, Records Specialist Wong attended June's board meeting and transcribed the minutes.

Vector Solutions videos on ImageTrend training were completed in preparation for the rollout of the new system that started July 1st. This new system will also be used for obtaining fire RMS and patient care reports for records requests.

At the June 12th meeting the GRFD Governing Board held a public hearing and adopted the district's final budget. It has been posted on the district's website for the public to view in compliance with state statute.

June 4th there was a special session Governing Board meeting to review the strategic plan input from the contractor hired to compile the document.

Board Services Supervisor Ortiz attended the ribbon cutting ceremony for the Pinal County VOTES Election Center. Votes stands for Voter Operations Technology and Election Services. After the ceremony, attendees were given a tour of the $32 million facility.

The GRFD PSPRS Local Pension Board held a meeting on Tuesday, June 4th. They approved membership of all new recruits into the PSPRS system.

Board Services Supervisor Ortiz attended the Arizona Municipal Clerks' Association Academy. The topics included Servant Leadership; Diversity, Equity and Inclusion; Document Recording Services, Standards and Best Practices; Elections; and Decision Management.

Finance Report

2024 Annual Comprehensive Financial Report -ACFR:

At the October or November Board Meeting you will be presented with the 2024 ACFR for Golder Ranch FD. This document, among other things, will reveal the financial condition of the district at 6/30/2024, and if that financial condition is improving or deteriorating. The CAFR will also contain an opinion from the Auditors of Beach Fleishman on the financial information presented as well as the internal controls of GRFD. The rest of the CAFR is made up of the 1. Transmittal Letter 2. The Management Discussion and Analysis (MD&A) and 3 the Notes to the financials. The CAFR will contain other information such as the names and terms of the Board Members, an organization chart of GRFD and a table of contents. It is important to understand that all of these pieces that make up the CAFR are a standard format that has been developed by the GASB. All CAFR's will contain these same components and in essentially the same order so there will be a fair amount of comparability between a CAFR from Town of Oro Valley, NWFD or any other governmental entity.

The Transmittal Letter is intended to (1) convey "subjective" information that would not be suitable for the MD&A, to (2) formally convey the CAFR to its intended audience, to (3) profile the district to a reader not familiar with it and (4) provide information on the broader economic conditions of the district.

The MD&A is intended to be an introduction, overview, and analysis of the financial statements. Here, we attempt to explain as clearly as possible what the financial statements represent and what they mean. The goal of the MD&A is to assist a reader of the financial statements, no matter how sophisticated, to quickly assess the financial health of the district.

The Foot Notes are an integral part of the Basic Financial Statements. While they will contain some of the same information that is contained in the MD&D, like the financials they are an integral part of, the Foot Notes or Notes, have to be presented in a very specific format. There is no capacity in the Notes for subjective information or analysis.

Human Resources

HR participated in all regularly scheduled meetings and completed all regular duties.

Additionally, we were managed in the following:

Recruitments:

- Fleet Maintenance Technician – selection process is underway
- Finance Supervisor – selection process is underway

- HR Generalist/Policy Coordinator - posted

Current HR Trends:

We are well into summer and vacation time. HR would like to remind everyone that unplugging from work while on vacation is not just great for your mental health, but also great for your family. You can dedicate your time and energy to being fully present with them.

Here is the big secret: Golder will not fall apart if you're incommunicado for a week…or 3. You are not indispensable. And that's for the best. No one should be the single fail point for an organization or team.

Another truth: No one uses written communication in an emergency. If they really, truly need you, they'll use other means to find you.

A 2023 study of managers found that 43% said they were burned out. What example are they setting for their team? Are they really an effective leader?

Time off prevents stress and burnout. A study done by Work and Well Being found:

- 68 percent of employees report a more positive mood.
- 66 percent of employees feel they have more energy after a vacation.
- 57 percent of employees feel more motivated and less stressed post-vacation.
- After a vacation, 58 percent of working adults reported improved productivity.
- 55 percent of workers noticed that their work quality was better after taking time off.

As a leader you want employees feeling valued and satisfied in their job! The best way to create this as part of our culture is to set an example and take time off yourself and encourage your team too as well.

Employees, whose organizations encourage vacation, reported feeling:

- More valued by their employer (80 percent vs. 37 percent)
- More satisfied with their job (88 percent vs. 50 percent)
- That they are treated fairly by their organization (88 percent vs. 47 percent)

These are the employees we want, this is the culture we desire, and this is how we want all of our employees to feel.

Here is a four-step plan to gift you undistracted time away:

1. Make a plan – take an hour to create a plan for who will be responsible for tasks in your absence. Who will do what by when?
2. Communicate the plan – ensure all parties have the information they need to get the job done without you.
3. Focus on opportunities – it's easy to find a reason not to take vacation. Stop focusing on that and focus on what will go right. You'll get quality time away and your team will be presented with opportunities for professional development.

4. Unlink all work accounts - this includes removing or silencing work-related apps on your phone/electronics while on vacation. You've entrusted the oversight of these things to your team, show them you believe in them.

Golder encourages and supports you in your valuable time-off and we hope you enjoy your vacation!

HR Team Projects:

- HR has published the new compensation structure on the intranet. For questions, please contact your department/division head, HR, or Finance.
- Plan Year 2024-2025 benefits are now effective. We will begin planning for next year in the coming months. Employees should expect to receive new insurance cards in the mail by the end of August.
- HR continues to collaborate with the Health & Safety and Operations teams to monitor employees who are absent or on light duty due to personal or work-related illnesses or injuries.
    - At present, there are seven people on the list, most with a designated light duty assignment.
- HR is participating in the website committee with the aim of updating the site to provide valuable information and resources for both internal and external users.
- Performance Evaluation committee: The committee has paused its activities. The committee will reconvene and proceed once the expected strategic plan is available.
- Policy reviews and updates – *please see policy section of board packet*
    - Paused pending available personnel to address policy needs.

Employee Recognition

Congratulations on your Golder anniversary!

Thank you for being such fabulous team members!



Employee Years of Service		
Employee Name	**Hire Date**	**Years of Service**
GARY, MATTHEW PAUL	07/23/2001	23
MILLER, RYAN SCOTT	07/23/2001	23
NORTH, JEREMY DOUGLAS	07/23/2001	23
VALENZUELA, STEFANI KAY	07/23/2001	23
WALDORF, MICHAEL FRANCIS	07/23/2001	23
GORDON, MATTHEW ASHER	07/21/2003	18
JARROLD, ADAM	07/21/2003	21
RYAN, COLIN MATTHEW	07/21/2003	21
SANTACRUZ, RODOLFO NUNEZ	07/21/2003	21
SCHULZKUMP, RANDY GERALD	07/21/2003	21
CAVALETTO, CHRISTOPHER CODY	07/25/2005	19
FOSTER, SHAWN KEVIN	07/25/2005	19
DAVIS, KIMBERLY	07/25/2005	19
SCHOBEL, GARY ALLEN	07/25/2005	19
SEEGMILLER, MIKE	07/25/2005	19
UNGER, KYLE LEE	07/25/2005	19
ESPINOZA, CAROL LYNN	07/31/2006	18
DAILY, MICHAEL GREGORY	07/01/2015	9
MORALES-GERMAN, RAJIV JESUS	07/01/2015	9
AHUMADA, JOSE ALFREDO	07/20/2017	7
BIGELOW, TOMMY	07/20/2017	7
BUDA, CHAD STEVEN	07/20/2017	7
BURGLE, KEITH WILLIAM	07/20/2017	7
CHARNOKI, CHRISTOPHER WILLIAM	07/20/2017	7
CITRO III, ANTHONY JOSEPH	07/20/2017	7
CRAIN, MIKE	07/20/2017	7
DAWKINS, CHRISTOPHER SCOTT	07/20/2017	7
FOSTER, CANDACE CELINE	07/20/2017	7
GARCIA, SAMUEL JOSEPH	07/20/2017	7
GERL, FRANCIS	07/20/2017	7
GLOVER, JAMES EARL	07/20/2017	7
GRAHAM, CHAD ALLEN	07/20/2017	7
HASTINGS, ADAM BRADLEY	07/20/2017	7
HATFIELD, ANDREW WAYNE	07/20/2017	7

JONES, BENJAMIN ALLEN YEATER	07/20/2017	7
KASSULKE, JACOB ARTHUR	07/20/2017	7
KINTNER, PETER	07/20/2017	7
KUKAHIKO, VINCENT JERALD	07/20/2017	7
LOMINAC, ZACH MYERS	07/20/2017	7
LUDEWIG, GRAHAM ARJEN	07/20/2017	7
LUSHBAUGH, KEITH MATTHEW	07/20/2017	7
MELEN, ERIC JOHN	07/20/2017	7
PACHECO, ANDREW JASON	07/20/2017	7
PERRY, ERIC	07/20/2017	7
PETTIT, SHAN	07/20/2017	7
PRICE, MICHAEL DAVID	07/20/2017	7
RAMOS, NANCY	07/20/2017	7
RUTHERFORD, TONY MICHAEL	07/20/2017	7
SANCHEZ, DEAN BRANDON	07/20/2017	7
SATHER, RYAN JAMES	07/20/2017	7
SCHOEPF, SAM RICHARD	07/20/2017	7
SELSOR, MICHAEL WAYNE	07/20/2017	7
SMITH, ANDREW FRANK	07/20/2017	7
TAYLOR, JASON ADAM	07/20/2017	7
TORRES, FELIPE DE JESUS	07/20/2017	7
WHITE, BRADLEY JOHN	07/20/2017	7
WHITE, STEVE BRUCE	07/20/2017	7
YOUNG, MITCHELL WAYNE	07/20/2017	7
MCDADE, MICHAEL DOUGLAS	07/09/2018	6
METZGER, DEB	07/09/2018	6
BARON, JOHN CURTIS	07/22/2019	5
BRADSHAW, LOGAN TYLER	07/22/2019	5
BRANDON, DANIEL ANDREW	07/22/2019	5
CAMERON, ALEC SCOTT	07/22/2019	5
CRUZ MIRANDA, SABAS	07/22/2019	5
DEL PERCIO, TIM KYLE	07/22/2019	5
DOMINGUEZ, ADRIAN NICOLAS	07/22/2019	5
HOUSE, ERIC DAVID	07/22/2019	5
KOLT, MOLLY KATRINA	07/22/2019	5
KREITNER, RYAN ANDREW	07/22/2019	5
MANZO RUBALCABA, IDELFONSO	07/22/2019	5
MILLIGAN, KYLE	07/22/2019	5

MORAN, PAXTON WADE	07/22/2019	5
POWELL, CADE RYAN	07/22/2019	5
WELLMAN, CORY EDWARD	07/22/2019	5
YANKOVICH, SAMUEL MATTHIAS	07/22/2019	5
ZUNIGA, JOSE PEDRO	07/22/2019	5

IT Applications Group Activities/Projects

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

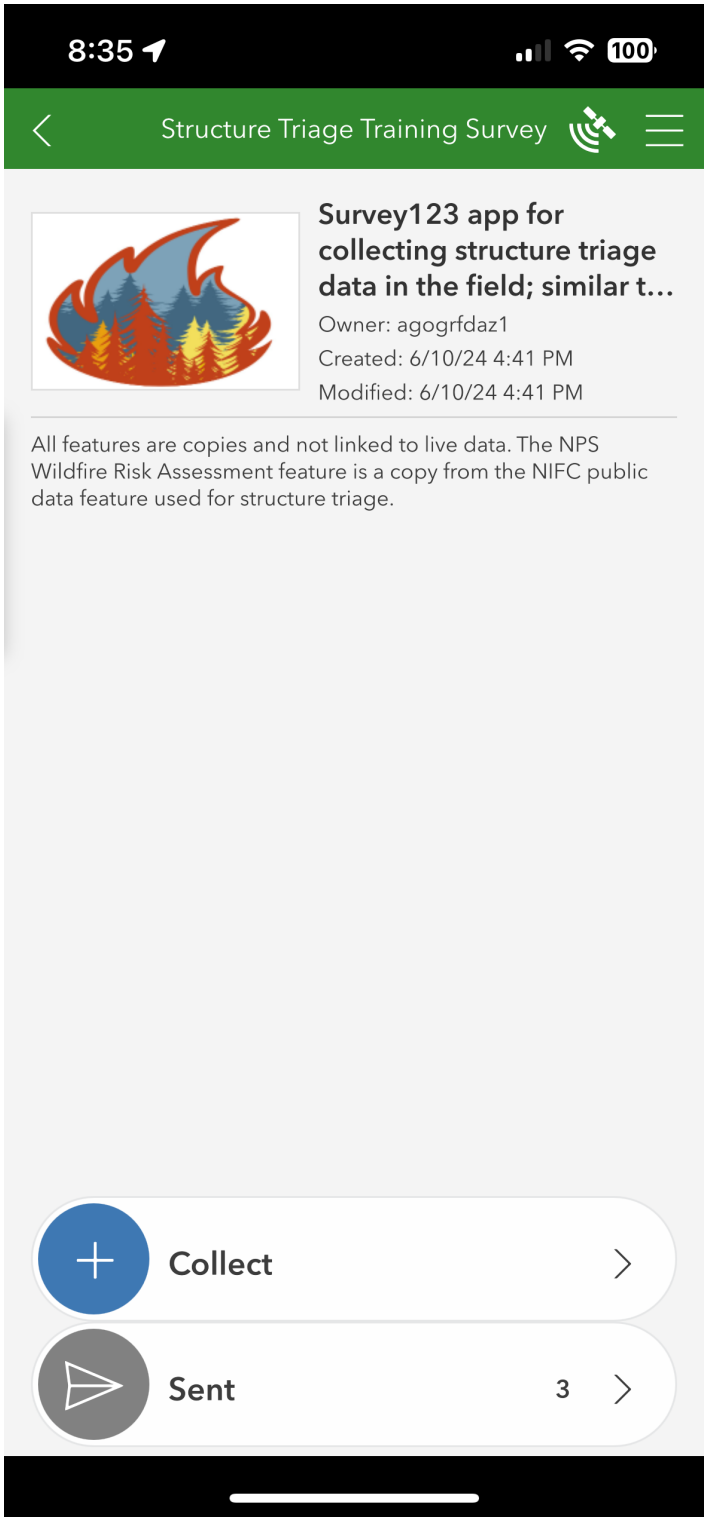
- The application group has been focused on dealing with ongoing tickets, doing regular maintenance, and dealing with documentation on new issues.
- ImageTrend - ImageTrend has been going well, definitely working out some bugs with the team and getting them fixed.
    - Going forward we will work on the KNO2 interface to the hospitals. The KNO2 interface helps us share data with the hospital coordinator.
    - We are also working with ImageTrend billing bridge developers to create a new process regarding the zoll with billing bridge integration.
- ImageTrend Connect Conference 2024 -Artan and I will be going to the ImageTrend conference this month and we very much looking forward to that experience. The ImageTrend Connect Conference 2024 can be highly beneficial for several reasons:
    - Networking Opportunities: Connect with industry leaders, professionals, and peers. This can lead to new collaborations, partnerships, and career opportunities.
    - Educational Sessions: Gain insights from a variety of sessions, workshops, and presentations on the latest trends, technologies, and best practices in the industry.
    - Innovative Solutions: Discover new tools, software, and methodologies that can enhance your work and improve efficiency.
    - Expert Speakers: Learn from thought leaders and experts who share their knowledge and experiences.
    - Hands-On Experience: Participate in interactive demos and hands-on sessions to better understand new products and solutions.
    - Certification and Training: Take advantage of certification programs and specialized training sessions to enhance your skills and credentials.
    - Industry Updates: Stay updated on the latest developments and future directions of the industry.
    - Inspiration and Motivation: Get inspired by success stories, innovative ideas, and the passion of other attendees.

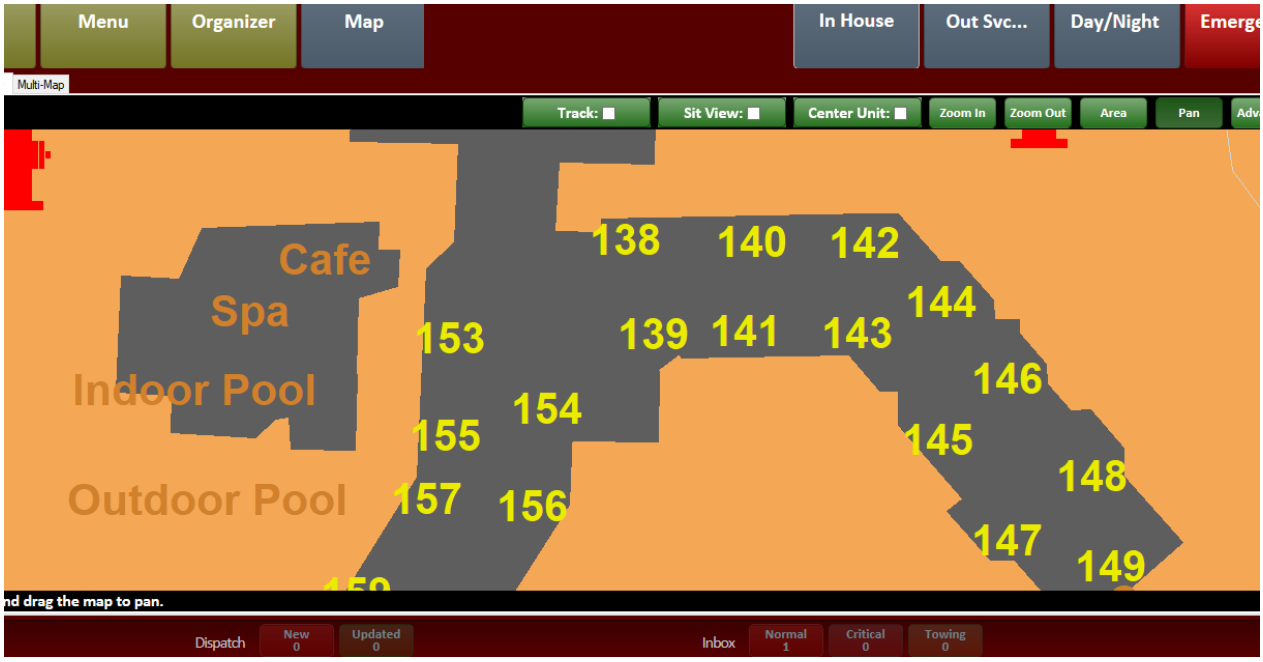
- Community Engagement: Be part of a community that shares your interests and challenges, fostering a sense of belonging and support.
- Exclusive Announcements: Be among the first to hear about new products, features, and company updates directly from ImageTrend.

IT GIS Activities/Projects

GIS major March projects were:

- Ongoing wildland request from Capt. John Spanarella for a training Survey123 app in coordination with the National Interagency Fire Center (NIFC) as well as a field map app for showing various reference layers needed to complete triage, such as the new gates layer and a bridge load layer.
  - Image attached
- Created a planning map for a potential site location of a microwave dish at the White Rock Mine.
- Continuing updates to the Geographical Planning Zones layer per Assistant Chief Perry to break down the zones into more accurate representations based on population density.
- Transport data request completed from Assistant Chief Grissom for total dispatches for the past fiscal year (July 1, 2023 – day of request).
- Completed the addition of unit and villa numbers to the Splendido complex which now are on the Mobile Data Computer (MDC).
  - Image attached
- Ongoing ImageTrend training


8:35
100
Structure Triage Training Survey
Survey123 app for collecting structure triage data in the field; similar t...
Owner: agogrfdaz1
Created: 6/10/24 4:41 PM
Modified: 6/10/24 4:41 PM
All features are copies and not linked to live data. The NPS Wildfire Risk Assessment feature is a copy from the NIFC public data feature used for structure triage.
Collect
Sent
3





IT Systems Group Activities/Projects

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

- The Systems group has been diligently addressing ongoing tickets, performing regular maintenance, and managing documentation for new issues. Their continuous efforts ensure the smooth operation and reliability of our systems. Over the past month, the team has made significant strides in several key areas due to our new help desk software:

    - Ticket Resolution: The team has been efficiently resolving a high volume of support tickets, ensuring that all user issues and requests are handled promptly. This includes troubleshooting technical problems, providing user support, and implementing necessary fixes.
    - Routine Maintenance: Regular maintenance activities have been carried out to ensure system stability and performance. This includes updates, patches, and system optimizations to prevent potential issues and enhance system efficiency.
    - Documentation Management: The team has been meticulously documenting new issues and their resolutions. This comprehensive documentation is crucial for knowledge sharing, training new team members, and creating a valuable resource for future reference.

- The fiber optic cable leading to the 370 campus experienced significant damage, resulting in a complete severance of the fiber. This incident caused an internet outage for the fire district. Fortunately, our services were rerouted during the repair, ensuring no impact on dispatch services due to our multiple redundant systems. Impressively, the fiber company was able to restore services within 5 hours, a commendable achievement.
- Multifactor Authentication (MFA)-As part of our efforts to stay ahead of evolving security threats, we have implemented new updates to our current multifactor authentication (MFA) organization-wide. This applies when accessing resources such as Microsoft Teams, OneDrive, SharePoint, and Email from your desktop, laptop, or mobile device. What is MFA? Here's a simple way to understand it:
    - Something You Know: This is your password.
    - Something You Have: This could be your phone or a special code sent to your phone.
    - When you log into an account with MFA, you first enter your password. Then, you receive a code on your phone that you need to enter. This way, even if someone discovers your password, they cannot access your account without the second factor.
- Security Reminder: Never click on unsolicited links sent via email or SMS. When in doubt, contact the sender to verify the authenticity.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Assistant Chief of Community Risk Reduction

MTG. DATE: July 16, 2024

SUBJECT: COMMUNITY RISK REDUCTION ASSISTANT CHIEF'S REPORT

ITEM #: 8B

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 Support Services Assistant Chief to provide updates to the Governing Board on the following areas:

- Community Risk Reduction
- Fire and Life Safety
- Community Services

RECOMMENDED MOTION

No motion is necessary for this agenda item.

ASSISTANT CHIEF'S REPORT

Community Risk Reduction – Eric Perry

June 2024

Assistant Chief's Activities

Activities:

- Attended weekly Executive Leadership Team meetings
- Attended multiple compensation meetings
- Visited multiple stations to discuss Community Risk Reduction, Accreditation, and Strategic Planning
- Helped facilitate multiple online and in-person feedback sessions for our upcoming strategic plan
- Met with Board Member Tom Shellenberger to discuss all things Community Risk Reduction and Strategic Planning
- Attended the ground-breaking for Station 378
- Participated in the Ignite Program provided by Brandy Ferrer of Pathfinder Strategies, designed to assist us in developing better teamwork at the Chief Officer and Director levels
- Attended an impairment recognition class put on by OVPD

Projects:

- The therapy dog visitation program is still under development, though it has been delayed. This will be a focus following strategic planning.
- Community Event Parameters – Seem to be working fine so far. We will fine-tune as issues arise.
- The website revamp: Artan will begin revising based on our conceptual design once we get the ImageTrend project off the ground.
- We have selected the Advanced Strategy Center from Scottsdale to help us with Organizational Identity work
    - Final report attached regarding Mission, Vision, Values and other Organizational identity items.
    - Next steps here to be determined.
- We have selected Managing Results, LLC. out of Gunnison, Colorado, to help us build a strategic business plan.
    - We will start the process of building a strategic business plan with an executive leadership retreat September 9-12, 2024
    - Following this retreat, each program group will meet to determine performance indicators for their areas.

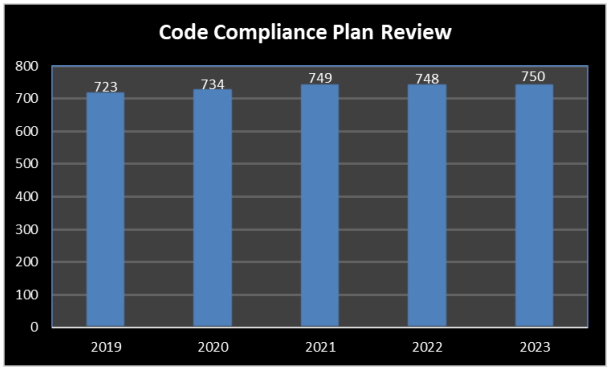
Community Education & Risk Reduction

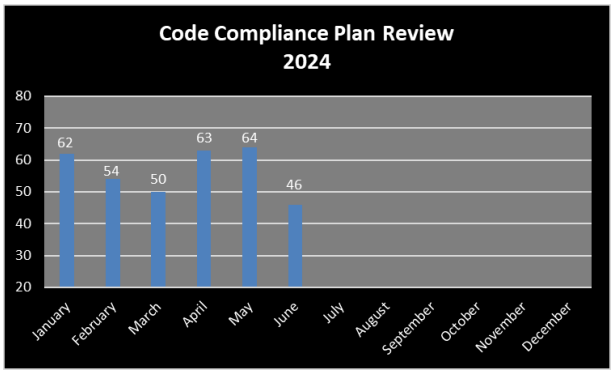
Deputy Chief's Activities:

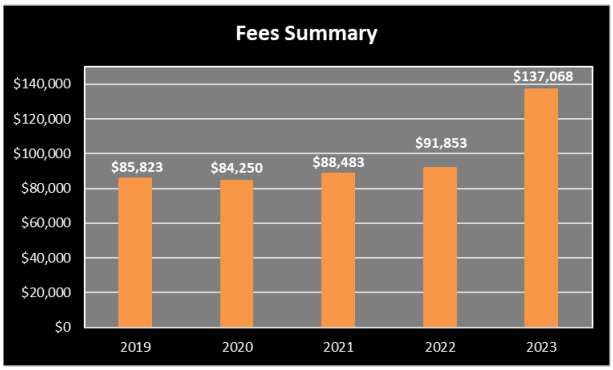
- Hiking awareness flag changed from yellow, "Moderate Hiking Conditions" to red, "Extreme Hiking Conditions". High temperatures and increased humidity will continue during the monsoon season, we will change back to "Moderate" when appropriate.
- DC Hilderbrand completed the Executive Fire Officer (EFO) program at the National Fire Academy.
- New CPR Instructors have completed their training and have started teaching CPR classes to residents of the community.
- DC Hilderbrand participated in a PSA on Hiking Safety with members from TPD and NWFD.
- DC Hilderbrand and AC Perry continue to visit crews to discuss Accreditation and Community Risk Reduction activities.

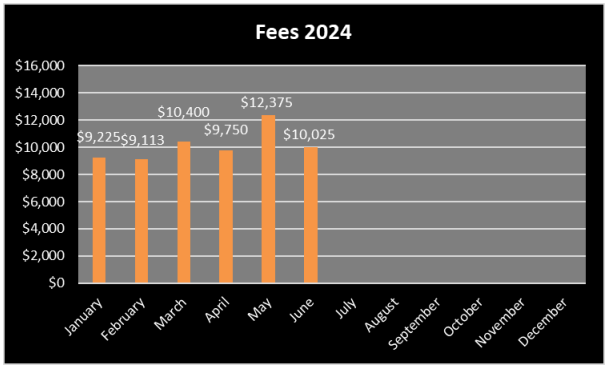
Community Education Supervisor's Activities:

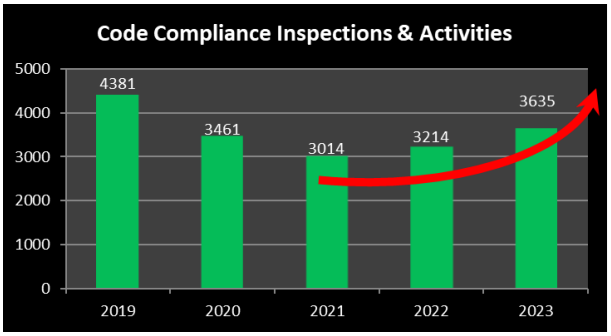
- 376 A-Shift presented to 47 students at Leman Academy for the Talk & Truck Time Safety Series.
- Imagetrend up and running for Community Education activities.
- Community Safety Presentation at Splendido where 45 residents learned about fall prevention, smoke alarms, and fire extinguishers.
- Crews from 377 and 370 assisted with Lifeguard Training at Catalina and Oro Valley Aquatic Center Pools. This opportunity allowed lifeguards and firefighters to work together and understand expectations and procedures. In total, 37 lifeguards trained with GRFD crews covering 7 different scenarios.
- 370 A-Shift participated in a safety message and spray down for more than 60 campers at Santa Catalina Church.

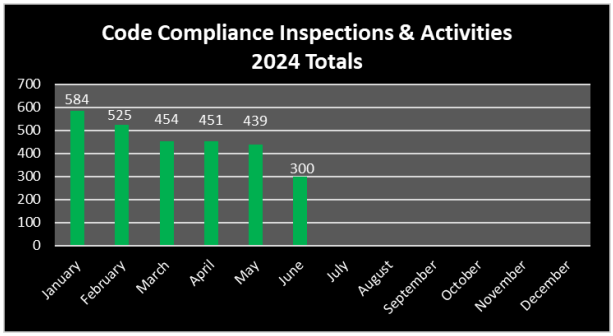

Code Compliance Plan Review
800
700
600
500
400
300
200
100
0
723
734
749
748
750
2019
2020
2021
2022
2023

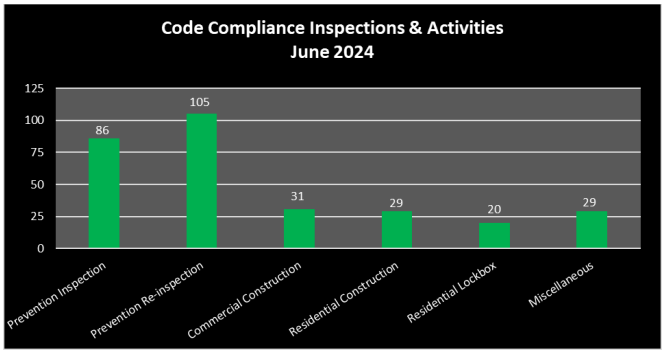

Code Compliance Plan Review
2024
80
70
60
50
40
30
20
62
54
50
63
64
46
January
February
March
April
May
June
July
August
September
October
November
December


Fees Summary
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
$85,823
$84,250
$88,483
$91,853
$137,068
2019
2020
2021
2022
2023


Fees 2024
$16,000
$14,000
$12,000
$10,000
$8,000
$6,000
$4,000
$2,000
$0
$9,225
$9,113
$10,400
$9,750
$12,375
$10,025
January
February
March
April
May
June
July
August
September
October
November
December


Code Compliance Inspections & Activities
5000
4000
3000
2000
1000
0
4381
3461
3014
3214
3635
2019
2020
2021
2022
2023


Code Compliance Inspections & Activities
2024 Totals
700
600
500
400
300
200
100
0
584
525
454
451
439
300
January
February
March
April
May
June
July
August
September
October
November
December


Code Compliance Inspections & Activities
June 2024
125
100
75
50
25
0
86
105
31
29
20
29
Prevention Inspection
Prevention Re-inspection
Commercial Construction
Residential Construction
Residential Lockbox
Miscellaneous

Commercial Projects Summary

New projects for this month = Green

ZONE 1 Stations 378, 372, 373, 370, 374	ZONE 2 Stations 374, 375, 376	ZONE 3 Stations 377	ZONE 4 Stations 379	ZONE 5 Stations 380
Desert Palms PT T.I. 12142 N Rancho Vistoso	Shell Building 1826 E Innovation Park	Action Behavior Centers T.I. 11835 N Oracle Ste 117	Circle K CO2 3712 W Cortaro Farms	Circle K TI 8780 N Oracle
The Motive Wellness 2530 E Vistoso Commerce	ROCHE Building 1 T.I. 1910 E Innovation Park	Body Fat Training T.I. 11015 E Linda Vista	Beautiful Savior Fire Alarm 7570 N Thornydale	Shell Building T.I. 7435 N Oracle
Thin Blue Line T.I. 1171 W Rancho Vistoso Ste 159	ROCHE Building 3 T.I. 1910 E Innovation Park	Aspen Dental T.I. 10580 N Oracle Ste 100	AMG Medical Aestetics T.I. 7356 N La Cholla	Saffron T.I. 7607 N Oracle
Healthy Skin T.I. 2295 E Vistoso Commerce	Oro Valley Hospital T.I. 1551 E Tangerine	TOV Pusch Ridge Golf T.I. 10000 N Oracle	Arroyo Verde Apartments 8020 N La Cholla	St. Marks T.I . 1431 W Magee
Miraval Storage Bldg 5000 Via Estancia	TOV Community Center T.I. 10555 N La Canada	Surf Thru Car Wash 11595 N Oracle	Landlord Improvement 7350 N La Cholla	Handel's Ice Cream T.I. 7315 N Oracle Ste 108
Starizona T.I. 12995 N Oracle Ste 181	Highland Clubhouse T.I. 10702 N Highlands	Pain Institute of AZ Surgery 365 E Linda Vista Ste A	Action Behavior Centers T.I. 3710 W Overton	TMC One T.I. 7510 N Oracle Ste 100
Urban Wellness T.I. 12985 N Oracle Ste 165	OV Assisted Living Main 12380 N Vistoso Park	Pain Institute of AZ Clinic 365 E Linda Vista Ste B	Fry's T.I. 3770 W Ina	Title Security T.I. 8500 N Oracle Ste. 100
	Oro Valley Massage T.I. 10420 N La Canada Ste 150	La Posada 10930 N First	Villa Cielo Cortaro Apartments 8255 N Shannon	Sunny Spa T.I. 7883 N Oracle
	ROCHE Mobile Dentist 2005 E Innovation Park	Hilton Epazote T.I. 10000 N Oracle	Sharkey's Cuts For Kids T.I. 3605 W Cortaro Farms Ste 145	Pusch Ridge Auto T.I. 8040 N Oracle
	OV Assisted Living Casitas 12380 N Vistoso Park	Spirit Halloween T.I. 11955 N Oracle		Vantage West T.I. 550 W Magee
	Fry's T.I. 10450 N La Canada	Linda Vista Office 9645 N Oracle	*Inspector for this zone is also assigned to the La Posada project	McDonald's T.I. 292 W Magee
Who Received Project Final Inspection	Oro Valley Court T.I. 11000 N La Canada	Verizon T.I. 10580 N Oracle Ste 100		Tucson Cosmetics 1230 W Ina
Chocolate Iguana 7250 N La Cholla Ste 194	The Blend T.I. 10335 N La Canada	Extra Space Storage T.I. 9255 N Oracle		Fred Astaire T.I. 7315 N Oracle Ste 200
Pet Supplies Plus T.I. 10540 N La Canada	ROCHE Lab T.I. 2090 E Innovation Park	Complete Canine T.I. 10140 N Oracle		Panda Express Kitchen Hood 7848 N Oracle
Painted Sky Fire Alarm 12620 N Woodburne	Fry's Starbucks T.I. 10450 N La Canada	PRCA MPR 9500 N Oracle Rd		GI Alliance T.I. 7490 N Oracle
	Innovation Dental T.I. 1830 E Innovation Park	Life Storage - Solar 11061 N Oracle		Oasis Nutrition T.I. 7927 N Oracle

Fire Marshal Akins

- Attended Station 378 Groundbreaking event
- Attend lunch with Station 377 A-shift for a fire inspector Q&A session
- Attended the Pathfinder Strategies Ignite Program class
- Attended the strategic planning sessions
- Attended re-occurring meetings to include TOV pre-construction/DRC/Traffic, Joint Fire Investigations, Fire Chief Status, Executive Leadership, GRFD Fire Board, Southern AZ Fire Marshal Association, AZ Fire Marshal Association, and FLS Staff

Education/Committees/Training Activities

- DFM Druke/White and Inspectors Helvig/Ross/Filener attended lunch with Station 377 A-shift for a fire inspector Q&A session
- DFM White and Inspector Helvig attended IAAI Fire Investigation Safety Officer class in Pasadena, TX. The training focused on the safety of fire investigators during complex multi-agency responses.
- Inspectors Voetberg and King completed State of Arizona Fire Inspector I class in Mesa.
- DFM White and Inspectors King/Ross/Voetberg attended the Joint Fire Investigation meeting with NWFD, OVPD, MPD, PCSD, and PCAO.

GRFD Fire Investigations

Date	Type of Call	Property Use	Estimated Property Loss	Estimated Content Loss	Estimated Property Save	Estimated Content Save
02/04/24	Building Fire	Commercial	$23,317	$6,995	$4,640,013	$2,324,670
02/06/24	Building Fire	One-Two Family Dwelling	$14,121	$2,354	$456,593	$233,003
02/13/24	Building Fire	One-Two Family Dwelling	$16,807	$672	$319,331	$167,397
02/13/24	Building Fire	One-Two Family Dwelling	$240,226	$126,807	$26,736	$6,674
02/18/24	Building Fire	Commercial	$10,000	$1,000	$2,180,890	$1,094,445
03/01/24	Building Fire	Multi-Family Dwelling	$6,000	$1,200	$1,208,513	$606,056
03/22/24	Building Fire	Mobile Home	$1,250	$313	$11,250	$5,937
05/18/24	Fire, Other	One-Two Family Dwelling	$5,000	$0	$832,000	$418,000
06/11/24	Building Fire	Multi-Family Dwelling	$3,372	$0	$1,345,510	$674,441
		TOTAL	**$320,093**	**$139,341**	**$11,020,836**	**$5,530,623**

- On June 8, 2024, a residential fire was reported in Northwest Fire District
  - GRFD assisted with the fire investigation
- On June 11, 2024, a residential fire was reported in Golder Ranch Fire District
  - The area of origin was on a second story balcony
  - The fire is classified as unintentional
- On June 14, 2024, a residential fire was reported in Northwest Fire District
  - GRFD assisted with the fire investigation

Advanced Strategy Center at Pinnacle Peak

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Director of Strategy & Facilitation
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(480) 513-7785 phone/(602) 432-2718 cell
www.advancedstrategycenter.com

Friday, July 5, 2024

Mr. Thomas Brandhuber, Fire Chief
Mr. Eric Perry, Assistant Chief

Golder Ranch Fire District (GRFD)
1600 East Hanley Boulevard
Tucson, Arizona 85737

Subject: Golder Ranch Fire District Organization Identity and MVV Summary

Tom/Eric--my thanks for the opportunity to support the Golder Ranch Fire District (GRFD) in reviewing your Organization Identity and Mission/Vision/Values (MVV) as an initial phase of your strategic planning. This document will provide a final summary of the stakeholder feedback sessions that have been conducted and my overall insights/recommendations.

We conducted a significant amount of stakeholder feedback sessions in May and June including the following sessions/discussions:

- INTERNAL STAKEHOLDER INPUT: 7 facilitated sessions and 1 asynchronous (survey style) session conducted between May 20 and June 18 on GRFD today, the changes ahead and feedback from participants on MVV for the organization. 156 participants (155 shift and 51 staff). 7.99 assessment of the interactive process.
- GRFD BOARD DISCUSSION: A review of the internal feedback sessions and general discussion of GRFD today and the regional changes ahead. The discussion was held on June 4 as was well received.
- COMMUNITY FEEDBACK SURVEY: An asynchronous (survey style) session conducted between June 3 and June 21 with residents, business leaders and government stakeholders. 71 participants accessed the survey (57 resident, 9 government and 5 business) on GRFD today, changes ahead, and input on MMV. Survey process was well received at 7.51 assessment.
- GRFD LEADERSHIP WORKSHOP: As a final activity, a leadership roundtable was held in person on June 26 to review stakeholder feedback and provide additional feedback on GRFD today, our organization identity and potential MVV changes. The session was very well received, and the platform/process was assessed at 8.91.

All told, we had nearly 250 participants (internal/external) provide feedback. All formatted output documents have been provided to GRFD and an online reviewer ID will be provided for ongoing direct access to the Internal/External Stakeholder Input sessions archived online.

This document reviews final insights on the Organization Identity and MVV phase for the planning. Please advise if any questions regarding the summary and insights.

Douglas S. Griffen-Founder/Director
Advanced Strategy Center

GOLDER RANCH FIRE DISTRICT ORGANIZATION IDENTITY AND MVV SUMMARY
SESSIONS FACILITATED BY THE ADVANCED STRATEGY CENTER

SESSIONS CONDUCTED MAY 20 THRU JUNE 26, 2023
SUMMARY REPORT AND FINDINGS

The Advanced Strategy Center (ASC) in Scottsdale, Arizona, was pleased to be asked by the Golder Ranch Fire District Department (GRFD) to facilitate a series of interactions and assessments with internal GRFD, community and Board, and leadership stakeholders to gain a perspective on the GRFD organization today, review key regional changes ahead, and provide insights on the desired *Organizational Identity* and *Mission/Vision/Values (MVV)* for GRFD.

This document will review key findings and recommendations in the following areas:

- ✓ What has attracted the current GRFD workforce to the organization/what they enjoy
- ✓ GRDF today—the positive aspects, the concerning aspects and the overall assessment
- ✓ The changes occurring in the region/community
- ✓ Implications of increased community risk for the future
- ✓ Feedback on GRFD mottos (formal and informal) and MVV
- ✓ Desired organizational identity elements
- ✓ Engaging the next generation of the GRFD workforce
- ✓ Any final decision areas for GRFD as you head into the next phase of planning

In addition to this final summary, we encourage GRFD to review the set of formatted session documents that have been provided (a bound set is also being provided to Eric and Tom as part of our final deliverables). There is a rich and candid level of feedback from the stakeholders about GRFD today and its role in the community in the future. We are also providing a *reviewer ID* to Eric Perry for any ongoing access to the archived sessions for review as well as interactive AI prompting on the data set.

1.0 What Has Attracted the Current GRFD Workforce

It's important to understand what our current GRFD workforce values about their work/role and what has attracted your current professionals at GRFD--why they chose GRFD:

Question: *What do you enjoy most about your work/role at the Golder Ranch Fire District? What makes it valuable and rewarding for you personally?*

The following is an overall summary of some of the key themes that emerged:

- ✓ Strong work/life balance
- ✓ Supportive environment
- ✓ Job security
- ✓ Positive and family-oriented culture
- ✓ Rewarding community service
- ✓ Teamwork and camaraderie
- ✓ Good pay and benefits
- ✓ Continuous learning and growth
- ✓ Respect and autonomy in work
- ✓ Making a difference in people's lives
- ✓ Enjoyable station life and crew dynamics
- ✓ Positive management support

From a narrative POV, the following is the AI Summary of the full set of open responses:

AI SUMMARY: The employees at GRFD express a strong sense of camaraderie and family-oriented work environment, with a focus on work-life balance and job security. They value the positive attitudes and support they receive from their colleagues, and enjoy serving the community. The rewarding aspect of helping people and the close-knit relationships with their crew members are highlighted as significant sources of satisfaction. Overall, the sense of purpose in serving the community and the support from coworkers make their work fulfilling and enjoyable.

When asked about what *caused them to make the decision* to join GRFD, the statements were very much aligned with the key themes about what they value now:

- "There was a positive feeling during my interviews. I liked that Golder was very supportive of all of their members. The community involvement also stood out. I had come from another organization where support was virtually nonexistent. The fact that Golder puts a great emphasis on team involvement and support appealed to me."
- "The morals and values of Golder Ranch aligned with mine. The relationships between the Chiefs and suppression staff is well balanced and I feel that they have our best interests and safety at heart."
- "Growth opportunities. I had great experiences with those people who already worked for GRFD at Pima's fire academy. It is a well-known and respected district and has already grown so much in my short time here."
- "After interacting with many different members of different crews I saw how much they seemed to enjoy their jobs and their time at the station. The crews seemed very tight knit and I decided I wanted to be a part of that team."
- "Golder was a department that was in a perfect spot to lead the way in emergency services by growing and being able to stay fiscally responsible. Additionally, the people at Golder are the best."

KEY FINDING/MESSAGE: GRFD has an exceptionally positive set of elements about what their professionals value about the organization. A team environment, community service, career growth, an opportunity to make a difference. The challenge will be to maintain this environment as the organization (and community) grows. It's why the identity and MVV will be critical as you move forward.

2.0 Assessing GRFD Today as an Organization

Part of the GRDF strategic planning work was to conduct a modified SWOT analysis and look at the current state of the organization. In this case we looked at the positives of the organization (what's in our favor) as well as the concerns (what's in our way), and also asked our internal stakeholders to compare the two (positives vs. concerns) to better understand our current state.

AI SUMMARY/POSITIVE ASPECTS: The data highlights the positive aspects of the organization, including the focus on community involvement, commitment to customer service, and emphasis on employee well-being and benefits. The organization is praised for its top-notch equipment, stability, and growth opportunities, as well as its proactive and progressive approach. The overall sentiment is one of care, support, and dedication to improving both the organization and its service to the community. There are also mentions of strong community support and a positive public perception of the organization.

A theme summary of the positive aspects (what's in our favor) is shown below. The list is prioritized on a 1-10 basis in terms of *how important these aspects are for the future of GRFD* where a '1' means not at all important and a '10' means extremely important:

(ALL=All Internal Stakeholders; LDR=Leadership at the Leadership Workshop)

No.	Importance to Maintain for the Future	ALL	LDR

1.	**Stability of our organization**	**9.22**	**8.75**
2.	**Care we take for our employee health/well being**	**9.20**	**8.81**
3.	**Good compensation/benefits**	**9.18**	**9.06**
4.	**Good organizational leadership**	**9.06**	**9.00**
5.	**Positive reputation we have within our community**	**8.98**	**8.93**
6.	**Transparent/open communications**	**8.95**	**8.88**
7.	**Level of work life balance**	**8.87**	**8.73**
8.	**Desire to constantly improve the organization/operations**	**8.82**	**8.81**
9.	**Impact we have on the community**	**8.81**	**9.20**
10.	**Strength of our EMS**	**8.78**	**8.80**
11.	**Strong internal culture that supports our organization**	**8.71**	**8.69**
12.	**Focus on customer service**	**8.62**	**8.88**
13.	**Growth opportunities for our careers**	**8.45**	**8.47**
14.	**Collaboration between union and administration**	**8.33**	**8.20**
15.	**Top of the line equipment/facilities**	**8.19**	**7.80**
16.	**We operate in a family environment**	**8.15**	**8.13**
17.	**Discipline on safety protocols**	**7.91**	**8.00**
18.	**Good location of our facilities**	**6.92**	**7.27**

In terms of concerning aspects, we are providing a similar analysis of the overall aspects as well as the more detailed themes that were developed during the sessions:

AI SUMMARY/COVERNING ASPECTS: The data suggests a number of key challenges facing the organization, including population growth, fiscal sustainability, and a call volume increase that is impacting customer service levels. There are concerns about a lack of communication and transparency, with a perceived disconnect between administration and suppression. Other issues highlighted include top-heavy leadership, a lack of accountability, and a focus on administrative needs over field operations. There are also concerns about spending priorities, training and career development, and the need for more support for suppression personnel. Additionally, the data indicates a perception of being reactive rather than forward-thinking, with a need for clearer communication and more focus on supporting operations.

The summary of the concerning aspects (what's in our way) is shown below. The list is prioritized on a 1-10 basis in terms of *how important these aspects are to address for the future of GRFD* where a '1' means not at all important and a '10' means extremely important:

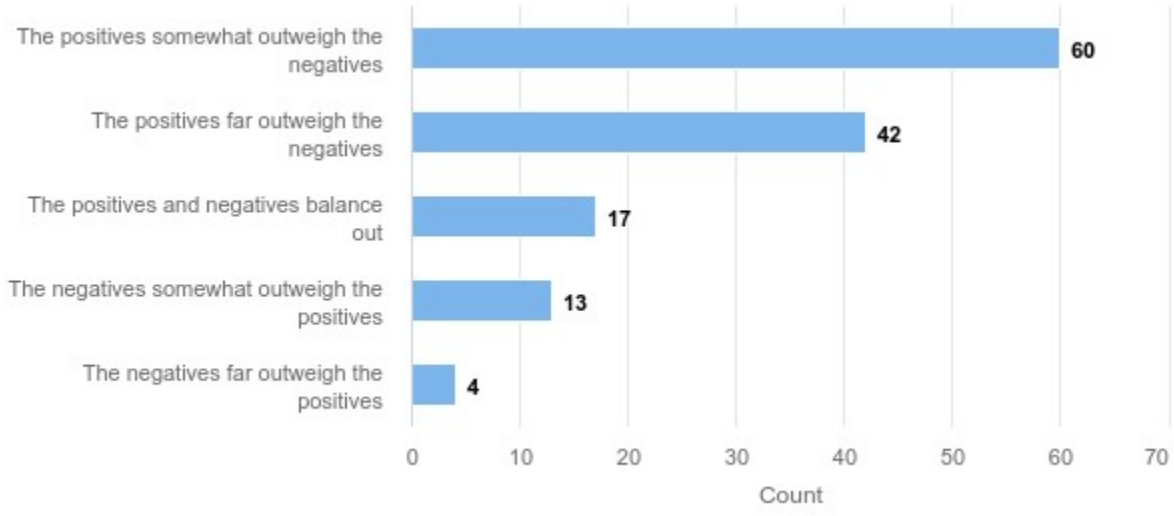
(ALL=All Internal Stakeholders; LDR=Leadership at the Leadership Workshop)

No.	Importance to Address for the Future	ALL	LDR
1.	**Maintaining competitive compensation/benefits**	**9.52**	**8.88**
2.	**Maintaining transparency in communications**	**9.23**	**8.50**
3.	**Some level of disconnect between admin and suppression--need to be**	**8.88**	**8.50**

	fully aligned		
4.	**Providing necessary level of training/education for the teams**	**8.54**	**8.56**
5.	**Managing our budget/fiscal challenges**	**8.54**	**8.73**
6.	**Maintaining a focus on fiscal responsibility**	**8.13**	**8.27**
7.	**Attracting needed future personnel**	**7.95**	**8.53**
8.	**Managing increased call volume in future**	**7.79**	**8.13**
9.	**Inconsistent application of policies to personnel**	**7.79**	**7.38**
10.	**Addressing retention issue**	**7.74**	**6.75**
11.	**The need for more consistency in following our mission/vision/values**	**7.69**	**8.13**
12.	**Providing more opportunities for leadership progression**	**7.19**	**7.69**
13.	**The increase in public assist calls vs. true 911 calls**	**7.08**	**7.47**
14.	**Level of population growth in our region**	**7.04**	**7.87**
15.	**Lack of fully documented procedures**	**6.99**	**8.07**
16.	**Lack of advancement opportunity for all**	**6.26**	**6.07**
17.	**Making sure we fully support the administrative team**	**5.21**	**6.75**
18.	**Lack of diversity in the organization**	**4.14**	**7.20**

Finally, we asked our participants about their overall assessment of the organization:

All things considered, as you assess the positives for the GRFD today (what's in our favor) vs. the concerns (what's in our way), do the positives outweigh the negatives or vice-versa? (Internal stakeholders shown in graph.)



No.	**Items**	**Internal**	**Leaders**	**Community**
1.	**The positives somewhat outweigh the**	**60 (44%)**	**8 (53%)**	**10 (20%)**

	negatives			
2.	**The positives far outweigh the negatives**	**42 (31%)**	**7 (47%)**	**34 (69%)**
3.	The positives and negatives balance out	17 (13%)	0 (0%)	2 (4%)
4.	The negatives somewhat outweigh the positives	13 (10%)	0 (0%)	2 (4%)
5.	The negatives far outweigh the positives	4 (3%)	0 (0%)	1 (2%)

KEY FINDING/MESSAGE: GRFD has a very strong current base as an organization. Internally and externally the positive aspects (and organization identity elements) well outweigh the concerns and any negative elements. There are certainly concerns on consistency of certain aspects and the growth/change looming for the community ahead, but the stakeholder feedback bodes well for the future of the organization which will be exceptionally valuable when dealing with the inevitable change ahead.

3.0 The Changes Ahead for the Community/Region

Question: *One of our premises for strategic planning input session is that our community (Oro Valley, Catalina, Saddlebrooke and Southern Pinal County) itself is changing and we need to make sure our organization can respond to that change in the future. How do you see community and the surrounding geographic region changing during the rest of this decade--now through the end of 2029?*

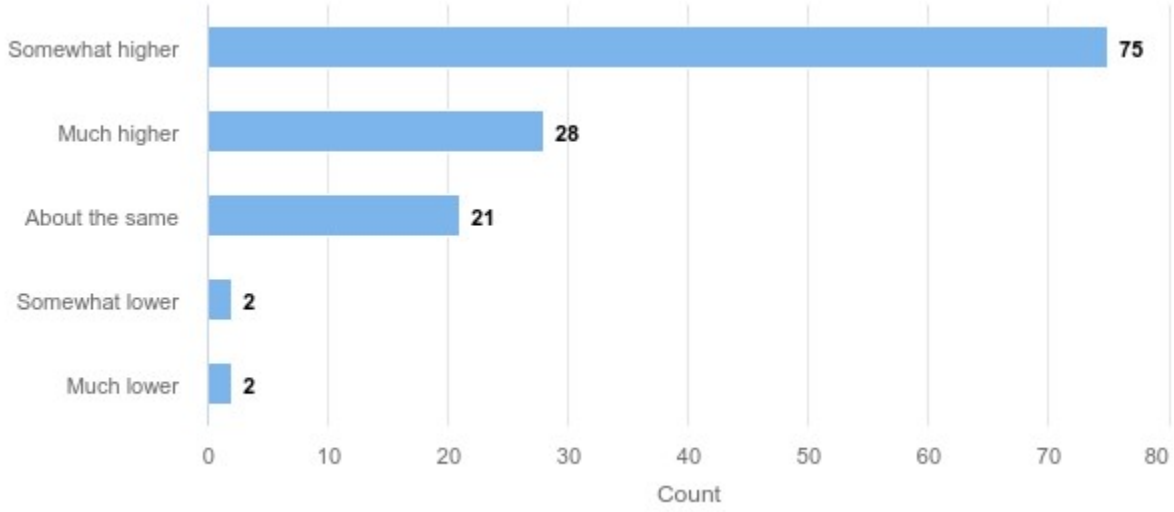
The following is a summary of some of the changes that were identified:

- ✓ Aging population
- ✓ Population growth
- ✓ Increased service demand
- ✓ Rapidly increasing call volumes
- ✓ Growth in Saddlebrooke Ranch and Southern Pinal
- ✓ More care homes and assisted-living centers
- ✓ Funding challenges due to inflation and assessed values
- ✓ Need for more personnel and resources
- ✓ Traffic and infrastructure concerns
- ✓ Relationship with Pinal County partners
- ✓ Expansion and geographic growth potential
- ✓ Increase in diverse building types and commercial structures

AI SUMMARY: The data highlights a significant emphasis on population growth and the resulting increased demand for services. The aging population is a prominent concern, with a growing need for emergency medical and ambulatory services. Care homes and assisted living facilities are rapidly increasing, leading to higher call volumes and the need for more personnel. Additionally, the data emphasizes the need for strategic planning, resource allocation, and better infrastructure to address the challenges posed by the growth and demographic changes. Lastly, it indicates a shift towards a younger population, indicating the need for a diverse range of community services to meet changing needs, including addressing drug and mental health crises.

In terms of *implications* to the Golder Ranch Fire District, the changes suggest a higher level of community risk ahead:

As you reflect on the overall level of change that is likely for our community/region in the decade ahead, would you say that the level of COMMUNITY RISK will be higher or lower than it is today? (Internal stakeholders shown in graph.)



No.	Items	GRFD Internal	Community
1.	**Somewhat higher**	**75 (59%)**	**28 (62%)**
2.	**Much higher**	**28 (22%)**	**12 (27%)**
3.	About the same	21 (16%)	5 (11%)
4.	Somewhat lower	2 (2%)	0 (0%)
5.	Much lower	2 (2%)	0 (0%)

KEY FINDING/MESSAGE: This next 5 year period will be critical for GRFD. The potential for annexation, along with the changes in the region (population, density, call demand, etc.), will require organizational growth and increased attention to community risk levels. A strong organizational identity will help attract the right skills as well as engage the community in a positive way.

4.0 How the GRFD is Viewed

In our internal as well as community feedback sessions we looked at how GRFD was viewed today by the community:

How do you feel we are viewed TODAY by the residents in the area? What's our reputation/standing with the community?

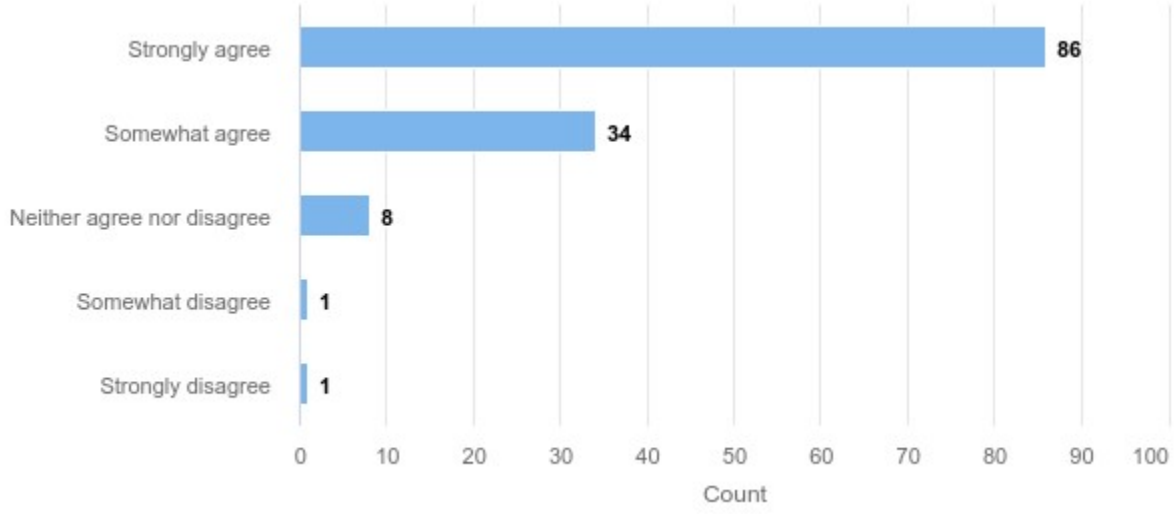
AI SUMMARY OF RESPONSES—INTERNAL SESSIONS: The data indicates that the Golder Ranch Fire Department (GRFD) has a positive and highly regarded reputation within the community. The department is seen as heroes held to high expectations, with residents expressing love, support, and appreciation for their services. There is consistent feedback from citizens on the exceptional customer service provided by the department. However, there are a few negative encounters, particularly in certain areas, with some residents expecting the

department to handle non-emergent tasks. Overall, GRFD is viewed positively, with a strong reputation for caring, compassionate, and competent care.

AI SUMMARY OF RESPONSES—COMMUNITY SURVEY: The Grand Ranch Fire Department (GRFD) is highly regarded and well-liked by the community, seen as a valuable asset and a highly professional organization. It has an excellent reputation for its swift and successful responses to emergencies and community calls, making it one of the best in Southern Arizona and ranking in the top 10 in the state. The department is viewed very positively, with the public perception generally leaning towards the positive. However, there may be some confusion regarding the department's need for tax increases, and while the leadership is mostly viewed as good, there are noted areas for improvement. Overall, GRFD is respected and appreciated by the community and is seen as a responsive, well-run, and caring organization.

We also asked both groups about the informal motto of GRFD:

One of our operating principles (call it an unofficial motto) is 'Community First'. To what degree do you feel that the communities that we support would say that GRFD lives up to that principle: (Internal stakeholders shown in graph.)



No.	Items	GRFD Internal	Community
1.	**Strongly agree**	**86 (66%)**	**33 (77%)**
2.	**Somewhat agree**	**34 (26%)**	**8 (19%)**
3.	Neither agree nor disagree	8 (6%)	1 (2%)
4.	Somewhat disagree	1 (1%)	0 (0%)
5.	Strongly disagree	1 (1%)	1 (2%)

KEY FINDING/MESSAGE: *Community First* is an essential part of the GRDF organization identity today and (likely) will be a key element for the future. There is some concern, at least internally, that it overshadows the need to focus on the employees and their role in order to provide the *Community First* support. That balanced focus and identity will be important for the future.

5.0 GRFD Mission

Having reviewed the GRFD today, the change ahead in the community and the feedback on our current reputation and *Community First* identity, we shifted our focus to the core elements of the GRFD Mission, Vision and Values. For context, we provided the following language to our participants:

No.	Idea
1.	**MISSION: What we are assigned to do as an organization.**
2.	VISION: What we aspire to be as an organization.
3.	VALUES: The behaviors and beliefs that will guide our organization and its culture in the execution of our mission, vision and purpose.

CURRENT GRFD 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."

WHAT INTERNAL STAKEHOLDERS LIKED ABOUT THE CURRENT MISSION: The feedback on the mission statement for the fire and life safety services of a community department is mixed. Many individuals appreciate the emphasis on integrity, teamwork, dedication, and professionalism, and believe it accurately describes the organization's duties and character. Some find it wordy, outdated, or lacking in specific details about the organization's assignments and priorities. There are also concerns about the sustainability of meeting emerging community needs and the need for additional staffing. Overall, while many employees support the mission statement, there are suggestions for updating and refining it to better reflect the organization's goals and priorities.

WHAT INTERNAL STAKEHOLDERS SUGGEST TO CHANGE THE CURRENT MISSION: The feedback on the mission statement is mixed, with various suggestions for improvement. Some feel that it is too long and needs to be more concise, while others believe it encapsulates the organization's goals effectively. There are recommendations to remove certain phrases, such as "with integrity," until it is actively demonstrated within the organization. Additionally, there are calls for a stronger emphasis on supporting the needs of the employees and ensuring consistency in implementing the mission. Some suggest a more proactive and succinct statement that is easier to remember and represents the core purpose of the organization. Overall, there is a consensus that the mission statement should be lived out rather than just stated.

No.	Idea	Avg
1.	**How effective do you feel the current mission statement is, as currently articulated, for GRFD for the decade ahead? Use a scale of 1-10 where a '1' means not at all effective and a '10' means extremely effective:**	**7.16**

The general feedback on the current mission statement is good, the primary suggestion was to make it more concise (too many words!) and also to make sure that *everyone* in the organizations really lives the mission. The mission statement as it is worded today also mixes in values and culture elements (integrity, professionalism, teamwork…).

Remember: The mission is *what we are assigned to do*. My recommendation, which we reviewed at the leadership workshop was to shorten the current statement as follows:

REVISED GRFD MISSION: "Golder Ranch Fire District provides responsive and caring fire and life safety services that meet the emerging needs of our community."

KEY FINDING/MESSAGE: The effectiveness of your current mission statement (by your internal stakeholders) is 7.16. *That's not bad for a mission statement.* The key feedback element was to make it more concise; you could even trim down the recommendation to: "The Golder Ranch Fire District provides the fire and life safety services that meet the emerging needs of our community." *That's what we are assigned to do*. I'll leave the final wordsmithing to you. Keep in mind that a mission statement does not need to be visionary or aspirational. It just needs to be clear.

6.0 GRFD Vision

Having reviewed the GRFD mission, we'll now move to the GRFD vision. Importantly, we provide language to help distinguish between mission and vision—they are fundamentally different:

No.	Idea
1.	MISSION: What we are assigned to do as an organization.
2.	**VISION: What we aspire to be as an organization.**
3.	VALUES: The behaviors and beliefs that will guide our organization and its culture in the execution of our mission, vision and purpose.

CURRENT GRFD VISION: "To be progressive, professional, fiscally responsible and customer centered."

WHAT INTERNAL STAKEHOLDERS LIKED ABOUT THE CURRENT VISION: The feedback on the vision statement suggests that the majority of respondents are in favor of its key components, including being progressive, professional, customer-centered, and fiscally responsible. However, there are some suggestions for improvement, such as refining the focus on being customer-centered to highlight service-centered. Additionally, there are differing opinions on the inclusion of "fiscally responsible," with some believing that it accurately represents the organization and others expressing concern about its potential misalignment with the actual practices of the administration. Some respondents also propose considering the inclusion of the internal customer and emphasizing the importance of running 911 calls. Overall, while the vision statement is generally accepted, there are suggestions for refining its focus and ensuring alignment with the actual practices of the organization.

WHAT INTERNAL STAKEHOLDERS SUGGEST TO CHANGE THE CURRENT MISSION: The feedback provided indicates a range of perspectives on the current vision statement. Some express a desire for greater specificity and community focus, with suggestions to reword the statement to emphasize community involvement and service orientation. There are also calls to remove or reconsider the inclusion of "fiscally responsible" in the vision statement, as some feel it may not accurately reflect the organization's practices. Additionally, there are calls for better alignment of actions with the stated vision, and considerations for inclusion of internal stakeholders and personnel in the vision statement. Overall, the feedback highlights a need for clarity, alignment, and consistent application of the vision statement throughout the organization.

No.	Idea	Avg
1.	**How effective do you feel the current vision statement is, as currently articulated, for GRFD for the decade ahead? Use a scale of 1-10**	**6.82**

	where a '1' means not at all effective and a '10' means extremely effective:	

There are a number of elements in the statement that resonate with participants—professional, progressive, fiscally responsible and customer centered. There is some feedback about whether we are doing all of those things all of the time, but that is a different issue. A larger concern is whether or not the current vision statement is *aspirational*. Remember—the vision is what we aspire to be. The support for the current vision at 6.82 suggests it could be better.

The suggestion is to change the focus on the vision to become progressive, professional, fiscally responsible to *leveraging* those to achieve a higher aspiration. The aspiration, by the way, comes from specific feedback in the sessions.

REVISED GRFD VISION: "By being progressive, professional, fiscally responsible and customer (or community) centered, we aspire to be *the most respected fire district in Arizona*."

KEY FINDING/MESSAGE: The most respected fire district in Arizona. Why not? We have a great base, great people, community support, strong leadership. That is far more aspirational, but also is achievable (and likely measurable by polling of feedback or external assessment). It is also something that *everyone* can relate to in the organization whether they are admin or suppression. The attributes that support the vision are strong identity elements, and that very vision will be influential in attracting (and retaining talent).

7.0 Core Values for GRFD

In continuing with our assessment of MVV, we moved to the subject of values and again provide context for the role of values in an organization:

No.	Idea
1.	MISSION: What we are assigned to do as an organization.
2.	VISION: What we aspire to be as an organization.
3.	**VALUES: The behaviors and beliefs that will guide our organization and its culture in the execution of our mission, vision and purpose.**

An important context point for the review and development of the values moving forward is the difference between values overall and a set of *core values*. Many organizations will develop too large of a list of values—they are all good to have, but the idea here is the subset (core) values that, when in place, will truly drive the desire behavior and identify of the organization. Also, the *desired culture* for the organization, an element you will pick up in the next phase of planning, will also add additional characteristics that will support the core values.

For this section of our stakeholder sessions, we first brainstormed on *potential* values. Our paragraph summary below emphasizes some of the base sentiment *and* the link to the supporting culture:

SUMMARY OF THE VALUES THAT MATTER: The data suggests a strong emphasis on values such as integrity, accountability, transparency, teamwork, and service. There is a focus on fostering a culture that supports work-life balance, values the well-being of personnel, and prioritizes the needs of the community. Open communication, leadership training, and professional development opportunities are also important factors. Honesty, integrity, and compassion are consistently highlighted as essential values, and there is a clear desire for strong, trustworthy leadership and a supportive organizational culture.

Next, we selected a superset of 25 values and simply asked participants what the *five values* are that are most important to be part of the GRFD work environment and culture in the future:

1.	**Integrity**	**65 (49%)**
2.	**Accountability**	**62 (46%)**
3.	**Professionalism**	**49 (37%)**
4.	**Pride in what we do**	**44 (33%)**
5.	**Work ethic**	**44 (33%)**
6.	**Work/life balance**	**43 (32%)**
7.	**Transparency**	**42 (31%)**
8.	**Trust in each other**	**31 (23%)**
9.	**Operate with a sense of family/community**	**29 (22%)**
10.	**Operating as one team**	**29 (22%)**
11.	Mutual respect	24 (18%)
12.	Humble	23 (17%)
13.	Dependability	23 (17%)
14.	Compassion	22 (16%)
15.	Service minded	20 (15%)
16.	Caring	20 (15%)
17.	Strong character	16 (12%)
18.	Progressive	14 (10%)
19.	Adaptability	13 (10%)
20.	Empowerment	13 (10%)
21.	Always making it better	12 (9%)
22.	Commitment	11 (8%)
23.	Safety always	9 (7%)
24.	Responsiveness	7 (5%)
25.	True believer (in our mission/what we do)	5 (4%)

Interestingly, we asked community members to assess the same list. The top ten values from the internal sessions and the community sessions are shown below:

	Internal Top 10	**Community Top 10**
1.	**Integrity**	**Professionalism**
2.	Accountability	Dependability

3.	**Professionalism**	**Integrity**
4.	**Pride in what we do**	Service minded
5.	Work ethic	Compassion
6.	Work/life balance	**Operate with a sense of family/community**
7.	Transparency	Responsiveness
8.	Trust in each other	Safety always
9.	**Operate with a sense of family/community**	**Pride in what we do**
10.	Operating as one team	Commitment

The bolded values are the common values from the two groups (in the top 10). It's absolutely fine to have differences here; one is an internal value of what is needed, the other is an external view of what is delivered.

Next, we looked at (internally) the current values *statement* that is in place and lists the current values, a short definition of each (how we see that value in our organization), and an acronym that is meant to help recall the set of values:

A DIRECT approach to Golder Ranch Fire District's Core 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 always doing the right thing even when it's the hard thing.

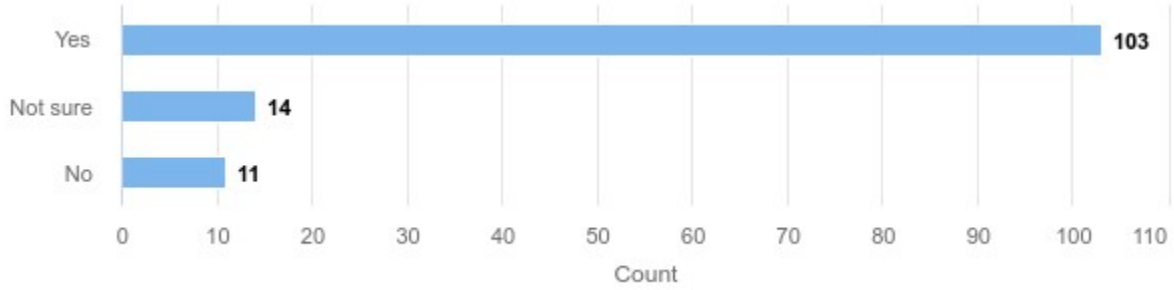
Respect is recognizing individual differences, while appreciating the value of each person.

Excellence is achieving the best possible (outcome) in every situation.

Compassion is treating each other and our customer as an extension of our family.

Trust is building and strengthening relationships through our word and actions.

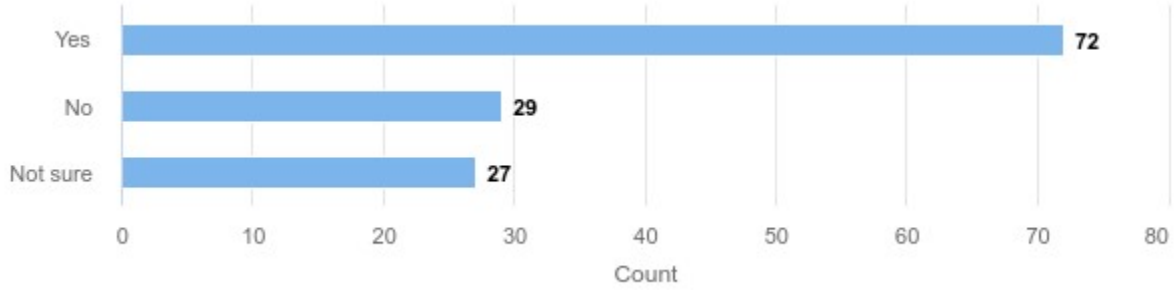
1. Do you feel that the core values that are incorporated into the statement (Accountability, Dependability, Integrity, Respect, Excellence, Compassion and Trust) are the right core values for GRFD?



No.	Items	Times Selected
1.	**Yes**	**103 (80%)**
2.	Not sure	14 (11%)
3.	No	11 (9%)

For those that indicated 'no' or 'not sure' the *very strong majority* of comments were not whether they were the right values, but whether they were being *consistently followed* in the organization.

Assume that you have agreed upon a set of final core values for GRFD. Do you like the idea of a word/phrase (for example A DIRECT) being used to represent the core values? (Internal stakeholders shown in graph.)



No.	Items	Times Selected
1.	**Yes**	**72 (56%)**
2.	No	29 (23%)
3.	Not sure	27 (21%)

For the majority, they like the idea of an acronym, but stress two points: 1) that we have the right values, and 2) that we live those values.

KEY FINDING/MESSAGE: The *tactical* issue for GRFD is to get underneath the issue of why some of your team members feel the values are not being consistently applied without consequence. The *strategic* issue is for leadership to review the current set of 7 core values listed in ADIRECT and determine if they are the *right core values* for the working environment and culture of the organization. *Then*, determine if there is an acronym or graphic that will be helpful so that *everyone* in the organization and recall and talk about those values and why they are important personally and organizationally. The brief descriptions of each core value are good, and help apply them to GRFD. Net/net, you are in the right ballpark here, but you have every right to review the current set and make sure they are the right set for the future.

8.0 GRFD Formal Motto

Not every organization has a motto (tagline, slogan, core belief, key message), but nearly all public safety organizations do. It is *public facing* and usually on the vehicles and even sometimes on the uniforms (certainly part of general communications as well—i.e., website). In the case of GRDF there are two external facing mottos: *Community First* and *Serving the community with strong hands and caring hearts.* We'll come back to the issue of having two and whether either/both are right for the future in a moment. Let's look at the feedback on the 'formal motto' first:

CURRENT GRFD MOTTO: "Serving the community with strong hands and caring hearts."

WHAT INTERNAL STAKEHOLDERS LIKED ABOUT THE CURRENT MOTTO: The data presents a variety of perspectives on the motto "Serving with strong hands and caring hearts" for GRFD (Golden Ranch Fire Department). There are mixed opinions, with some expressing strong support for the motto, praising its reflection of the department's commitment to serving the community with strength and compassion, while others are ambivalent or critical, deeming it dated, tacky, or unnecessary. Some believe that the motto accurately represents the department's values and actions, while others feel that it has little internal buy-in and may not reflect the future direction of the department. There are also suggestions to simplify the motto or streamline the number of statements and mottos within the organization. Despite the varying viewpoints, the overarching theme is the importance of the department's commitment to serving the community.

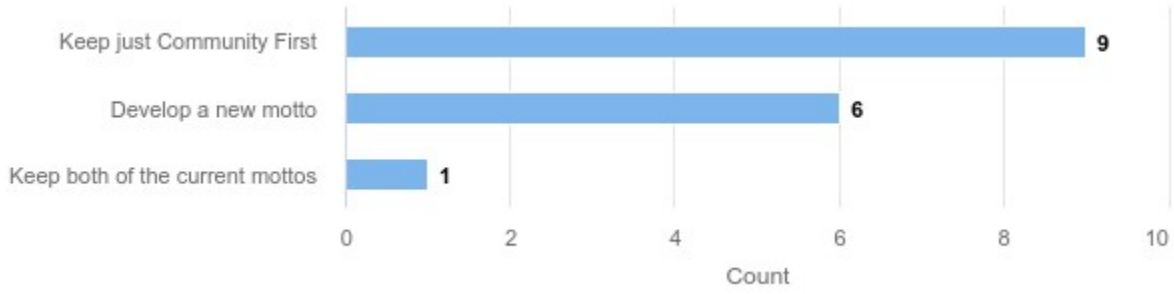
WHAT INTERNAL STAKEHOLDERS SUGGEST TO CHANGE THE CURRENT MOTTO: The district members expressed mixed opinions about the current motto, with some suggesting it should remain as it is, while others recommended changes. Some individuals felt that the motto should be more community-centered and inclusive, while others suggested focusing on training, skill, and ability rather than emotions. There were also suggestions to combine or eliminate the existing mottos, make it more concise and professional, and remove the reference to "strong hands and caring hearts." Some individuals questioned the necessity of having a motto and recommended simplifying or reevaluating the current approach to mottos and slogans displayed on vehicles. Overall, there is a range of perspectives on the existing motto, with varying opinions on whether changes are needed..

No.	Idea	Avg
1.	**How effective do you feel the current motto statement is, as currently articulated, for GRFD for the decade ahead? Use a scale of 1-10 where a '1' means not at all effective and a '10' means extremely effective:**	**6.74**

GRFD should have a compelling external motto/slogan/statement. No question on that. There are a few issues to deal with: 1) GRFD has two different mottos; 2) The 'informal motto' of *Community First* seems to be a strong part of your identity *and* it is (by and large) exactly how you operate; 3) The 'formal motto' of *Serving with strong hands and caring hearts* is also largely true, but a number of people feel it is a little outdated and also a bit 'corny'.

In our leadership workshop we asked the participants what approach they feel should be taken with the mottos:

Which of the following do you prefer:



No.	Items	Times Selected
1.	**Keep just Community First**	**9 (56%)**
2.	**Develop a new motto**	**6 (38%)**
3.	Keep both of the current mottos	1 (6%)

The first decision seems fairly easy: keeping both of the current mottos is not the right direction. There would not be a big wave of protest, it's just that it would be viewed as missing an opportunity to set the right message forward. The majority of leadership suggests keeping *Community First* and had good rationale (easy to remember, serves us well, is recognized externally…). But, nearly 40% suggested developing, or at least considering, a new motto. The words or phrases suggested included:

- ✓ Service
- ✓ Community
- ✓ Customer service
- ✓ Care
- ✓ Community driven
- ✓ Community comes first
- ✓ Your safety, our priority

KEY FINDING/MESSAGE: Be careful with this one. The *Community First* mantra emphasizes that, at the end of the day, that's what your mission and focus is. It is identifiable to your organization and is *believable*, as that is what the community and your people believe that you do every day. You will need to finish the following sentence: "We are away from statement/belief/principle about our community being first because…" I do understand the nuance that some people feel there is a perception of *Community First* and *GRFD Second*, but that can be dealt with in other ways. Our people serving your community. If you do develop an alternative, *test it rigorously*. You have a lot of goodwill in the current statement.

9.0 The Desired Organizational Identity for GRDF

It is clear that GRFD already has a strong community-based identity, and our stakeholder sessions also indicated a number of additional areas where GRFD has areas of strength identity. For our leadership workshop we prepared a series of potential identity statements:

No.	Idea
1.	**We are a COMMUNITY CENTERED organization**
2.	**We are a PROGRESSIVE organization**
3.	**We are TRANSPARENT organization**
4.	**We are a CONTINUALLY IMPROVING organization**
5.	**We are a COMPETENT organization**
6.	**We are a COMPASSIONATE organization**
7.	**We are a REGIONAL PARTNER that can be counted on**
8.	**We are a PERFORMANCE BASED and DATA DRIVEN organization**
9.	**The SAFETY, HEALTH AND WELLNESS of our teams comes before anything else**
10.	**We are a PROBLEM-SOLVING organization**

11.	**We are an OPERATIONALLY EXCELLENT organization**
12.	**We value CONSTANT TRAINING AND PREPARATION**
13.	**We are an ALIGNED organization and operate as ONE TEAM**
14.	**We are a FISCALLY RESPONSIBLE organization**
15.	**We are proud of our HERITAGE but preparing for the FUTURE**
16.	**We are an organization that EARNS ITS REPUTATION every day**
17.	**We are a VALUES-BASED organization**
18.	**We are an organization that EMBRACES LEADERSHIP at every level**
19.	**We are a NET ATTRACTOR OF TALENT, a place that people want to be**
20.	**We are a PURPOSE-BASED organization, we make a difference in the community**

All of these are relevant and could be part of the organization's identity moving forward. In our leadership workshop we asked the participants to assess how important each might be for the future of the organization, and assumed they are well planned and implemented. (1-10 assessment where a '1' means not at all important and a '10 means extremely important):

No.	Idea	High	Low	Std. Dev.	Avg
1.	**We are a COMMUNITY CENTERED organization**	10	8	0.83	**9.20**
2.	**We are a COMPASSIONATE organization**	10	8	0.91	**9.20**
3.	**We are a PURPOSE-BASED organization, we make a difference in the community**	10	6	1.15	**9.13**
4.	**We are a COMPETENT organization**	10	7	0.93	**9.07**
5.	**We are an organization that EARNS ITS REPUTATION every day**	10	7	0.88	**8.87**
6.	**We are a CONTINUALLY IMPROVING organization**	10	6	1.11	**8.80**
7.	**The SAFETY, HEALTH AND WELLNESS of our teams comes before anything else**	10	6	1.12	**8.73**
8.	**We are a VALUES-BASED organization**	10	6	1.20	**8.60**
9.	**We are a PROGRESSIVE organization**	10	4	1.41	**8.53**
10.	**We are an OPERATIONALLY EXCELLENT organization**	10	6	1.36	**8.53**
11.	**We are a FISCALLY RESPONSIBLE organization**	10	7	1.02	**8.53**
12.	We are an ALIGNED organization and operate as ONE TEAM	10	2	2.38	**8.07**
13.	We are proud of our HERITAGE but preparing for the FUTURE	10	5	1.18	**8.07**
14.	We value CONSTANT TRAINING AND PREPARATION	10	4	1.67	**8.00**
15.	We are a REGIONAL PARTNER that can be counted on	10	2	2.14	**7.93**

16.	We are a PERFORMANCE BASED and DATA DRIVEN organization	10	4	2.14	**7.8**
17.	We are a NET ATTRACTOR OF TALENT, a place that people want to be	10	6	1.06	**7.73**
18.	We are TRANSPARENT organization	10	4	1.40	**7.67**
19.	We are a PROBLEM-SOLVING organization	10	4	1.70	**7.67**
20.	We are an organization that EMBRACES LEADERSHIP at every level	10	5	1.78	**7.60**

The top all (bolded) are all 8.50+ rated and have a low standard deviation (participants assessed in a similar way). We then asked participants to select the *five* that they felt were most important:

No.	Item	Times Selected
1.	**We are an OPERATIONALLY EXCELLENT organization**	**9 (56%)**
2.	**We are a COMMUNITY CENTERED organization**	**8 (50%)**
3.	**We are a PROGRESSIVE organization**	**6 (38%)**
4.	**We are an ALIGNED organization and operate as ONE TEAM**	**6 (38%)**
5.	**We are a FISCALLY RESPONSIBLE organization**	**6 (38%)**
6.	**We are a CONTINUALLY IMPROVING organization**	**5 (31%)**
7.	**We are a COMPETENT organization**	**5 (31%)**
8.	**We value CONSTANT TRAINING AND PREPARATION**	**5 (31%)**
9.	**We are an organization that EMBRACES LEADERSHIP at every level**	**5 (31%)**
10.	**We are a COMPASSIONATE organization**	**4 (25%)**
11.	**The SAFETY, HEALTH AND WELLNESS of our teams comes before anything else**	**4 (25%)**
12.	We are a PERFORMANCE BASED and DATA DRIVEN organization	3 (19%)
13.	We are an organization that EARNS ITS REPUTATION every day	3 (19%)
14.	We are a VALUES-BASED organization	3 (19%)
15.	We are TRANSPARENT organization	2 (13%)
16.	We are a REGIONAL PARTNER that can be counted on	2 (13%)
17.	We are a PROBLEM-SOLVING organization	1 (6%)
18.	We are proud of our HERITAGE but preparing for the FUTURE	1 (6%)
19.	We are a NET ATTRACTOR OF TALENT, a place that people want to be	1 (6%)
20.	We are a PURPOSE-BASED organization, we make a difference in the community	1 (6%)

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Grant Cesarek, Assistant Chief of Support Services

MTG. DATE: July 16, 2024

SUBJECT: SUPPORT SERVICES ASSISTANT CHIEF'S REPORT

ITEM #: 8C

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 Support Services Assistant Chief to provide updates to the Governing Board on the following areas:

- Assistant Chief's Activities
- Planning
- Logistics
- Facilities Maintenance
- Fleet
- Supply

RECOMMENDED MOTION

No motion is necessary for this agenda item.

ASSISTANT CHIEF'S REPORT

June 2024

Grant Cesarek – Assistant Chief Support Services

- Busy month in the support services area, attended all required meetings, except the board meeting in June.
- Worked with HR and Finance to have a better understanding of the compensation plan, great team work on a large project.
- Work with Labor Leadership on edits to the MOU and policies to support the document, good teamwork with everyone involved.
- Weekly construction meetings for station 378, the project is moving very well.
- Completed agreement with Trico Electric for the extension of service lines to the 378 project for temporary power and for the future permanent power supply.
- Worked on bid process for additional items at 378, such as the power generator, communications tower, etc.
- Completed conference calls with a vendor seeking space to install a large tower at station 378 for cellular communications, this request does not fit our project, but we are looking at ways to lease space on our approved tower that will not affect the view from the homes to the mountains and still enhance cell service for the community.
- Completed individual meetings with all of the support services team to review the compensation changes for the new fiscal year.
- Prepared request for proposals for architectural design at the fleet and professional development classrooms which is the final part of bond projects. Request will go out by the end of July.

Adam Jarrold – Deputy Chief Support Services

- Attended Station 378 ceremonial groundbreaking
- Facilitated the selling of a type 1 engine to Corona De Tucson Fire District
- Lead the Support Services monthly Family meeting
- Virtual meeting with Brandy Ferrer for IGNITE program
- Monthly virtual SAFIRE sleep research project meeting
- Assisted with providing logistics for Struggle Well meeting
- Attended Train the Trainer class at TFD for the new handheld radios
- Road trip with my family to Kansas City, MO

Keith Holland – Project Manager

- ImageTrend Implementation Project.
    - Successful "Go Live" on 1 July despite District wide internet outage.
    - Will continue to host weekly check-in meetings with the implementation team.

    - Continuing to configure the Continuum module, now with live data.
- Station 378 Project
    - Attended weekly status calls
- Process Documentation Project
    - Working with Board Services Supervisor Ortiz.
- Performance Review Project
    - Currently on hold, awaiting development of District Strategic Goals.
    - Working with Emily Noland to create a Performance Review form within PayCom
- Continuing PMI Certification study.
    - Creating a Project Resume to submit to the PMI Board.

Michael Price – Division Chief Logistics

- Close out of the annual budget, including the projects on the capital improvement plan.
- Worked with finance to show which projects that are in process but will be paid for in the 2025 fiscal year.
- Assisted with logistics for the Struggle Well class.
- Provided support to fleet as they develop a new reporting process to show the status of our fleet in real time using OPIQ dashboards, this is a work in progress to fine tune the display before going live on all of the station dashboards.

Facilities Maintenance

- Pavement crack sealing is winding down in preparation for pavement seal coat and restripe at North Admin campus.
- Quarterly filter changes and HVAC preventative maintenance have been completed. Repairs are in progress.

Fleet Maintenance

- Phil and John attended an Advanced Diagnostics Class
- Phil and Charlie - On site visit to Fire Truck Solutions checking status on (2) units.
- New pool truck shop#2488 is in service at fleet.

Monthly Vehicle Parts & Labor Costs

Admin	$6,998.00
EMS	$10,279.00
Fire	$57,424.00

Procurement/Fire Supply

- Received all structural firefighting PPE for the 24-01 recruits and worked with Health and Safety for a distribution plan after their graduation.
- Assisting sourcing electric chain saws for testing and evaluation periods for Suppression and Professional Development.
- Worked with Saddlebrooke Patrol to rehab their radio repeater that resides on our tower on Robson Hill.
- Fiscal year end wrap up to ensure all invoices and POs are accurate and accounted for.

Health & Safety

- Inventory and tracking of new PPE with Fire Supply. New recruits to be outfitted with their new PPE upon graduation.
- Working on system for annual PPE inspections and tracking of particulate hoods on OpIQ, in coordination with NWFD and the hood exchange program.
- Worked with 1582 on personnel tracking and updates, also working on tier categorization.
- Working on plan for 45/90 day improvement plan for 1582.
- Continued progress on Electric Vehicle (EV) policy and procedure, this is for responses to vehicle accidents and fires involving EV's. Drafts forwarded to Operations for second opinion.
- Peer support station flyers and Teams account development released and distributed to each location throughout the District.
- Participated in Tuesday Tactics with the BC's.
- Observed the demonstration of electric saw and capabilities.
- Developing a schedule and rotation for live fire activities regarding PPE for Academy 24-01.
- Managed the pickup and recording of extractors from surplus sale.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Chris Grissom, Assistant Chief of EMS & Fire Response

MTG. DATE: July 16, 2024

SUBJECT: EMS & FIRE RESPONSE ASSISTANT CHIEF'S REPORT

ITEM #: 8D

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:

- Operations
- Emergency Medical Services
- Professional Development
- Health and Safety
- Wildland
- Honor Guard/Pipes and Drums
- Special Operations

RECOMMENDED MOTION

No motion is necessary for this agenda item.

ASSISTANT CHIEF'S REPORT

EMS and Fire Response– Chris Grissom

June 2024

EMS

EMS Training

- Image Trend training with crews completed along with training videos and guide
- Image Trend rolled out
  - Crews have been great providing areas for improvement in the system
- Our three Paramedic students (Cody Ayon, Gracyn Wagner and Casaundra Ortiz) in the accelerated Program are progressing along in class and doing well
- Rajiv has been working hard and did an excellent job preparing for the Academy EMT Course creating materials, syllabuses and the online course material
- Everything approved and setup with Pima College and AZDHS
- Received our new training mannequin and software, iSimulate
  - We are excited to set it up and roll-out at our next Quarterly EMS Skills Lab.
- EMT Course Instructor Interest memo sent out
- University of Arizona EMS (UAEMS) monthly training was issued via Vector Solutions

EMS Team

- The EMS Team has been very busy working on getting Image Trend ready through collaboration with other Divisions/Departments
- Continued collaboration with all hospital partners and EMS agencies
- Meetings with Medical Direction group on programs, trainings and Quality Improvement
- EMS Captains continue to monitor the Narcotics process and perform the required monthly audits
  - No issues and have streamlined the process

Monthly EMS Stats

Month of June Details

	Transports	+/- From Last Year	Interfacility	+/- From Last Year
MD372	0	0	0	0
MD376	0	0	0	0
MD379	0	0	0	0
PM370	70	-10	0	-1
PM371	0	0	0	0
PM372	0	-1	0	0
PM373	70	-16	0	0
PM374	0	0	0	0
PM375	100	35	1	1
PM376	85	-6	0	0
PM377	93	12	0	-1
PM379	0	0	0	0
PM380	117	-7	0	0
PM381	18	-4	0	0

Total Transports for the Month to Date:	553
+/- From Last Month	3
Total Responses	559
Transport %	99%

Total Interfacilities for the Month to Date:	1
+/- From Last Month	-1

Fiscal Year Details 2023-24

Transports

Fiscal Year to Date:	7,078
Last Fiscal Year to Date:	6,921
+/- From Last Year:	157
Total Responses:	7,185
Transport%	99%

Interfacility

Transports Fiscal Year to Date:	48
Last Year to Today Last Year:	107
+/- From Last Year:	-59

Transports by Unit for Fiscal Year

	Transports	+/- From Last Year	Interfacility	+/- From Last Year
MD372	0	0	0	0
MD376	0	0	0	0
MD379	0	0	0	0
PM370	876	31	2	-16
PM371	0	0	0	0
PM372	4	-1	0	0
PM373	1,021	36	3	-6
PM374	0	0	0	0
PM375	1,211	38	25	-9
PM376	1,155	18	10	-17
PM377	1,076	-22	7	-7
PM379	1	1	0	0
PM380	1,422	28	1	-1
PM381	312	28	0	-3

Professional Development

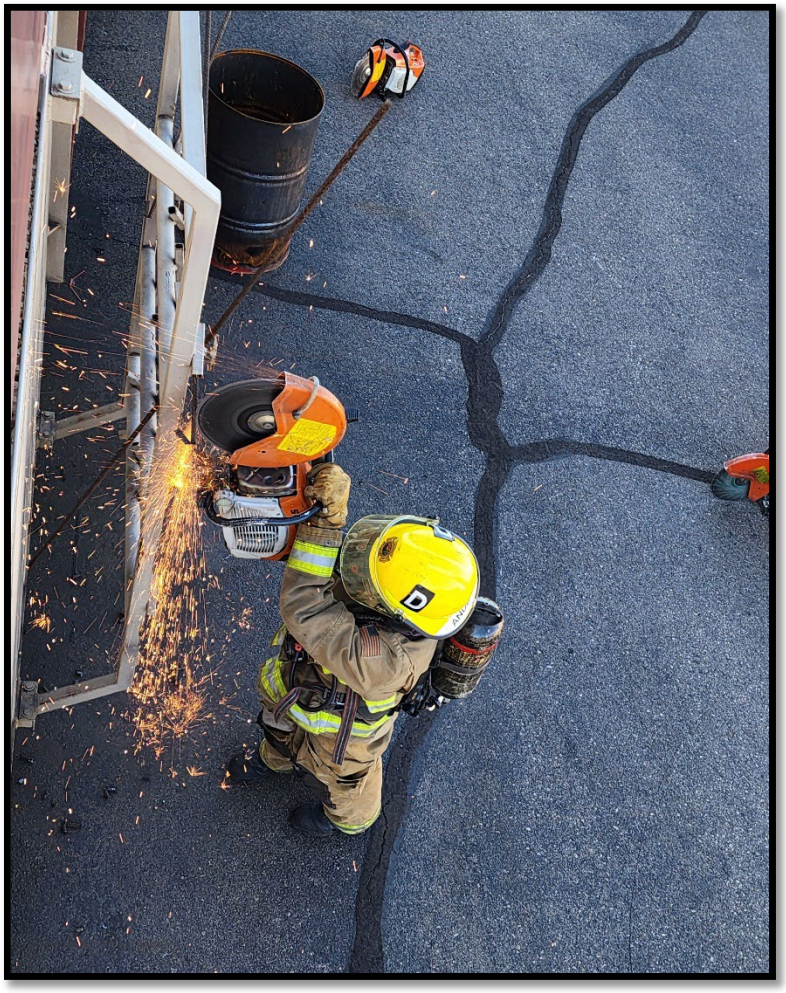


Recruits from the 24-01 Academy performing wildland shelter deployments

Courses/Training

- Preparing for 2024 Fall I CRD

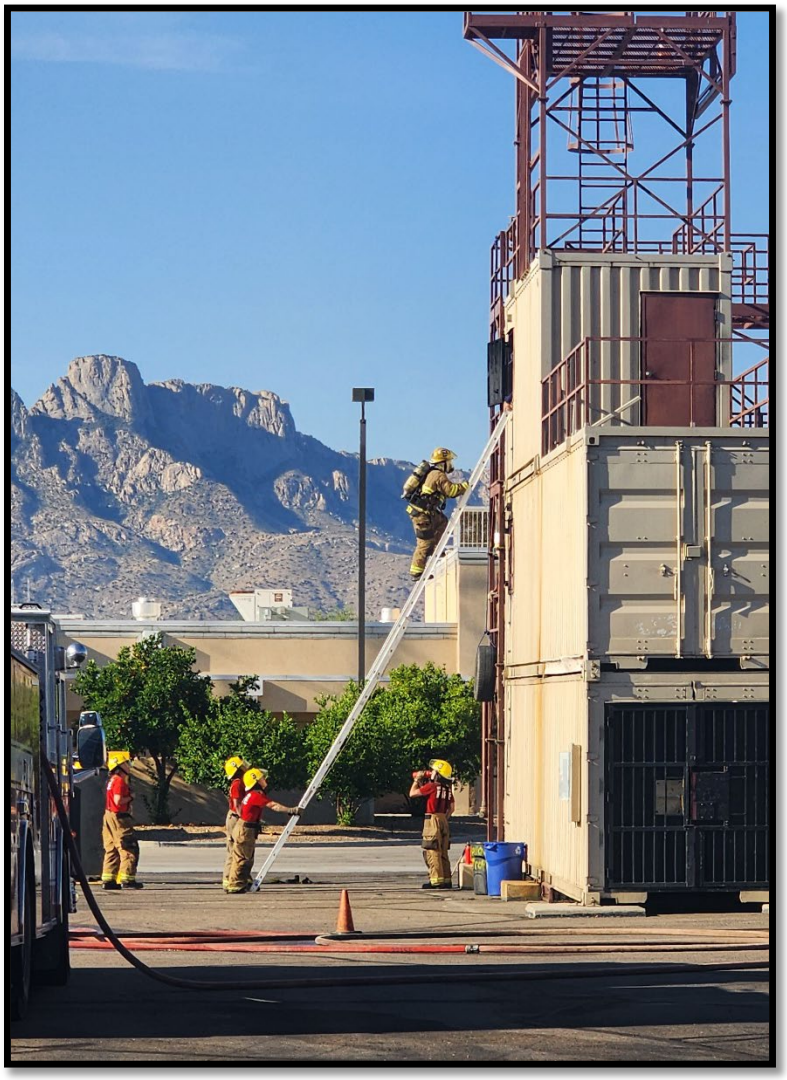
- Planning for upcoming Fire Officer and Driver Operator courses
- Planning for upcoming Ropes and Swift Water classes



Recruit from 24-01 Academy practicing saw cuts

24-01 Academy

- Week 6 of the Academy covered Ladder Deployment, Ventilation and Chainsaw Maintenance
- Week 7 of the Academy covered Victim Removal and Vent Enter Isolate and Search (VEIS) operations
- Week 8 of the Academy covered Fireground Survival
- Week 9 of the Academy covered Wildland
- Topics being covered over the next few weeks are Extrication, Rope Operations/Technician, Swift Water Technician and Hazardous Materials



Recruit from 24-01 Academy doing a ladder climb

Miscellaneous

- Selected personnel to be sponsored for Fire Rescue International
  - Sponsoring several field personnel August 13-17, 2024 in Dallas, Texas
- Published a memo to select personnel to attend Arizona State Fire School
  - Due date to submit for sponsorship will be July 8, 2024

Car Seat Program

- Two car seat installs were done in the month of June

Current Assignments-

- 6/28- Boulder View Fire, Cave Creek, AZ
  Assigned Resources - Waldorf, R. Miller, Milligan, Baron REMS 2037 and WUTV

- 06/29- Creek Fire, Peridot, Az
  Assigned- S. Petersen, K Strieter, D. Newburn, M. Mace T6 1935 Brush Truck

Recent Assignments-

- 5/28- Simmons Fire, Kearny, Az
  Assigned Resources- B. Labas, Hoffman, Campbell, Milligan T6 2239 Brush Truck
- 6/12- Rose Fire, southeast of Wickenburg, AZ
  Assigned Resources-M. Waldorf, Rosas, K. Strieter, M. Mace T3 1634
  Engine
- 6/13- Az State Taskforce, Casa Grande, Az
  Assigned Resources -C. Port Single Resource (Task Force Trainee) Unit 2036
- 6/18- Preposition, NM
  Assigned Resources - Spanarella Single Resource (Safety) Unit 2238

Current Projects-

Fenix Flashlight with strobe being issued to Engine Bosses and Engine Boss Trainees to assist with improving communication and safety with incoming aircraft and other ground units.

Training-

Nothing on the calendar for this month

Special Operations

Training:

- June 21st, 26th and 27th the team participated in Regional Hazmat drill at the PSA. Crews reviewed Hazardous materials chemistry in a class taught by NWFD Eng. Brown. State of matter, radiation, chemical makeup and the Periodic table were all reviewed and knowledge was refreshed.

- Crews refreshed themselves in station on swift water rescue training by reviewing technical gear and methods for rescuing individuals trapped.

Staffing:

- The Special Operations crews balanced their staffing and made minimal moves to ensure coverage across all three shifts.

Projects:

- The team has been working on solving issues with air monitors that are used on all front line apparatus and it has been a consistent project. We have been replacing oxygen sensors as they stop working and navigating the warranty system with Rae.

- The team continues to work on the new TRT trailer by securing all supplies needed to build out the interior. Other small items were purchased to ensure proper working of the trailer and charging of equipment and batteries.

- Many new items purchased at the end of the year have been received and crews are working with them to implement them into day to day operations. One big project was securing and organizing all the gear needed to put on the upcoming trainings for the Fire Academy. In addition to securing the gear needed, many team members are getting the lesson plans put together and securing off site locations for the academy trainings. A lot of work has gone into these so far and a big thanks to Captain Johnson for putting forth all the effort.

Calls:

- The Special Operations Team only had one hiker rescue in the month of June. The call occurred in the area north of the state park and south of the Spirit Dog ranch at the end of Bowman. A

woman was bucked off her horse due to a rattlesnake scaring them and she injured herself. The 377-crew found proper access to the patients location and got close with the UTV to begin patient care and packaging. The UTV eventually found better access and the patient was removed via stokes basket and UTV to the ambulance. The crew was able to make all of their equipment work for them and were able to make a big difference in the life of the patient.

- The crews continued to run auto aid calls and had a busy day at the end of the month when some rain caused flooding around Tucson. The 377 crew on duty ran multiple times into the city limits to assist but were mainly canceled due to the call not needing a TRT team.

Incident Type Count Report

Date Range: From 6/1/2024 To 6/30/2024

Selected Station(s): 37*, 380

Incident Type	Description	Count	
Station: 370			
121	Fire in mobile home used as fixed residence	1	0.06%
131	Passenger vehicle fire	1	0.06%
143	Grass fire	1	0.06%
151	Outside rubbish, trash or waste fire	1	0.06%
160	Special outside fire, other	1	0.06%
	Total - Fires	**5**	**3.55%**
320	Emergency medical service, other	1	0.06%
321	EMS call, excluding vehicle accident with injury	69	3.96%
322	Vehicle accident with injuries	5	0.29%
331	Lock-in (if lock out , use 511)	1	0.06%
	Total - Rescue & Emergency Medical Service Incidents	**76**	**53.90%**
444	Power line down	1	0.06%
	Total - Hazardous Conditions (No fire)	**1**	**0.71%**
541S	Snake Call	35	2.01%
553	Public service	4	0.23%
553S	Smoke Detector Battery Change	1	0.06%
554	Assist invalid	1	0.06%
	Total - Service Call	**41**	**29.08%**
611	Dispatched & cancelled en route	5	0.29%
611A	Error in Dispatch	1	0.06%
611E	EMS: Dispatched & cancelled en route	1	0.06%
611T	Dispatch TEST call	1	0.06%
622	No incident found on arrival at dispatch address	1	0.06%
651	Smoke scare, odor of smoke	4	0.23%
	Total - Good Intent Call	**13**	**9.22%**
731	Sprinkler activation due to malfunction	1	0.06%
736	CO detector activation due to malfunction	2	0.11%
740	Unintentional transmission of alarm, other	1	0.06%
744	Detector activation, no fire - unintentional	1	0.06%
	Total - Fals Alarm & False Call	**5**	**3.55%**
	Total for Station	**141**	**8.09%**
Station: 372			
321	EMS call, excluding vehicle accident with injury	8	0.46%
	Total - Rescue & Emergency Medical Service Incidents	**8**	**22.86%**
500	Service Call, other	1	0.06%
541B	Bee Swarm/Removal	1	0.06%
541S	Snake Call	11	0.63%
553	Public service	6	0.34%
553S	Smoke Detector Battery Change	4	0.23%
554	Assist invalid	3	0.17%

Incident Type	Description	Count	
Station; 372 - (Continued)			
	Total - Service Call	**26**	**74.29%**
611	Dispatched & cancelled en route	1	0.06%
	Total - Good Intent Call	**1**	**2.86%**
	Total for Station	**35**	**2.01%**
Station: 373			
162	Outside equipment fire	1	0.06%
	Total - Fires	**1**	**0.39%**
320	Emergency medical service, other	1	0.06%
321	EMS call, excluding vehicle accident with injury	113	6.48%
322	Vehicle accident with injuries	1	0.06%
	Total - Rescue & Emergency Medical Service Incidents	**115**	**44.75%**
500	Service Call, other	1	0.06%
541B	Bee Swarm/Removal	1	0.06%
541S	Snake Call	50	2.87%
550	Public service assistance, other	1	0.06%
553	Public service	40	2.29%
553S	Smoke Detector Battery Change	13	0.75%
554	Assist invalid	20	1.15%
	Total - Service Call	**126**	**49.03%**
611	Dispatched & cancelled en route	4	0.23%
622	No incident found on arrival at dispatch address	1	0.06%
651	Smoke scare, odor of smoke	1	0.06%
	Total - Good Intent Call	**6**	**2.33%**
700	False alarm or false call, other	1	0.06%
733	Smoke detector activation due to malfunction	1	0.06%
744	Detector activation, no fire - unintentional	6	0.34%
745	Alarm system sounded, no fire - unintentional	1	0.06%
	Total - Fals Alarm & False Call	**9**	**3.50%**
	Total for Station	**257**	**14.74%**
Station: 374			
151	Outside rubbish, trash or waste fire	1	0.06%
	Total - Fires	**1**	**0.46%**
320	Emergency medical service, other	2	0.11%
321	EMS call, excluding vehicle accident with injury	105	6.02%
	Total - Rescue & Emergency Medical Service Incidents	**107**	**49.54%**
412	Gas leak (natural gas or LPG)	1	0.06%
	Total - Hazardous Conditions (No fire)	**1**	**0.46%**
541S	Snake Call	66	3.79%
553	Public service	20	1.15%
553S	Smoke Detector Battery Change	4	0.23%
554	Assist invalid	5	0.29%
	Total - Service Call	**95**	**43.98%**
611	Dispatched & cancelled en route	6	0.34%
611E	EMS: Dispatched & cancelled en route	1	0.06%
622	No incident found on arrival at dispatch address	1	0.06%
651	Smoke scare, odor of smoke	1	0.06%

Incident Type	Description	Count	
Station; 374 - (Continued)			
	Total - Good Intent Call	**9**	**4.17%**
744	Detector activation, no fire - unintentional	3	0.17%
	Total - Fals Alarm & False Call	**3**	**1.39%**
	Total for Station	**216**	**12.39%**
Station: 375			
320	Emergency medical service, other	1	0.06%
321	EMS call, excluding vehicle accident with injury	102	5.85%
322	Vehicle accident with injuries	1	0.06%
381A	Hiker Rescue	1	0.06%
	Total - Rescue & Emergency Medical Service Incidents	**105**	**48.39%**
412	Gas leak (natural gas or LPG)	1	0.06%
440	Electrical wiring/equipment problem, other	1	0.06%
	Total - Hazardous Conditions (No fire)	**2**	**0.92%**
541B	Bee Swarm/Removal	1	0.06%
541S	Snake Call	65	3.73%
550	Public service assistance, other	1	0.06%
551	Assist police or other governmental agency	1	0.06%
552	Police matter	1	0.06%
553	Public service	21	1.20%
553S	Smoke Detector Battery Change	2	0.11%
554	Assist invalid	8	0.46%
	Total - Service Call	**100**	**46.08%**
611	Dispatched & cancelled en route	4	0.23%
	Total - Good Intent Call	**4**	**1.84%**
700	False alarm or false call, other	1	0.06%
744	Detector activation, no fire - unintentional	5	0.29%
	Total - Fals Alarm & False Call	**6**	**2.76%**
	Total for Station	**217**	**12.45%**
Station: 376			
321	EMS call, excluding vehicle accident with injury	79	4.53%
331	Lock-in (if lock out , use 511)	1	0.06%
	Total - Rescue & Emergency Medical Service Incidents	**80**	**47.06%**
424	Carbon monoxide incident	1	0.06%
	Total - Hazardous Conditions (No fire)	**1**	**0.59%**
541B	Bee Swarm/Removal	1	0.06%
541S	Snake Call	51	2.93%
553	Public service	15	0.86%
553S	Smoke Detector Battery Change	2	0.11%
554	Assist invalid	4	0.23%
	Total - Service Call	**73**	**42.94%**
611	Dispatched & cancelled en route	8	0.46%
611E	EMS: Dispatched & cancelled en route	1	0.06%
622	No incident found on arrival at dispatch address	1	0.06%
	Total - Good Intent Call	**10**	**5.88%**
733	Smoke detector activation due to malfunction	1	0.06%
744	Detector activation, no fire - unintentional	5	0.29%

Incident Type	Description	Count	
Station; 376 - (Continued)			
	Total - Fals Alarm & False Call	**6**	**3.53%**
	Total for Station	**170**	**9.75%**
Station: 377			
151	Outside rubbish, trash or waste fire	1	0.06%
	Total - Fires	**1**	**0.51%**
320	Emergency medical service, other	1	0.06%
321	EMS call, excluding vehicle accident with injury	126	7.23%
322	Vehicle accident with injuries	4	0.23%
324	Motor vehicle accident with no injuries	2	0.11%
	Total - Rescue & Emergency Medical Service Incidents	**133**	**67.17%**
500	Service Call, other	1	0.06%
541	Animal problem	1	0.06%
541S	Snake Call	29	1.66%
553	Public service	3	0.17%
553S	Smoke Detector Battery Change	3	0.17%
554	Assist invalid	10	0.57%
	Total - Service Call	**47**	**23.74%**
611	Dispatched & cancelled en route	11	0.63%
622	No incident found on arrival at dispatch address	2	0.11%
	Total - Good Intent Call	**13**	**6.57%**
700	False alarm or false call, other	1	0.06%
744	Detector activation, no fire - unintentional	3	0.17%
	Total - Fals Alarm & False Call	**4**	**2.02%**
	Total for Station	**198**	**11.36%**
Station: 378			
321	EMS call, excluding vehicle accident with injury	17	0.98%
322	Vehicle accident with injuries	3	0.17%
	Total - Rescue & Emergency Medical Service Incidents	**20**	**21.51%**
541S	Snake Call	48	2.75%
553	Public service	12	0.69%
553S	Smoke Detector Battery Change	7	0.40%
571	Cover assignment, standby, moveup	1	0.06%
	Total - Service Call	**68**	**73.12%**
611	Dispatched & cancelled en route	3	0.17%
	Total - Good Intent Call	**3**	**3.23%**
744	Detector activation, no fire - unintentional	2	0.11%
	Total - Fals Alarm & False Call	**2**	**2.15%**
	Total for Station	**93**	**5.34%**
Station: 379			
140	Natural vegetation fire, other	1	0.06%
	Total - Fires	**1**	**0.52%**
320	Emergency medical service, other	2	0.11%
321	EMS call, excluding vehicle accident with injury	117	6.71%
322	Vehicle accident with injuries	1	0.06%
	Total - Rescue & Emergency Medical Service Incidents	**120**	**62.18%**

Incident Type	Description	Count	
Station; 379 - (Continued)			
510	Person in distress, other	1	0.06%
541B	Bee Swarm/Removal	1	0.06%
541S	Snake Call	45	2.58%
553	Public service	8	0.46%
553S	Smoke Detector Battery Change	1	0.06%
554	Assist invalid	8	0.46%
	Total - Service Call	**64**	**33.16%**
611	Dispatched & cancelled en route	3	0.17%
611E	EMS: Dispatched & cancelled en route	1	0.06%
651	Smoke scare, odor of smoke	1	0.06%
	Total - Good Intent Call	**5**	**2.59%**
700	False alarm or false call, other	1	0.06%
744	Detector activation, no fire - unintentional	2	0.11%
	Total - Fals Alarm & False Call	**3**	**1.55%**
	Total for Station	**193**	**11.07%**
Station: 380			
111	Building fire	2	0.11%
	Total - Fires	**2**	**0.90%**
320	Emergency medical service, other	2	0.11%
321	EMS call, excluding vehicle accident with injury	149	8.55%
322	Vehicle accident with injuries	7	0.40%
	Total - Rescue & Emergency Medical Service Incidents	**158**	**70.85%**
541B	Bee Swarm/Removal	1	0.06%
541S	Snake Call	35	2.01%
552	Police matter	2	0.11%
553S	Smoke Detector Battery Change	1	0.06%
554	Assist invalid	10	0.57%
	Total - Service Call	**49**	**21.97%**
611	Dispatched & cancelled en route	9	0.52%
611E	EMS: Dispatched & cancelled en route	1	0.06%
622	No incident found on arrival at dispatch address	1	0.06%
651	Smoke scare, odor of smoke	1	0.06%
	Total - Good Intent Call	**12**	**5.38%**
744	Detector activation, no fire - unintentional	2	0.11%
	Total - Fals Alarm & False Call	**2**	**0.90%**
	Total for Station	**223**	**12.79%**
		1,743	**100.00%**

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: July 16, 2024

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING A CONTRACT WITH STRYKER FOR LUCAS 3 CHEST COMPRESSION SYSTEMS

ITEM #: 9A

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 (GRFD) is requesting approval to purchase LUCAS 3 Chest Compression Systems from Stryker. These systems are designed to enhance CPR quality, extend emergency care reach, and ensure team safety during patient transport. The LUCAS 3 system consistently provides high-quality chest compressions, leading to improved patient outcomes.

The proposed purchase includes eight LUCAS 3 devices and necessary accessories such as battery chargers, power supplies, and disposable suction cups, totaling $159,491.60. Additionally, a three-year ProCare service coverage plan for these devices is estimated at $35,067.60. With freight and sales tax, the total cost is $209,212.16.

Key benefits of the LUCAS 3 system include its ability to deliver continuous chest compressions for extended periods, enabling advanced lifesaving therapies. The device is easy to deploy, configure, and maintain, making it an efficient tool for the GRFD emergency responders. Approval of this contract will greatly enhance the emergency response capabilities of the Golder Ranch Fire District.

RECOMMENDED MOTION

Motion to approve the contract with Stryker as presented.

Flex Financial, a division of Stryker Sales, LLC
1901 Romence Road Parkway
Portage, MI 49002
t: 1-888-308-3146 f: 877-204-1332

Date: June 19, 2024

RE: Reference no:2210212395

GOLDER RANCH FIRE DISTRICT
3885 E GOLDER RANCH DR
TUCSON, Arizona 85739-9797

Thank you for choosing Stryker for your equipment needs. Enclosed please find the documents necessary to enter into the arrangement. Once all of the documents are completed, properly executed and returned to us, we will issue an order for the equipment.

PLEASE COMPLETE ALL ENCLOSED DOCUMENTS TO EXPEDITE THE SHIPMENT OF YOUR ORDER.

Short Form Conditional Sale Agreement

Exhibit A - Detail of Equipment

State and Local Government Rider

Addendum

****Conditions of Approval: State and Local Government Rider , Federal ID**

PLEASE PROVIDE THE FOLLOWING WITH THE COMPLETED DOCUMENTS:

Federal tax ID number:	_____	**AP address:**	_____
Purchase order number:	_____		
Upfront Payment Check No:	_____	**Contact name:**	_____
Phone number:	_____	**Email address:**	_____

Please fax completed documents to (877) 204-1332. Return original documents to 1901 Romence Road Parkway Portage, MI 49002 (using Fed-Ex Shipping ID# 772-432976)

Your personal documentation specialist is Megan Wilkinson and can be reached at (269) 389-1971 or by email megan.wilkinson@stryker.com for any questions regarding these documents.

The proposal evidenced by these documents is valid through the last business day of June, 2024

Sincerely,

Flex Financial, a division of Stryker Sales, LLC

Notice: To help the government fight the funding of terrorism and money laundering activities, U.S. Federal law requires financial institutions to obtain, verify and record information that identifies each person (individuals or businesses) who opens an account. What this means for you: When you open an account or add any additional service, we will ask you for your name, address, federal employer identification number and other information that will allow us to identify you. We may also ask to see other identifying documents. For your records, the federal employer identification number for Flex Financial, a Division of Stryker Sales, LLC is 38-2902424.

stryker

Short Form Conditional Sale Agreement No.2210212395

Owner ("we" or "us"):
Flex Financial, a division of Stryker Sales, LLC
1901 Romence Road Parkway
Portage, MI 49002

Customer name and address ("You" and "Your"): GOLDER RANCH FIRE DISTRICT 3885 E GOLDER RANCH DR TUCSON ,Arizona 85739-9797	**Equipment Location:** 3885 E GOLDER RANCH DR TUCSON,Arizona 85739-9797 **Supplier:** Stryker Sales, LLC, 3800 E. Centre Avenue, Portage, MI 49002 **Equipment description**: **see Exhibit A** (and/or as described in invoice(s) or equipment list attached hereto and made a part hereof)

Payment information

Number of payments	Payment frequency	Payment amount
7	Annual	$37,822.96(First payment due 30 days after Agreement is commenced), (includes estimate of sales taxes - see "Taxes" section below)

Terms and conditions:

1. Purchase agreement/ acceptance/ payments: You agree to purchase from us the Equipment and services, if any, described above and on any attached schedule (the**"Equipment") in accordance with the terms of this Agreement (this "Agreement"). You shall be deemed to have accepted the Equipment for purchase under this Agreement on the date that is ten (10) days after the date it is shipped to you by the Supplier ("Acceptance Date") and, at our request, you shall confirm for us such acceptance in writing. No acceptance of any item of Equipment may be revoked by you. You agree to pay the Payments described above ("Payments") beginning on the Acceptance Date or any later date we designate and thereafter until all fully paid. Unless otherwise instructed by us in writing, all Payments and other amounts due hereunder shall be made to our address above. This Agreement is non-cancelable and may not be prepaid. Your obligations under this Agreement (your "Obligations") are absolute, unconditional, and are not subject to cancellation, defense, recoupment, reduction, setoff or counterclaim. If a Payment is not made when due, you will pay us a late charge of 5% of each Payment or $10.00, whichever is greater, but only to the extent permitted by law. We may charge you a fee of$55.00 for any check that is returned. You authorize us to adjust the Payments at any time if taxes included in the Payments differ from our estimate. You agree that the Payments were calculated by us based, in part, on an interest rate equivalent as quoted on Bloomberg under the SOFR Swap Rate, that would have a repayment term equivalent to the Term (or an interpolated rate if a like-term is not available) as reasonably determined by us (and if the SOFR Swap Rate is no longer provided by Bloomberg, such rate shall be determined in good faith by us from such sources as we shall determine to be comparable to Bloomberg [or any successor]) and in the event the Term of this Agreement starts more than 30 days after we send this Agreement to you, we may adjust the Payments once to compensate us, in good faith, for any increase in such rate. “SOFR” with respect to any day means the secured overnight financing rate published for such day by the Federal Reserve Bank of New York, as the administrator of the benchmark, (or a successor administrator) on the Federal Reserve Bank of New York’s Website as quoted by Bloomberg.**

2. Ownership/security interest/laws/use/maintenance: Upon acceptance of the Equipment by you, you shall hold title to and be the owner of the Equipment for all purposes including, without limitation, tax purposes. The purchase of the Equipment by you under this Agreement shall be "**AS IS, WHERE IS", without representation or warranty of any kind from us, provided that this Agreement shall not impair any express warrantees or indemnifications, written service agreements or other obligations of Stryker Corporation or any of its subsidiaries to you regarding the Equipment and we hereby assign all of our rights in any Equipment warrantees to you.** As security for all of your Obligations, you hereby grant to us a first priority security interest in all of your rights, title and interests in the Equipment, all replacements, additions, accessions, accessories and substitutions thereto or therefore and all proceeds and products thereof, including, without limitation, all proceeds of insurance. Upon timely payment of all amounts due hereunder (plus all applicable Taxes), our security interest in the Equipment shall terminate and you shall be the owner of the Equipment, free and clear of any interest created by us. You agree not to permit any lien, security interest (except ours), claim or encumbrance to be placed upon the Equipment. You shall comply with all applicable laws, rules and regulations and manufacturer's specifications and instructions concerning the operation, ownership, use and/or possession of the Equipment. You must, at your cost, keep the Equipment in good working condition. If Payments include maintenance and/or service costs, you agree that (i) no Assignee (as defined below) is responsible to provide the maintenance or service, (ii) you will make all maintenance and service related claims to the persons providing the maintenance, service or warranty, and (iii) any maintenance, warranty or service claims will not impact your Obligations. The Equipment cannot be moved from the location above without our prior written consent.

3. Taxes: You shall pay when and as due all sales, use, property, excise and other taxes, and all license and registration fees now or hereafter imposed by any governmental body or agency upon this Agreement or the ownership, use, or sale of the Equipment, together with all interest and penalties for their late payment or non-payment (**"Taxes"**). You shall indemnify and hold us harmless from any such Taxes. You shall prepare and file all tax returns relating to Taxes for which you are responsible hereunder. If we receive any tax bill pertaining to the Equipment from the appropriate taxing authority, we may, without obligation, pay such tax and if we pay such tax bill we will invoice you for the expense. Upon receipt of such invoice, you will promptly reimburse us for such expense.

4. Assignment: You agree not to transfer, sell, lease, assign, pledge or encumber the Equipment or any rights under this Agreement without our prior written consent, which consent shall not be unreasonably withheld, and if you do, even with our consent, you will still be fully responsible for all your Obligations. You shall provide us with at least 45 days' prior written notice of any change to your principal place of business, organization or incorporation. You agree that we may, without notice to you, sell, assign, or transfer (**"Transfer"**) this Agreement to a third party (each, an **"Assignee"**), and each Assignee will have our Transferred rights, but none of our obligations, **and such rights will not be subject to any claims, recoupment, defenses, or setoffs that you may have against us or any supplier** even though an Assignee may continue to bill and collect all of your Obligations in the name of "Flex Financial, a division of Stryker Sales, LLC.

5. Risk of loss, insurance and reimbursement: Effective upon delivery to you, you shall bear all risk of Equipment loss or damage. If any such loss or damage occurs you still must satisfy all of your Obligations. You will (i) keep the Equipment insured against all risks of loss or damage for an amount equal to its replacement cost, (ii) list us as the insurance sole loss payee and (iii) give us written proof of the insurance. If you do not provide such insurance, we have the right, without obligation, to obtain such insurance and add an insurance fee (which may include a profit) to the amount due from you. You will obtain and maintain comprehensive public liability insurance naming us as an additional insured with coverages and amounts acceptable to us. To the extent not expressly prohibited by applicable law, you will reimburse and defend us, including each Assignee for and against any losses, injuries, damages, liabilities, expenses, claims or legal proceedings asserted against or incurred by us, including any Assignee, relating to the Equipment and which relate to or arise out of your act or omission or the act or omission of your agents or employees or others (excluding us) with access to the Equipment. The terms of this paragraph will continue after the termination of this Agreement.

6. Default remedies: You are in default under this Agreement if: a) you fail to pay a Payment or any other amount when due; or b) you breach any other obligation under this Agreement; or c) your principal owner or any guarantor of this Agreement dies; or d) you or any guarantor dissolves, ceases to do business as a going

concern, becomes insolvent, bankrupt, merges, or is sold; or e) you or any guarantor fails to pay any other material obligation owed to us or any of our affiliates. Upon default, we may: a) declare the entire balance of unpaid Payments immediately due and payable; b) sue you for and receive the total amount due with future Payments discounted to the date of default at a rate of 3% per annum; c) charge you interest on all monies due at the rate of 18% per year or the highest rate permitted by applicable law from the date of default until paid; and/or d) require you to immediately return the Equipment to us or we may peaceably repossess it. Upon default, you will also pay all expenses including but not limited to reasonable attorneys' fees, legal costs, cost of storage and shipping incurred by us in the enforcement and attempted enforcement of any remedies under this Agreement. If the Equipment is returned or repossessed we will, if commercially reasonable, sell or otherwise dispose of the Equipment at terms we determine, at one or more public or private sales, with notice as required by law, and apply the net proceeds (after deducting any related expenses) to your Obligations. You remain liable for any deficiency with any excess being retained by us or applied as required by applicable law.

7. Miscellaneous: This Agreement shall be governed and construed in accordance with the laws of Michigan. You agree that the Equipment will only be used for business purposes and not for personal, family or household use. This Agreement may be executed in counterparts and any facsimile, photographic or other electronic transmission and/or electronic signing or manual signing of this Agreement by you and when manually countersigned by us or attached to our original signature counterpart shall constitute the sole original chattel paper as defined in the UCC for all purposes and will be admissible as legal evidence thereof; provided, however, that if this Agreement constitutes “electronic chattel paper” or “an electronic record evidencing chattel paper” under the UCC and both you and we have signed electronically, the version identified by us as the “single authoritative copy” is the chattel paper for purposes of perfection by control..You agree not to raise as a defense to the enforcement of this Agreement or any related documents hereto the fact that such documents were executed by electronic means. We may inspect the Equipment at any time prior to payment in full of your Obligations. No failure to act shall be deemed a waiver of any rights hereunder. If you fail to pay (within thirty days of invoice date) any freight, sales tax or other amounts related to the Equipment which are not financed hereunder and are billed directly by us to you, such amounts shall be added to the Payments set forth above (plus interest or additional charges thereon) and you authorize us to adjust such Payments accordingly. If you are required to report the components of your payment obligations hereunder to certain state and/or federal agencies or public health coverage programs such as Medicare, Medicaid, SCHIP or others, and such amounts are not adequately disclosed in any attachment hereto, then Stryker Sales, LLC will, upon your written request, provide you with a detailed outline of the components of your payments which may include equipment, software, service and other related components. You acknowledge that you have not received any tax or accounting advice from us. You agree that you shall upon request from us, promptly provide to us a copy of your most recent annual financial statements and any of your other financial information (including interim financial statements) that we may request. You authorize us to share such information with our affiliates, subsidiaries and Assignees. This Agreement, any schedules hereto, any attachments to this Agreement or any schedules and any express warrantees made by Stryker Sales, LLC constitute the entire agreement between the parties hereto regarding the Equipment and its use and possession and supersede all prior agreements and discussions regarding the Equipment and any prior course of conduct. You waive all rights to any indirect, punitive, special or consequential damages in connection with the Equipment or this Agreement. There are no agreements, oral or written, between the parties which are contrary to the terms of this Agreement and such other documents. YOU AGREE THAT THIS IS A NON-CANCELLABLE AGREEMENT AND WAIVE TRIAL BY JURY.

I CERTIFY THAT I AM AUTHORIZED TO SIGN THIS AGREEMENT FOR CUSTOMER

Customer signature	
Signature:	**Date:**
Print name:	
Title:	

Accepted by Flex Financial, a division of Stryker Sales, LLC	
Signature:	**Date:**
Print name:	
Title:	

Exhibit A to Short Form Conditional Sale Agreement Number 2210212395

Description of equipment

Customer name: GOLDER RANCH FIRE DISTRICT

Delivery Location: 3885 E GOLDER RANCH DR, TUCSON,Arizona , 85739-9797

Part I - Equipment/Service Coverage (if applicable)

Model number	Equipment description	Quantity
99576-000063	LUCAS 3, 3.1, IN SHIPPING BOX, EN	8
11576-000060	LUCAS BATTERY CHARGER,MAINS PLUG,US-CAN-JA	8
11576-000071	LUCAS POWER SUPPLY WITHCORD,REDEL,CANADA,US	8
11576-000080	BATTERY,LUCAS,DARK GRAY	8
11576-000047	LUCAS SUCTION CUP DISPOSABLE 12-PACK	2
TR-ZAP-LUC3	TR-ZL AUTOPULSE TO LUC 3.1	1

Total equipment: $159,491.60

Service coverage:

Model number	Service coverage description	Quantity	Years
LUCAS-FLD-PROCARE	PROCARE-SVC-LUCAS-FIELD-REPAIR	8	3

Total service coverage: $35,067.60

Freight: $2,624.74

Total upfront sales tax: $12,028.22

Total Amount: $209,212.16

Customer signature	
Signature:	**Date:**
Print name:	
Title:	

Accepted by Flex Financial, a division of Stryker Sales, LLC	
Signature:	**Date:**
Print name:	
Title:	

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State and Local Government Customer Rider

This State and Local Government Customer Rider (the "Rider") is an addition to and hereby made a part of **Short Form Conditional Sale Agreement No. 2210212395 (the "Agreement") between Flex Financial**, a division of Stryker Sales, LLC ("Owner") and GOLDER RANCH FIRE DISTRICT **("Customer")to be executed simultaneously herewith and to which this Rider is attached. Capitalized terms used but not defined in this Rider shall have the respective meanings provided in the Agreement. Owner and Customer agree as follows:**

1. Customer represents and warrants to Owner that as of the date of, and throughout the Term of, the Agreement: (a) Customer is a political subdivision of the state or commonwealth in which it is located and is organized and existing under the constitution and laws of such state or commonwealth; (b) Customer has complied, and will comply, fully with all applicable laws, rules, ordinances, and regulations governing open meetings, public bidding and appropriations required in connection with the Agreement, the performance of its obligations under the Agreement and the acquisition and use of the Equipment; (c) The person(s) signing the Agreement and any other documents required to be delivered in connection with the Agreement (collectively, the "Documents") have the authority to do so, are acting with the full authorization of Customer's governing body, and hold the offices indicated below their signatures, each of which are genuine; (d) The Documents are and will remain valid, legal and binding agreements, and are and will remain enforceable against Customer in accordance with their terms; and (e) The Equipment is essential to the immediate performance of a governmental or proprietary function by Customer within the scope of its authority and will be used during the Term of the Agreement only by Customer and only to perform such function. Customer further represents and warrants to Owner that, as of the date each item of Equipment becomes subject to the Agreement and any applicable schedule, it has funds available to pay all Agreement payments payable thereunder until the end of Customer's then current fiscal year, and, in this regard and upon Owner's request, Customer shall deliver in a form acceptable to Owner a resolution enacted by Customer's governing body, authorizing the appropriation of funds for the payment of Customer's obligations under the Agreement during Customer's then current fiscal year.

2. To the extent permitted by applicable law, Customer agrees to take all necessary and timely action during the Agreement Term to obtain and maintain funds appropriations sufficient to satisfy its payment obligations under the Agreement (the "Obligations"), including, without limitation, providing for the Obligations in each budget submitted to obtain applicable appropriations, causing approval of such budget, and exhausting all available reviews and appeals if an appropriation sufficient to satisfy the Obligations is not made.

3. Notwithstanding anything to the contrary provided in the Agreement, if Customer does not appropriate funds sufficient to make all payments due during any fiscal year under the Agreement and Customer does not otherwise have funds available to lawfully pay the Agreement payments (a "Non-Appropriation Event"), and provided Customer is not in default of any of Customer's obligations under such Agreement as of the effective date of such termination, Customer may terminate such Agreement effective as of the end of Customer's last funded fiscal year ("Termination Date") without liability for future monthly charges or the early termination charge under such Agreement, if any, by giving at least 60 days' prior written notice of termination ("Termination Notice") to Owner.

4. If Customer terminates the Agreement prior to the expiration of the end of the Agreement's initial (primary) term, or any extension or renewal thereof, as permitted under Section 3 above, Customer shall (i) on or before the Termination Date, at its expense, pack and insure the related Equipment and send it freight prepaid to a location designated by Owner in the contiguous 48 states of the United States and all Equipment upon its return to Owner shall be in the same condition and appearance as when delivered to Customer, excepting only reasonable wear and tear from proper use and all such Equipment shall be eligible for manufacturer's maintenance, (ii) provide in the Termination Notice a certification of a responsible official that a Non-Appropriation Event has occurred, (iii) deliver to Owner, upon request by Owner, an opinion of Customer's counsel (addressed to Owner) verifying that the Non-Appropriation Event as set forth in the Termination Notice has occurred, and (iv) pay Owner all sums payable to Owner under the Agreement up to and including the Termination Date.

5. Any provisions in this Rider that are in conflict with any applicable statute, law or rule shall be deemed omitted, modified or altered to the extent required to conform thereto, but the remaining provisions hereof shall remain enforceable as written.

Customer signature	
Signature:	**Date:**
Print name:	
Title:	

Accepted by Flex Financial, a division of Stryker Sales, LLC	
Signature:	**Date:**
Print name:	
Title:	

ADDENDUM TO SHORT FORM CONDITIONAL SALE AGREEMENT NO. 2210212395 BETWEEN FLEX FINANCIAL, A DIVISION OF STRYKER SALES, LLC AND GOLDER RANCH FIRE DISTRICT

This Addendum is hereby made a part of the agreement described above (the "Agreement"). In the event of a conflict between the provisions of this Addendum and the provisions of the Agreement, the provisions of this Addendum shall control.

The parties hereby agree as follows:

1. The first sentence of Section 7 of the Agreement is hereby amended in its entirety to read as follows:

"This Agreement shall be governed and construed in accordance with the laws of *Arizona*."

Customer signature	
Signature:	**Date:**
Print name:	
Title:	

Accepted by Flex Financial, a division of Stryker Sales, LLC	
Signature:	**Date:**
Print name:	
Title:	

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Allison Delong, Human Resources Director

MTG. DATE: July 16, 2024

SUBJECT: DISCUSSION AND POSSIBLE ACTION ON WHETHER THE DISTRICT WIDE 3% PAYROLL ADJUSTMENT APPLIES TO THE FIRE CHIEF

ITEM #: 9B

REQUIRED ACTION:	☐ Discussion Only	☒ Formal Motion	☐ Resolution
RECOMMENDED ACTION:	☒ Approve	☐ Conditional Approval	☐ Deny
SUPPORTED BY:	☒ Staff	☒ Fire Chief	☒ Legal Review

BACKGROUND

In May the Governing Board voted for an increase to the labor budget to allow for a 3% increase to the compensation schedule for all employees. As a contract employee this would create compression between the Assistant Chiefs pay and the Fire Chiefs pay. The Governing Board is asked to consider if the 3% should apply to the Fire Chiefs pay as well as all employees. If so, an addendum will need to be finalized.

RECOMMENDED MOTION

I move the District wide 3% pay increase apply to the Fire Chief and that the Fire Chief's contract be amended to reflect this adjustment and the Chair is authorized to sign the amended contract.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Dave Christian, Finance Director

MTG. DATE: July 16, 2024

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

ITEM #: 9C

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 6/1/2024 Through 6/30/2024

Account Code	Account Title	Current Period Actual	Current Period Budget	Current Period Budget Variance - Original	YTD Actual	YTD Budget	YTD Budget Variance - Original
5000	Labor/Benefits/Employee Development	2,678,152.33	3,771,248.53	1,093,096.20	33,820,685.95	33,768,564.85	(52,121.10)
6000	Supplies/Consumables	78,376.34	198,620.85	120,244.51	1,457,895.88	1,817,100.20	359,204.32
6500	Vehicle / Equipment Expense	82,333.64	107,982.89	25,649.25	993,365.16	1,190,794.68	197,429.52
6750	Utilities / Communications	35,442.48	36,777.34	1,334.86	481,350.05	468,701.07	(12,648.98)
7000	Professional Services	111,313.77	128,665.98	17,352.21	1,419,729.80	1,522,191.76	102,461.96
7500	Dues/Subscriptions/Maint. Fees	10,334.68	47,732.08	37,397.40	628,754.91	656,206.96	27,452.05
7750	Insurance	0.00	0.00	0.00	207,182.24	181,528.00	(25,654.24)
8000	Repairs / Maintenance	35,326.90	42,243.72	6,916.82	581,577.64	760,024.66	178,447.02
9000	Debt Service	3,834,861.23	3,980,231.27	145,370.04	5,389,387.18	5,644,272.24	254,885.06
9500	Capital Outlay	63,712.73	13,249.99	(50,462.74)	1,889,256.95	2,070,809.55	181,552.60
Report Difference		(6,929,854.10)	(8,326,752.65)	1,396,898.55	(46,869,185.76)	(48,080,193.97)	1,211,008.21

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: July 16, 2024

SUBJECT: FUTURE AGENDA ITEMS

ITEM #: 10

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: Shannon Ortiz, Board Services Supervisor

MTG. DATE: July 16, 2024

SUBJECT: Call to the Public

ITEM #: 11

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.