GOLDER RANCH FIRE DISTRICT
GOVERNING BOARD MEETING
PUBLIC NOTICE AND AGENDA-AMENDED
Tuesday, February 18, 2025, 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, February 18, 2025**. The meeting will be held in 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 is 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. **PRESENTATIONS**

   A. PRESENTATION OF PERSONNEL

   - RETIREMENTS
     - JAMES HANSEL, ENGINEER- 28 YEARS
     - JUSTIN FLYNN, PARAMEDIC- 8 YEARS

   - NEW HIRES
     - SARAH GLENN- HUMAN RESOURCES GENERALIST
     - EDWARD PORT- FLEET MAINTENANCE APPRENTICE

   Behavioral and Loyalty Oaths will be administered.

6. CONSENT AGENDA

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

A. APPROVE MINUTES- JANUARY 21, 2025, REGULAR SESSION

B. APPROVE AND ADOPT THE GOLDER RANCH FIRE DISTRICT FINAL DRAFT STRATEGIC BUSINESS PLAN

7. REPORTS AND CORRESPONDENCE

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

B. COMMUNITY RISK REDUCTION DIVISION'S REPORT - ASSISTANT CHIEF PERRY
- UPDATES ON THE FOLLOWING AREAS:
  - COMMUNITY EDUCATION, ENGAGEMENT & RISK REDUCTION
  - FINANCE
  - FIRE AND LIFE SAFETY

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

D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISON'S REPORT – ASSISTANT CHIEF GRISSOM
- UPDATES ON THE FOLLOWING AREAS:
  - EMERGENCY MEDICAL SERVICES/OPERATIONS
  - HEALTH AND SAFETY
  - HONOR GUARD/PIPES AND DRUMS
  - PROFESSIONAL DEVELOPMENT
  - PROJECT MANAGEMENT
  - SPECIAL OPERATIONS
  - WILDLAND

8. REGULAR BUSINESS

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

9. FUTURE AGENDA ITEMS

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

- Regularly scheduled meeting – March 18, 2025

10. CALL TO THE PUBLIC

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

11. ADJOURNMENT

_____
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 2/12/2025 by 10:00 a.m.
Amended by: Shannon Ortiz 2/12/2025 at 10:45 a.m.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: February 18, 2025

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: February 18, 2025

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: February 18, 2025

SUBJECT: PRESENTATION OF PERSONNEL

ITEM #: 5A

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

- RETIREMENT
  - James Hansel, Engineer- 28 years
  - Justin Flynn, Paramedic- 8 years

- NEW HIRES
  - Sarah Glenn, Human Resources Generalist
  - Ed Port, Fleet Maintenance Apprentice

Loyalty and behavioral oaths will be administered.

RECOMMENDED MOTION

No motion required for this agenda item.

EMPLOYEE RECOGNITION

Employee Name: Jim Hansel

Date of Hire: 2/27/97

Current Position: Engineer

Reason for Recognition: Years of Service

Prepared by: Chris Grissom

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:*

Jim began his career with the Golder Ranch Fire District on February 27, 1997. Over the course of his career, Jim has worn many hats and made a lasting impact on both the department and the broader firefighting community.

Hire Date: February 27, 1997
Driver Operator: May 13, 2002
Engineer: November 18, 2004

Throughout his career, Jim has served as a role model, mentor, and leader, consistently showing unwavering dedication to the department and to the development of those around him.

- *PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:*

Jim has a reputation as a man of many talents. His expertise spans various firefighter skill sets, with a particular focus on vehicle extrication, live fire evolutions, and technical rescue disciplines such as rope rescue and building shoring.

Jim has taught across the country, sharing his knowledge and skills with firefighters in many locations. His ability to communicate complex concepts in a way that resonates with firefighters has made him an incredible instructor.

For many years, Jim has been the lead instructor at the Pima Community College Fire Academy, where he has shaped the careers of numerous men and women, many of whom are now members of the GRFD

His contributions to the department go beyond instruction—Jim is widely recognized as the "Godfather of Engineering." He has played a major role in helping countless firefighters rise through the ranks, particularly in the Engineering rank.

- *PERSONAL OR SPECIAL NOTES OF INTEREST:*

Jim's dedication to the fire service has had an impact on the Golder Ranch Fire District and the firefighting community at large. Beyond his professional accomplishments, Jim is known for his generosity, friendliness, commitment to safety, passion for helping others succeed, and doing as little as possible on EMS scenes. He has not only mentored those who have worked alongside him but also created a sense of camaraderie and professionalism in all those he encountered.

As he retired at the end of 2024, his legacy will continue to live on through the firefighters he has trained, the countless lives he has touched, and the influence of his work. We celebrate his many years of service and wish him all the best in his well-deserved retirement.

EMPLOYEE RECOGNITION

Employee Name: Justin Flynn

Date of Hire: 2/16/17

Current Position: FF/PM

Reason for Recognition: Years of Service

Prepared by: Tony Rutherford

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:*

Began his Fire Service career at Drexel Heights and came to GRFD in 2017.

- *PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:*

Will be read during the Board meeting

- *PERSONAL OR SPECIAL NOTES OF INTEREST:*

Will be read during the Board meeting

EMPLOYEE RECOGNITION

Employee Name: Sarah Glenn

Date of Hire: 1/13/25

Current Position: HR Generalist

Reason for Recognition: New Employee

Prepared by: Emily Noland

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:*

Sarah's first day with Golder Ranch was January 13th.

- *PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:*

Sarah most recently worked for a healthcare organization based out of Tennessee as an HR Operations Supervisor for 4 years. About 2 years ago, Sarah realized the honky tonk life wasn't for her and relocated back to Tucson. After working remotely for awhile beside her husband, she was ready for a change of pace.

Sarah has a Bachelor's degree in Psychology and Criminal Justice, which will surely come in handy during her tenure with us.

- *PERSONAL OR SPECIAL NOTES OF INTEREST:*

Sarah and her husband of four years, Jordan, have two cats and enjoy playing in a recreational soccer league. She is a sucker for a good true crime podcast or a suspenseful thriller novel.

Supervisor comment:

We are so happy to have Sarah join the HR team, as she has already proven to be a tremendous asset to the organization! She has hit the ground running and has been so helpful. Excited for the things to come!

EMPLOYEE RECOGNITION

Employee Name: Justin Flynn

Date of Hire: 2/16/17

Current Position: FF/PM

Reason for Recognition: Years of Service

Prepared by: Tony Rutherford

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:*

Began his Fire Service career at Drexel Heights and came to GRFD in 2017.

- *PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:*

Will be read during the Board meeting

- *PERSONAL OR SPECIAL NOTES OF INTEREST:*

Will be read during the Board meeting

Golder Ranch Fire District

Behavioral Oath

I, _____, do solemnly swear (or affirm) that I will be alert in my duties at all times.

I will strive to be mindful of the welfare and rights of others.

I will be impartial in my treatment of all persons coming under my jurisdiction.

I will be courteous and helpful to all and my feelings shall not influence my decisions.

I will refrain from being vulgar or profane in my speech or actions while on duty.

I will cooperate fully with my supervisors to provide greater protection to the public and the Fire District I serve.

I will strive to become more proficient in my duties as an employee of Golder Ranch Fire District through diligent study and training.

I will regard my employment with Golder Ranch Fire District as a symbol of trust from my State, my Fire District, and the community in which I serve, and act accordingly.

I will constantly strive to obtain these objectives as I serve as an employee of Golder Ranch Fire District.

_____	_____	_____
Employee Name - Printed	Employee Signature	Date
_____	_____	_____
Administering Official - Printed	Administering Official Signature	Date

Golder Ranch Fire District

Loyalty Oath of Office

I, _____, do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution and laws of the State of Arizona, that I will bear true faith and allegiance to the same and defend them against all enemies, foreign and domestic, and that I will faithfully and impartially discharge the duties of the office of _____ according to the best of my ability, so help me God (or so I do affirm).

_____	_____	_____
Employee Name - Printed	Employee Signature	Date
_____	_____	_____
Administering Official - Printed	Administering Official Signature	Date

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: February 18, 2025

SUBJECT: APPROVE MINUTES- JANUARY 21, 2025, REGULAR SESSION

ITEM #: 6A

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☒ Legal Review

BACKGROUND

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

A. JANUARY 21, 2025, REGULAR SESSION

RECOMMENDED MOTION

If item remains on consent agenda:

Motion to approve the February 18, 2025, Consent Agenda.

If item is removed from consent agenda:

Motion to approve the January 21, 2025, regular session meeting minutes.

GOLDER RANCH FIRE DISTRICT
GOVERNING BOARD MEETING
MEETING MINUTES
Tuesday, January 21, 2025, 9:00 a.m.
1600 East Hanley Boulevard, Oro Valley, Arizona 85737

1. CALL TO ORDER/ROLL CALL

Chairperson Cox Golder called the meeting to order on January 21, 2025, 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: Assistant Chief Grissom, Assistant Chief Perry, Deputy Chief Rutherford, Deputy Chief Jarrold, Deputy Chief Hilderbrand, Fire Marshal Akins, Finance Director Christian, IT Director Rascon, HR Director Delong, Media and Community Relations Supervisor Camarillo, EMS Division Chief Taylor, Professional Development Division Chief Leslie, Support Services Division Chief North, Billing Supervisor Massie, and Board Services Supervisor Ortiz

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance.

3. FIRE BOARD REPORTS

There were no fire board reports.

4. CALL TO THE PUBLIC

There were no public issues presented at this time.

5. PRESENTATIONS

A. PRESENTATION OF THE COMMUNITY RECOGNITION AWARD TO SADDLEBROOKE SENIOR VILLAGE

Deputy Fire Marshal Druke presented the Community Recognition Award to SaddleBrooke Senior Village on behalf of the Golder Ranch Fire District Culture Committee. She thanked the organization for everything they do for the SaddleBrooke community and the support they provide Golder Ranch Fire District with the Lock Box Program. Eddie Cussack accepted the award on behalf of the organization and stated what an honor it was to be recognized by GRFD.

DRAFT

At 9:07 a.m. the Governing Board took a brief recess. The meeting was reconvened at 9:08 a.m.

6. CONSENT AGENDA

A. APPROVE MINUTES- DECEMBER 17, 2024, REGULAR SESSION

B. APPROVAL OF THE RENEWAL OF THE REGIONAL HAZMAT INTERGOVERNMENTAL AGREEMENT THROUGH AN AMENDMENT TO THE ORIGINAL AGREEMENT BETWEEN PIMA COUNTY OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY, AVRA VALLEY FIRE DISTRICT, CITY OF TUCSON FIRE DEPARTMENT, DREXEL HEIGHTS FIRE DISTRICT, GOLDER RANCH FIRE DISTRICT, GREEN VALLEY FIRE DISTRICT, NORTHWEST FIRE DISTRICT, AND RINCON VALLEY FIRE DISTRICT

C. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY: 1022 CRITICAL INCIDENT STRESS DEBRIEFING

MOTION by Vice-Chairperson Vette to approve the January 21, 2025, Consent Agenda.
MOTION SECONDED by Board Member Shellenberger
MOTION CARRIED 5/0

7. REPORTS AND CORRESPONDENCE

A. FIRE CHIEF'S REPORT – Chief Brandhuber presented the Fire Chief's report to the Governing Board. He said it was great to be back and expressed his gratitude to the Board and the District for their support. Chief Brandhuber recognized Assistant Chief Grissom for recently obtaining his master's degree.

Chairperson Cox Golder thanked Board Services for all they do. She highlighted they held 8 GRFD Public Safety Personnel Retirement System meetings (when normally the pension board holds two a year). Chairperson Cox Golder also mentioned Human Resources (HR) and asked Director Delong if HR was adequately staffed.

Director Delong replied HR is currently staffed adequately. She mentioned the Board will see some new numbers in her report to support the new strategic planning and budgeting process that the Governing Board adopted.

Chairperson Cox Golder commented that, in light of the wildfires in California, she recommended posting on an editorial page in the Arizona Daily Star on what Arizona residents can do.

Media and Community Relations Supervisor Camarillo shared the current social media messaging focus, she added that she would look into doing an editorial page in the Arizona Daily Star.

President Jones wished the Board a happy new year. He informed everyone that the Union's annual Archery and BBQ event is scheduled for the 1st Saturday in March.

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

Vice Chairperson Vette asked how long the training will be for the Community Risk Technician's (CRT's) and when will they start.

Deputy Chief Hilderbrand explained the CRT's will begin training Wednesday, January 22nd. It will include onboarding with HR and training based on the District's culture. The following week will be OSHA training, driver training, etc. The new CRTs will start February 3rd and will begin with a mentor. Once they complete their taskbooks and feel comfortable without a mentor, they will begin responding to calls. There will be two CRTs per truck.

Board Member Shellenberger asked if they would be assigned to both north and south battalion areas.

Deputy Chief Hilderbrand replied for the initial trial, proof of concept, they will only be assigned to the north. After data is collected, it will be reviewed to determine a need.

C. SUPPORT SERVICES DIVISION'S REPORT – Deputy Chief Jarrold presented the Support Services' division report to the Governing Board. He mentioned Fleet Technician Eddie Dicochea is the Treasurer for the Arizona Fire Mechanics Association and recently, Lead Fleet Technician, Phil Cantua, was elected the President of the organization. Deputy Chief Jarrold wanted to illustrate how both men were representing the District at a state level and leading the way in their field.

Chairperson Cox Golder asked what the status was of station 378.

Deputy Chief Jarrold responded the station was on schedule. They were working with the Arizona Water Company regarding a water line.

Vice Chairperson Vette asked about a cell tower lease, how long the lease was and was the District receiving a reasonable rate.

Deputy Chief Jarrold clarified that his team had a preliminary meeting with a company to make sure the infrastructure is in place, in order to be able to offer cell tower leases. Only one company has inquired about a lease so far.

Deputy Chief Jarrold explained the height of the tower will not be changing. It has been mentioned at the neighborhood meetings that there will be a tower at the

DRAFT

station for its infrastructure and that would be the same tower for lease by a cell company.

Board Member Shellenberger asked if the issue of the reflection of the new station's roof had been addressed.

Deputy Chief Jarrold replied they are working on taking care of it. The architects have been working on the issue. They believe it is the time of year and where the sun is in the sky at this time. Support Services is researching solutions to address the glare but they don't believe it will be an issue all year.

D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISON'S REPORT – Assistant Chief Grissom presented the EMS & Fire Response division's report. He acknowledged Division Chief Leslie for his work at Professional Development and Division Chief Taylor for all of his work in EMS.

Vice Chairperson Vette asked what a cheater board was that was mentioned in the Honor Guard report.

Assistant Chief Grissom replied that he would have to get back to Vice Chairperson Vette with an answer.

Vice Chairperson Vette said he noticed the statistics for station 372. He noticed the station was slow. He asked if the crews were rotated to make sure they keep their skills.

Assistant Chief Grissom responded that all crews, regardless of their station, are required to attend training on a regular basis. He said slower stations are rotated, depending on need and the Battalion Chief to ensure skills are maintained.

8. REGULAR BUSINESS

A. DISCUSSION AND/OR POSSIBLE ACTION REGARDING THE APPROVAL OF THE GOLDER RANCH FIRE DISTRICT STRATEGIC PLAN CONTENT

Chief Brandhuber congratulated Assistant Chief Perry for his work on the Strategic Plan.

Assistant Chief Perry explained the District will be transitioning to a performance driven budget and would explain the philosophy of it. Assistant Chief Perry reminded the Governing Board they recently adopted a new organizational identity, which included a new mission, vision, values and motto. The next step is strategic planning. Seven strategic issues have been identified, and five strategic results have been developed to address those issues (some results address more than one issue). The third step is business planning which includes the lines of business, programs/services, and performance measures. Four lines of business were

classified, they include: The Office of The Chief, Community Risk Reduction, Support Services, and Emergency Response. Each line of business has a purpose, the key programs assigned to it and key results. Assistant Chief Perry reviewed the implementation and monitoring plan. The plan is to establish initial baselines for all performance metrics by January 1, 2026. There will be monthly performance reporting, quarterly key results reviews, and annual program appraisals. Strategic plan updates will be provided to the Governing Board and they will be presented to the Board for approval in December. In addition, budget integration will take place. This will allow performance data to show a need for budget requests for the upcoming fiscal year.

MOTION by Vice Chairperson Vette to approve the content of the Golder Ranch Fire District Strategic Business Plan as presented.
MOTION SECONDED by Board Clerk Outlaw
MOTION CARRIED 5/0

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

Finance Director Christian presented a summary of the financial reports to the Governing Board. Divisions are starting to plan the 2026 budget. In the month of December, $651,373 was collected in ambulance billing. This is a record amount. Director Christian credited the billing department for processing the record number of transports and said it was a testament to Billing Supervisor Shelby Massie's leadership. A pre-biller was recently hired which has also allowed the billing division to keep up with the volume. There is currently a two-week turnaround from the transport to the time the incident is billed. He reported that year-to-date ambulance revenue is $317,257. Wildland has generated $500,000 year-to-date. In reviewing the ambulance billing statistics for the past year, Director Christian highlighted there were 691 transports in the month of December. He said this is the most he has ever seen for December.

In light of the amount of transports taking place recently, Chairperson Cox Golder asked if GRFD is able to respond to all the calls it receives.

Chief Brandhuber responded GRFD has plenty of ambulances in the district ready to respond to calls. He said this is something that is carefully watched by EMS Deputy Chief Wilson to make sure personnel are assigned where they are needed. There are reserve vehicles as well, in case there is a surge in calls. The automatic aid partners do respond to some of the calls.

Director Christian continued to explain in fiscal year 2021 there was an average of 17.2 daily transports and in fiscal year 2025 there was an average of 19.9 daily transports.

Vice Chairperson Vette stated, in the past, wildland revenue has been used to purchase equipment for wildland. He asked if management was again going to review the revenue earned to determine if it can be used to purchase equipment for wildland.

Chief Brandhuber replied that management will evaluate the surplus and deficits in the line items and use this information to evaluate the budget and determine if it can be used for apparatus and training. This is reviewed at the end of the budget year.

Chairperson Vette commended the billing team for doing well. He noticed the collection rate for billing used to be 86% and it has gone down to 82%. He asked why that was.

Director Christian attributed it to the fact that the billing division has transitioned to a new software program and the time it took to implement and learn the new program. Now that the software has been implemented, and a new pre-biller has been hired, the team is working to convert the receivables into cash.

Board Member Brady asked if there is a correlation between write-offs between individuals and insurance companies.

Director Christian asked Billing Supervisor Massie to answer the question.

Billing Supervisor Massie answered the billing division does write-offs with some individual bill statements and with insurance they always do appeals. She explained patients' balances are only written off once they are past due and can no longer be collected on. Insurance cannot be written off unless it is Medicare or Medicaid.

Board Member Brady expressed his concern of insurance companies denying claims.

Supervisor Massie replied this is always a possibility. With the pre-biller now trained, this new position enables the other two billing specialists to focus more time on appealing claims.

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

9. FUTURE AGENDA ITEMS

The next regularly scheduled meeting will be February 18, 2025

10. CALL TO THE PUBLIC

There were no public issues presented at this time.

11. ADJOURNMENT

MOTION by Board Member Brady to adjourn the meeting at 9:58 a.m.
MOTION SECONDED by
MOTION CARRIED 5/0

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

DRAFT

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO:	Governing Board
FROM:	Eric Perry, Assistant Chief of Community Risk Reduction
MTG. DATE:	February 18, 2025
SUBJECT:	APPROVE AND ADOPT THE GOLDER RANCH FIRE DISTRICT FINAL DRAFT STRATEGIC BUSINESS PLAN
ITEM #:	6B

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

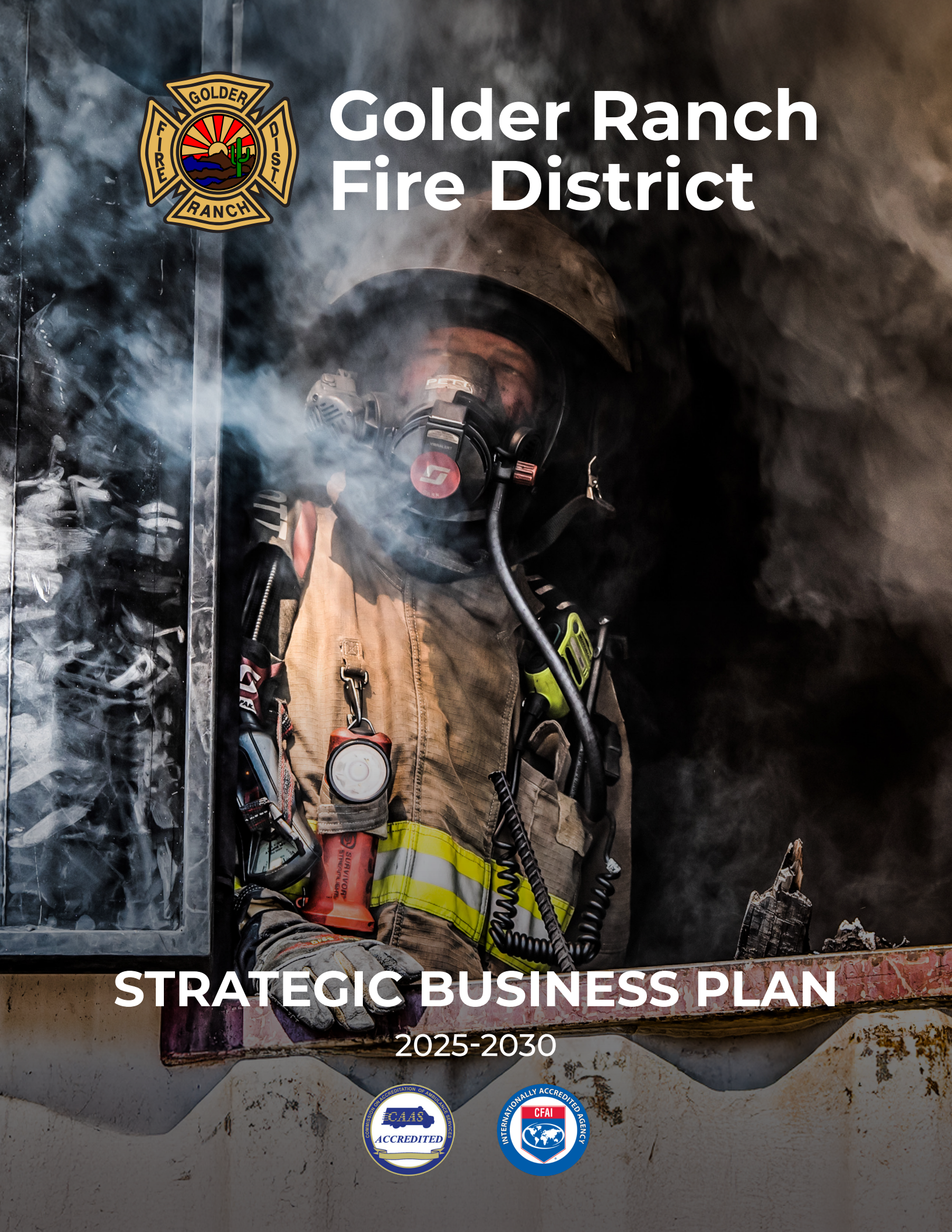
BACKGROUND

Following the boards approval of the content of the Strategic Business Plan, we have now finalized the graphic design of the document. We are requesting final approval and adoption of the 2025-2030 GRFD Strategic Business Plan.

RECOMMENDED MOTION

If item remains on the consent agenda:
Motion to approve the February 18, 2025 consent agenda.

If item is removed from the consent agenda:
Motion to approve and adopt the 2025-2030 GRFD Strategic Business Plan.



Golder Ranch Fire District

STRATEGIC BUSINESS PLAN

2025-2030

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MESSAGE FROM THE Fire Chief

Dear Golder Ranch Fire District Community,

I am privileged to present the 2025-2030 Strategic Business Plan for the Golder Ranch Fire District (GRFD). This document represents our organization's vision and commitment to delivering exceptional public safety services, fostering community trust, and upholding the highest standards of professionalism and innovation.

This plan marks the beginning of an exciting new chapter for GRFD. In 2023, we experienced significant leadership transitions, including my appointment as Fire Chief and the onboarding of new assistant and deputy chiefs. This change provided an opportunity to refine and update our organizational identity and establish a direction for the future.

Building on the momentum of our recent Commission on Fire Accreditation International (CFAI) accreditation and renewal of our Commission on Accreditation of Ambulance Services (CAAS) accreditation, our Strategic Business Plan integrates performance-based management principles, ensuring our resources and efforts are aligned with clear, measurable objectives.

The development of this plan was guided by the invaluable input of many stakeholders, including GRFD personnel, community members, and local partners. Their insights shaped our updated mission, vision, and values and informed our strategic issues and results. These updates reflect our unwavering dedication to providing compassionate service, fostering innovation, and upholding the trust placed in us by the community.

Our seven strategic issues and five strategic results outlined within this plan address the challenges and opportunities that lie ahead. By embracing a performance-driven approach, we will measure our success by the services we provide and the outcomes we achieve for the people we serve. This is our commitment to our "Community First" motto.

This document is more than a roadmap; it reflects our shared commitment to excellence, safety, and community well-being. I am confident that the Golder Ranch Fire District will continue to set the standard for public safety and community service.

Thank you for your continued trust and support. Together, we will ensure that GRFD remains a cornerstone of stability and innovation in our community.

Sincerely,

Tom Brandhuber
Fire Chief
Golder Ranch Fire District


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GOLDER RANCH FIRE


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Acknowledgments

GRFD would like to acknowledge everyone who contributed to this Strategic Business Plan:

Adam Hastings, *Battalion Chief*
Adam Jarrold, *Deputy Chief*
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Andrew Smith, *Captain*
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Chris Grissom, *Assistant Chief*
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Daniel Filener, *Inspector*
Daniel Huber, *Engineer*
Danny Martinez, *Technology Supervisor*
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Jennifer Akins, *Deputy Chief*
Jeremy Hilderbrand, *Deputy Chief*
Jeremy North, *Division Chief*
Jeremy Rinder, *Captain*
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John Savage, *Firefighter*
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Krista Fluitt, *Human Resources Generalist*
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Sam Garcia, *Captain*
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Shay Muscarella, *Paramedic*
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The many community, governmental, and business stakeholders that responded to our survey

Introduction



The leadership team of the GRFD had a significant leadership turnover in 2023, with the retirements of the long-term Fire Chief, two Assistant Chiefs, and a Deputy Chief. The promotion of Assistant Chief Tom Brandhuber to Fire Chief and filling the open Assistant and Deputy Chief positions resulted in an almost complete turnover of the district's senior leadership. With the existing strategic plan set to expire at the end of 2024, the new leadership team felt it was the appropriate time to review and update our organizational identity and how the organization builds and executes a strategic plan.

Along with this turnover, GRFD became internationally accredited in February 2024. The Commission on Fire Accreditation International (CFAI) has developed a fire service accreditation model emphasizing continuous improvement. In November 2024, the district was reaccredited by the Commission on Accreditation of Ambulance Services (CAAS). The GRFD Strategic Business Plan is a natural extension of this continuous improvement philosophy and provides a defined roadmap for achieving the organization's mission and vision. This Strategic Business Plan drives the organization to achieve its strategic objectives by setting performance measures for all areas to ensure that budgetary resources are distributed to drive performance.

GRFD utilized a two-phase approach to developing this strategic business planning document. The first phase was a comprehensive organizational assessment from stakeholders inside and outside the organization to determine the organizational identity relevant to the current environment and leadership direction. In the second phase, a results-oriented strategic business plan was developed to reflect the focus of the new leadership and the district's current socioeconomic and political environment.

The services of two different consultation firms were used to help facilitate the processes required. The first firm utilized was the Advanced Strategy Center in Scottsdale, Arizona. This firm utilized a unique real-time collaboration tool, Converge, to facilitate feedback on the current and desired organizational identity. The second firm, Managing Results, LLC., out of Gunnison, Colorado was utilized to facilitate the development of the results-oriented strategic business plan, budget structure and methodology to support the plan.

ORGANIZATIONAL ASSESSMENT AND IDENTITY:

The Advanced Strategy Center was selected through a Request for Proposal (RFP) process due to its familiarity with the local area and its ability to collect and analyze feedback at scale from many stakeholders, both internally and externally, through its Converge platform.

The following stakeholder sessions were held with a total of 277 stakeholders participating:

- **INTERNAL STAKEHOLDER INPUT:** Seven facilitated sessions and one asynchronous (survey style) session were conducted between May 20, 2024 and June 18, 2024 on the current state of GRFD today, the changes ahead, and participant feedback on the mission, vision, values, and mottos for the organization. These sessions had 206 participants (155 uniformed personnel and 51 non-uniformed), encompassing 68% of district personnel.
- **GRFD BOARD DISCUSSION:** This was a review of the internal feedback sessions and a general discussion of GRFD today and the regional changes ahead. It was held on June 4, 2024.
- **COMMUNITY FEEDBACK SURVEY:** This was an asynchronous (survey-style) session conducted between June 3, 2024 and June 21, 2024 with residents, business leaders, and government stakeholders. seventy-one participants (57 residents, nine government partners, and five businesses within the district) accessed the survey on the current state of GRFD today, the changes ahead, and the organization's mission, vision, values, and mottos.
- **GRFD LEADERSHIP WORKSHOP:** As a final activity, a leadership roundtable was held with members of the union (IAFF Local 3832) executive board and the GRFD executive leadership team in person on June 26, 2024 to review stakeholder feedback and provide additional feedback on GRFD today, our organization identity and potential mission, vision, values, and motto changes.

These sessions resulted in a comprehensive feedback document (Appendix A) that suggested updating the GRFD's mission, vision, values, and mottos. An ad-hoc organizational identity committee was formed to review the feedback and update the mission, vision, values, and mottos accordingly. This committee comprised of 17 members from all divisions and ranks within the organization.

This committee's work resulted in an updated mission, vision, values, and motto for the Golder Ranch Fire District. The governing board approved this update on November 19, 2024.

Mission

To provide community stability through compassionate service

Vision

To be progressive and innovative public safety leaders

Values

The Golder Ranch Fire District serves with PRIDE:

- Professionalism –
  - is achieved through consistently demonstrating accountability, upholding high standards, and fostering a respectful, ethical, and productive work environment.
- Respect –
  - is achieved through recognizing and embracing individual differences, and actively promoting diversity as a source of strength.
- Integrity –
  - is achieved through consistently making the right decisions, even when faced with challenges or adversity.
- Dependability –
  - is achieved through consistently delivering capable, proactive service and meeting commitments with reliability.
- Excellence –
  - is achieved through actively pursuing continuous improvement, engaging in ongoing training, and striving for the best outcomes in every situation.

Motto

Community First!

Development of a Strategic Business Plan



Notably, this phase of the strategic planning process had a final product that differed from past strategic processes for GRFD. As can be seen, the final product is called a Strategic Business Plan versus a Strategic Plan. This distinction is crucial because a strategic business plan integrates both strategic and operational goals, aligns these goals with desired outcomes, and connects them to the budgeting process through a program-structured, performance based budgeting framework.. This type of budget structure and performance focus ensures that results are measured and utilized to ensure that budgetary resources are distributed to drive the achievement of the strategic goals and results.

As mentioned earlier, the firm, Managing Results, LLC., was selected through the RFP process to facilitate the development of this portion of the plan. In addition to facilitating the process, the Golder Ranch Fire District has licensed the Managing for Results (MFR) methodology from Managing Results, LLC, to facilitate the creation of this Strategic Business Plan. The development of the strategic business plan was done in two steps; strategic planning followed by business planning. Each of these will be discussed further in the document.

IMPORTANCE OF A PERFORMANCE-BASED PROCESS:

The implementation of a performance-based process is integral to the success of the district's strategic business plan, and the MFR methodology is being implemented as a cyclical process designed to ensure the performance of the district's various parts are driving our resource allocation in a consistent direction to address identified strategic issues. Previous strategic plans were not consistently tracked or linked to performance measurement and budgetary allocation, leading to inconsistent results. The MFR methodology will help ensure that all district divisions drive towards the same strategic goals.

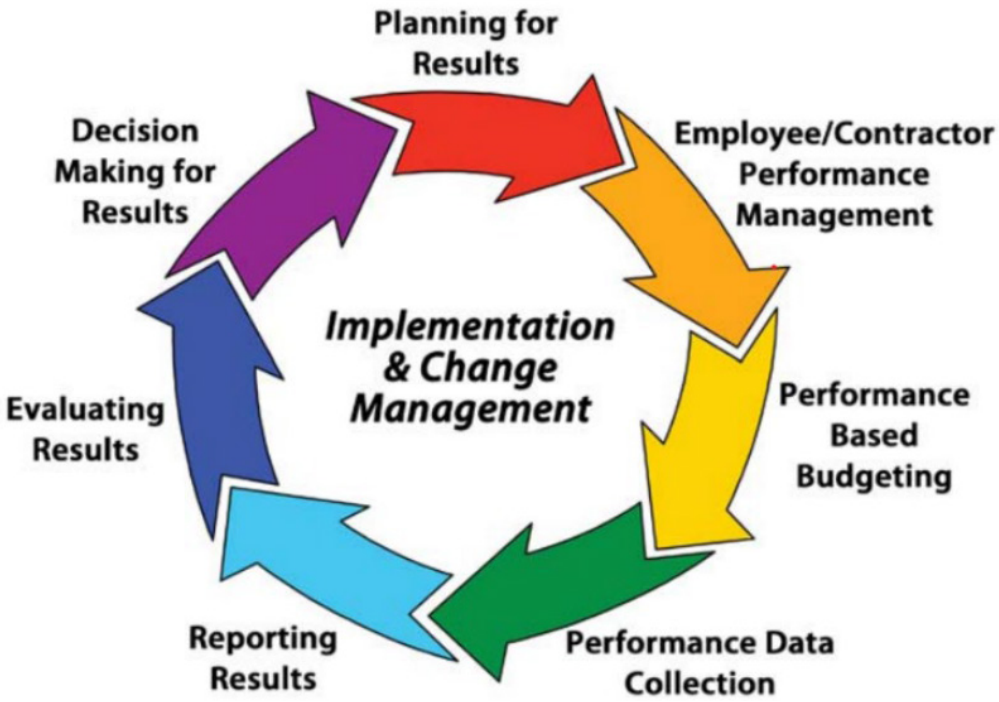
Keys to Managing for Results:

- A continuous focus on the internal and external experience in everything we do.
- An integrated management system where planning, budgeting, performance measurement, reporting, and decision-making are all one process focused on the internal and external.
- Telling our story in ways that make sense to our internal and external.

THE MANAGING FOR RESULTS SYSTEM:

MANAGING FOR RESULTS is a management system designed to make performance management "the way GRFD does business." It includes the following components:

- **PLANNING FOR RESULTS** enables leadership to set strategies for direction and determine goals and objectives. GRFD's strategic business plan refers to both strategic and operational outcomes, providing the framework for the district's budget.
- **EMPLOYEE/CONTRACTOR PERFORMANCE MANAGEMENT** links the district's strategic results and performance to ensure that service delivery is consistent with strategic and operational goals, whether services are provided by external contractors or by internal teams and individuals.
- **BUDGETING FOR RESULTS** structures the district's budget around lines of business and programs to ensure appropriate resource allocation that aligns with desired outcomes. This approach integrates results and financials to optimize the district's investment decisions.
- **PERFORMANCE DATA COLLECTION** enables the district to accurately capture and review performance information. This allows staff to continuously seek performance improvements and make informed operational decisions.
- **REPORTING RESULTS** delivers clear, concise performance reports on outcomes for community members, leadership, and employees. These performance reports enhance transparency and demonstrate the district's accountability for the investments made by our citizens.
- **EVALUATING FOR RESULTS** involves thoroughly examining performance data to identify opportunities for service-level improvements and enhanced customer experiences (results).
- **DECISION-MAKING FOR RESULTS** utilizes performance data at all levels of the district, ensuring that governing board members, leaders, and operational teams can make well-informed decisions. This process enhances customer experiences and citizen confidence in the district's operations.



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Strategic Planning

As a part of the “Planning for Results” process, GRFD identified critical internal and external issues, guiding the district’s goals for the 2025-2030 Strategic Plan. Preparation began with a review of the current strategic plan, the organizational identity feedback document provided by the Advanced Strategy Center, the Community Risk Assessment/Standards of Cover, CPSE Accreditation recommendations (2023), and the previous year’s Annual Comprehensive Financial Report. The review of these documents assisted in the environmental scan conducted during a week-long retreat with the Executive Leadership Team and a representative from the Local 3832 Executive Board. The outcome of the environmental scan was the identification of seven strategic issues facing the district.



Strategic Issue Statements

Issue 1 | Culture

The Golder Ranch Fire District's ongoing commitment to its culture of providing exceptional customer service in a family-oriented environment will continue to result in:

- Preservation and enhancement of the organization's positive reputation
- Recognition and support for the exceptional customer service provided both internally and externally to customers
- An organization where we take care of each other

Issue 2 | Communication

The continuing communication gap that exists between leadership and the rest of the organization regarding an understanding of what is being done and why it is important, if not properly addressed, will result in:

- Decreased morale
- Lack of trust
- Inconsistent delivery of services over time

Issue 3 | Cost, Value, and Impact of Services

As the cost of providing services rises, a failure to communicate their value and the impact on the community we serve, if not properly addressed, will result in:

- Decreased public support
- Reduced trust in the organization
- Challenges in securing necessary funding and resources
- Negative impact on internal and external stakeholders

Issue 4 | Community Growth and Expectations

The evolving needs and increasing expectations of the community combined with the continued growth in population, if not properly addressed, will result in:

- A decline in the quality of services provided
- Challenges in attaining appropriate funding
- Inability to meet the public's expectations and needs
- An increase in emergency response times
- Increased risk to life and property

Issue 5 | Increased Calls for Service (Non- Emergency)

The increased calls for service from our community, most notably non-emergent calls, given the current delivery model, if not properly addressed, will result in:

- A risk of increased response times
- Decreased customer experiences
- Increased cost to taxpayers

Issue 6 | Health, Safety and Wellness

The inherent stressors of delivering public safety services impacts our personnel's physical health and mental well-being, which if not properly addressed, will result in:

- Serious physical and mental health conditions
- Home life, marital and financial challenges
- Substance abuse
- Decreased service levels to the community

Issue 7 | Training and Development

The challenge of identifying, inspiring and training future leaders at all levels of the organization if not properly addressed, will result in:

- Significant limits for personnel options for succession planning
- A decreased ability of the organization to meet the future needs of the community
- Decreased community trust in the organization's ability to provide exceptional services

Once the critical strategic issues facing GRFD were identified, the team developed the following five strategic results that would assist the agency in addressing their potential negative effects. These strategic results were developed from the perspective of what the customer will experience to ensure that this is our continued focus. Depending on the program, the customer may have been external or internal.

As can be seen in many of the items within each strategic result, this plan's initial implementation will focus on identifying the baselines for the measures. Once baselines are established, the district will develop benchmarks for each item and measure progress from that point.

Strategic Results

Strategic Result 1 | Exceptional Customer Service & Culture

The community will continue to experience a Fire District that is committed to its culture of providing exceptional customer service in a family-oriented environment, as evidenced by:

- By January 1, 2026 a baseline measure will be established for surveyed respondents who report being treated respectfully.
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** All
- By January 1, 2026 a baseline measure will be established for surveyed respondents who report being treated with kindness or compassion.
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** All
- By January 1, 2026 a baseline measure will be established for surveyed respondents who report that their problem was addressed appropriately
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** All
- By March 2025 the Golder Ranch Fire District will develop a written description of its desired family-oriented culture
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** All
- By January 1, 2026 a baseline measure will be established for surveyed respondents who report that they experience the Golder Ranch Fire District's family-oriented culture
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** All

Strategic Result 2 | Communication

The community and members of the Golder Ranch Fire District will experience communications that create awareness and understanding of the district's decisions, policies, and results, as evidenced by:

- By January 1, 2026 a baseline measure will be established for surveyed respondents who report that they understand the decisions of management and why those decisions are made
  - **Strategic Result Ownership:** Community and Media Relations Supervisor
  - **Contributing programs:** All
- Beginning in 2025, the Golder Ranch Fire District will develop an annual Performance Report that communicates strategic and operational performance, emphasizing service delivery, required resources, and results.
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** All

Strategic Result 3 | Well-Trained and Professional Workforce

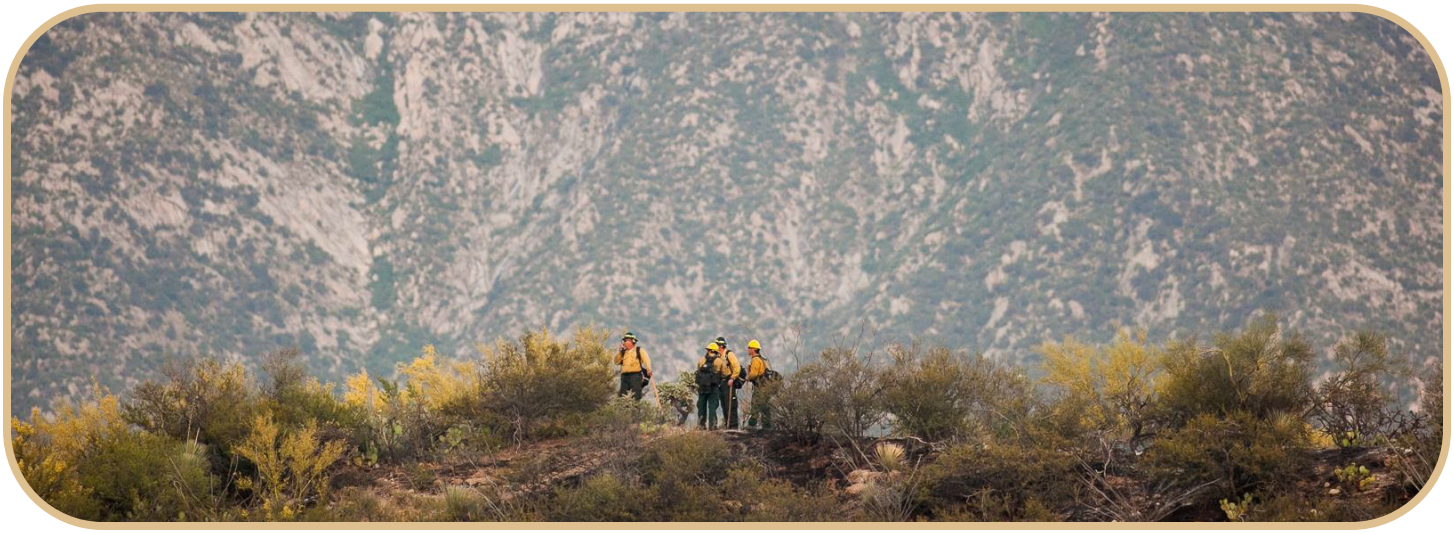
The community will continue to experience a well-trained and professional workforce positioned to deliver exceptional services to the community both now and into the future, as evidenced by:

- By January 1, 2026 a baseline measure will be established for the percentage of open positions with multiple qualified internal applicants
  - **Strategic Result Ownership:** Deputy Chief of Professional Development and EMS
  - **Contributing programs:** Human Resources, Professional Development
- By January 1, 2026 a decision will be made regarding viable options for the district's training capabilities and/or facilities
  - **Strategic Result Ownership:** Assistant Chief of Support Services
  - **Contributing programs:** Facilities, Professional Development, Procurement, Finance, Office of the Chief
- By January 1, 2026 a baseline measure will be established for the percentage of administrative and operational support staff that participate in professional development
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** All

Strategic Result 4 | Healthy Workforce

By continuing to provide comprehensive physical and mental health services to its members, the community will experience a healthy Golder Ranch Fire District workforce ready to deliver exceptional services to the community, as evidenced by:

- By 2029, 80% of district members will voluntarily attend a Struggle Well class
  - **Strategic Result Ownership:** Deputy Chief of Support Services
  - **Contributing programs:** Health and Safety
- By 2026, the district will achieve 100% compliance with the completion of annual physical exams
  - **Strategic Result Ownership:** Deputy Chief of Support Services
  - **Contributing programs:** Health and Safety



Strategic Result 5 | High-Performing Organization

The community will continue to experience a high-performing Golder Ranch Fire District organization that provides for a safer community and enhanced outcomes, as evidenced by:

- There will be a reduction in preventable injuries as outlined in the Community Risk Reduction Plan (example: By 2026, there will be a 5% reduction in preventable falls.)
  - **Strategic Result Ownership:** Deputy Chief of CRR
  - **Contributing programs:** Community Education, Community Engagement
- By July 1, 2025 to enhance reliability and efficiency, the Golder Ranch Fire District will make a determination on the implementation of an alternative deployment model to meet the evolving needs and expectations of the community.
  - **Strategic Result Ownership:** Deputy Chief of CRR
  - **Contributing programs:** Community Resource Technician
- The Golder Ranch Fire District will continue to work cohesively with medical direction to maintain premier provider status for EMS from the Arizona Department of Health Services
  - **Strategic Result Ownership:** Deputy Chief of Professional Development and EMS
  - **Contributing programs:** EMS Response
- By 2026, turnout time for EMS will be 1:15 or less 90% of the time (2019-2024 Baseline: 1:34)
  - **Strategic Result Ownership:** Deputy Chief of Fire Response
  - **Contributing programs:** Fire Response, EMS Response
- By 2026, turnout time for Fire will be 1:30 or less 90% of the time (2019-2024 Baseline: 1:37)
  - **Strategic Result Ownership:** Deputy Chief of Fire Response
  - **Contributing programs:** Fire Response
- The Golder Ranch Fire District will continue to work with dispatch partners to decrease call transfer and processing times, thus reducing overall response times
  - **Strategic Result Ownership:** Fire Chief
  - **Contributing programs:** Technology, Office of the Chief, Fire Response



As illustrated in the following chart, each strategic issue is addressed by at least two or more strategic results.

Strategic Results	Strategic Issues Addressed
Exceptional Customer Service & Culture	1. Culture 2. Communication 3. Cost, Value, and Impact
Communications	1. Communication 2. Cost, Value, and Impact
Well-Trained Workforce	1. Community Growth and Expectations 2. Training and Development
Healthy Workforce	1. Culture 2. Health, Safety, and Wellness
High-Performing Organization	1. Cost, Value, and Impact 2. Community Growth and Expectations 3. Increased Calls for Service





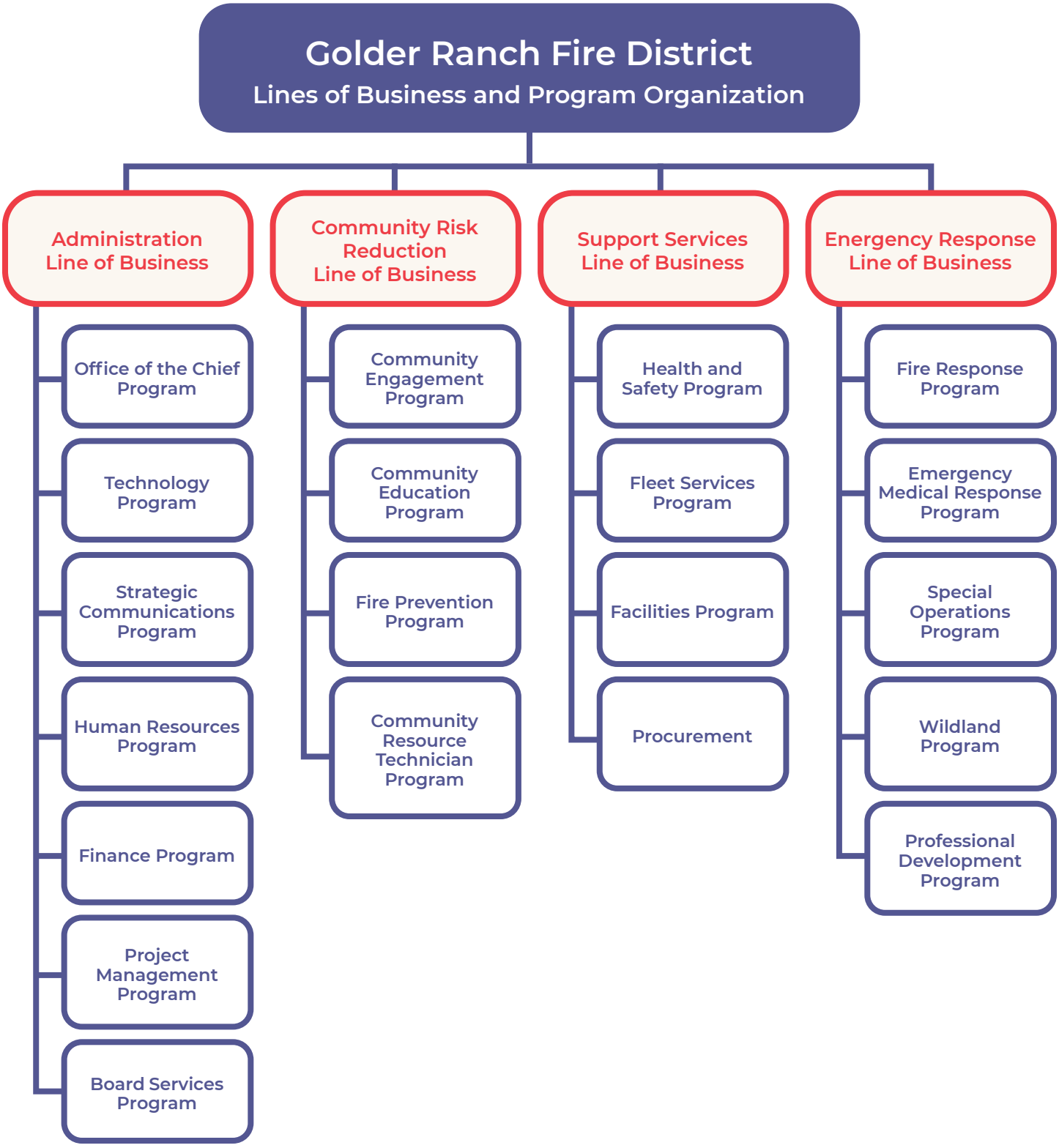
Business Planning

Following the strategic planning, the executive leadership team analyzed all aspects of our operations and inventoried the services provided to internal and external customers. This analysis organized the district's business operations into three levels: lines of business, programs, and services, which were the initial steps in the strategic business planning stage.

This process allowed minor realignments in the organizational structure to ensure the achievement of the strategic results. The following chart shows each line of business and the programs that fall under them, which forms the basis for the district program-structured, performance based budget moving forward. This will allow the direction of current and future resource allocations to achieve strategic results, reducing the negative impact of the district's seven strategic issues.

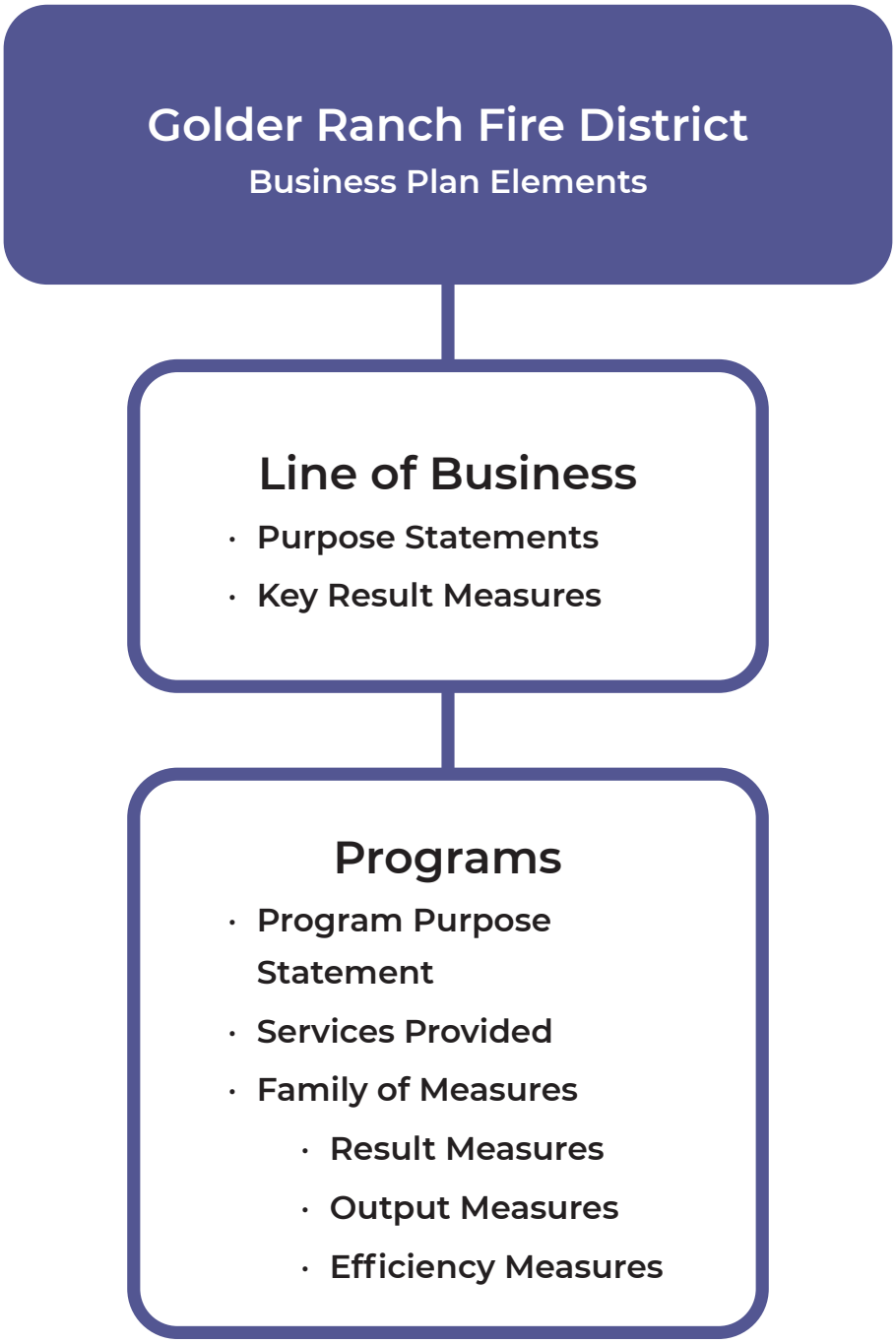


Program-Structured, Performance Based Budget Structure



This chart is not intended to be construed as lines of supervision.
Refer to the District Organizational Chart for that information.

This business planning section of the plan is designed to cover the entirety of GRFD operations. It starts with lines of business and program purpose statements. It includes a detailed outline of the measurable performance expectations for each line of business and program, highlighting the district's commitment to internal and external service. This operational component of the plan offers our members, our community, and our community partners a transparent view of the value they receive from their investment in our services.



PERFORMANCE MEASURES

Following the development of the budget structure, each program manager brought in a team of stakeholders of all ranks. These program teams wrote a purpose statement and developed performance measures for each program based on the Family of Measures® frame work provided by Managing Results, LLC. Purpose statements were focused on the customer experience to maintain the focus on “Community First.”

Once each program had a purpose statement and performance measures and was organized into the appropriate line of business, the Executive Leadership Team and members from the Local 3832 Executive Board decided on combined purpose statements for each line of business. A performance metric from each program was selected to represent the key results for that line of business.

During the implementation of this plan, GRFD will dedicate the coming years to identifying, capturing, and validating our performance measures, recognizing that some benchmarks may not be immediately available. Our goal is to establish the foundational benchmarks necessary for efficient operations and build upon them accordingly to support our continuous improvement process. Like the strategic results, the district intends to review and refine these performance metrics as future needs arise.



Line of Business: Administration

LOB Oversight: Fire Chief / Assistant Chiefs

Purpose Statement	The purpose of the GRFD Office of the Chief line of business is to provide essential services to the district, GRFD employees, and the community, so they can experience a family-oriented culture, trust in the organization, and a stable and viable district for the future.
Key Results	• % change in reach/engagement of GRFD strategic communications • % GRFD operational programs that are on or under budget • % projects completed within the initial timeline • Employee retention rate of x • # records request responses • By March 2025, GRFD will develop a written description of its desired family-oriented culture





Program: Office of the Chief

Manager: Fire Chief

Program Purpose Statement

The purpose of the Office of the Chief program is to provide strategic direction and leadership services to our employees, Golder Ranch Fire District, and our community so they can take care of our people, take care of the organization, and take care of our community.

Family of Measures

Results

- By March 2025 the Golder Ranch Fire District will develop a written description of its desired family-oriented culture
- By January 1, 2026 a baseline will be determined for the number of surveyed members who report that they experience the Golder Ranch Fire District's family-oriented culture
- By January 1, 2026 a baseline will be determined for the number of surveyed members who report that they understand the decisions of management and why those decisions are made
- Beginning in 2025, the Golder Ranch Fire District will develop an annual performance report that communicates strategic and operational performance with an emphasis on service delivery, required resources and results.
- By 2029, 80% of district members will voluntarily attend a Struggle Well class
- By 2026, the district will achieve 100% compliance with the completion of annual physical exams
- % strategic and operational results achieved
- By January 1, 2026 a baseline will be determined for the number of open positions that have multiple qualified internal applicants
- The Golder Ranch Fire District will continue to work with dispatch partners to decrease call transfer and processing times, thus reducing overall response times
- % legal actions taken against the district which result in no penalties or payouts

Family of Measures cont.

- % of surveyed respondents are satisfied with the service received from the Office of the Chief
- % accreditation findings/recommendations addressed and approved by the Executive Leadership Team
- % accreditation findings/recommendations addressed and approved in the next CFAI accreditation review
- % of program budgets within 5% variance
- # of meetings with primary PSAP directors
- By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that they were treated with respect
- By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that they were treated with kindness or compassion
- By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that their problem was addressed appropriately
- By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that GRFD provides value for their tax dollar

Outputs

- # board meetings supported
- # executive leadership training opportunities completed
- # community and strategic representations provided

Demands

- # executive leadership training opportunities expected to be requested
- # community leadership representations expected to be requested
- # accreditation findings or recommendations

Efficiencies

- $ program expenditures: total GRFD budget
- $ program expenditures: net assessed value of commercial and residential properties

Program Services	• Board agendas • Board communications • Board election management services • Board meetings • Board minutes • Board reports • Chaplain management services • Community and strategic representations • Community risk assessment • Customer inquiry responses • End-of-week reports • Executive leadership training opportunities • Governing board presentations • Honor Guard services • Implementation plans • Industry-standard guidelines implementation (OSHA, CFAI, CAAS) • Labor relations management • Last team services • Mission, vision, value development • Office of the Chief communications • Operational program performance reviews • Pipe and drum services • Policy development and reviews • Political and legislative relationship management services • Strategic leadership • Strategic plans • Work plans

Program: Strategic Communications

Manager: Community and Media Relations Supervisor

Program Purpose Statement	The purpose of the Strategic Communications program is to provide emergency alerts and updates, public service announcements, media content creation and monitoring, and executive leadership communications services to the Golder Ranch Fire District organization, our employees, and the community we serve so they can stay connected and experience enhanced awareness of the district's public safety operations, events, and initiatives.

Family of Measures

Results

- % change in the reach/engagement of GRFD social media communications
- % reach/engagement of internal strategic communications
- % surveyed community respondents who report that they have a good understanding of the district's public safety operations, events, and initiatives.
- % surveyed members who report that they have an enhanced awareness of the district's events and initiatives
- % surveyed members who report that they understand the decisions of management and why those decisions are made
- % of surveyed respondents are satisfied with the service received from strategic communications
- % budget variance

Outputs

- # emergency alerts and updates
- # press releases
- # public service announcements (PSAs)
- # employee spotlights
- # executive level communication reviews

Demands

- # public service announcements (PSAs) expected to be demanded
- # employee spotlights expected to be demanded
- # executive level communications reviews expected to be demanded

Efficiences

- $ program expenditure per total # strategic communications delivered
- $ program expenditure per capita
- $ program expenditure per GRFD Member

Program Services

- Advertisements (graphics)
- Brand awareness communications
- Community board communications
- Community board representations
- Digital content (videos, pictures, reels, posts, advertisements)
- Emergency alerts and updates
- Employee spotlights
- Executive leadership communications reviews
- Media articles
- Press releases
- Public service announcements (PSAs)
- Social media content
- Telephone and website responses

Program: Technology

Manager: Technology Director

Program Purpose Statement	The purpose of the Technology program is to provide comprehensive and reliable technological systems, solutions and support services to our organization and public safety partners so they can experience improved operational efficiencies that allow them to deliver public safety services to the community.
Family of Measures	**Results** • % time the server is up and available • % time network is up and available • % time Telestaff is up and available • % time ImageTrend is up and available • % low-priority help-desk responses that are addressed within two business days according to the service level agreement • % medium-priority help-desk responses that are addressed within 1-2 business days according to the service level agreement • % high-priority help-desk responses that are addressed within 8 hours according to the service level agreement • % critical applications that are integrated • % of surveyed respondents are satisfied with the service received from technology • % budget variance **Outputs** • # tier 1 help-desk responses provided • # tier 2 help-desk responses provided • # tier 3 help-desk responses provided • # GIS projects completed • # critical system security audits completed • # devices supported **Demands** • Year-over-year support ticket volume. • # GIS projects expected to be requested • # critical system security audits expected to be demanded • # devices expected to be supported

Family of Measures cont.	**Efficiencies** • $ program expenditure per GRFD member supported • $ program expenditure per total number of devices supported • $ expenditure for outsourced vendors
Program Services	• Active directory configurations • Active directory deployments • Active directory security systems and checks • Active directory single sign-ons • Admin WIFI • After-hours/on-call responses • Application integrations • Board AV supports • Computer confiscation • Computer deployments • Computer security monitoring sessions • Contracted it services • Critical system security audits • Data analysis sessions • Data backup's • Data center monitoring sessions • Data security systems and checks • Dispatch deliveries • Duo factor apps • Email security systems and checks • Email setup's • Fiber configurations • Fiber deployments • File accesses • Fire records management system monitoring sessions • Fire records management system updates/upgrades • Firewall configurations • Firewall security system and checks • Firewall VPN/remote • GIS data analysis sessions • GIS maps • GIS projects • Help desk responses • Internet accesses • Internet security systems and checks • IT/GIS training sessions • Microwave configuration • Microwave deployments • Microwave monitoring • Mobile data computer configurations • Mobile data computer monitoring • Network monitoring • New hire account creations • Patient records management system monitoring sessions • Patient records management system updates/upgrades • Phone configurations • Phone deployments • Phone repairs • Phone security checks • Public WIFI • Radio maintenance sessions • Server deployments • Server monitoring sessions • Server security checks • SMS/text application setups • Station alerts • Switch/router configurations • Switch/router deployments • Switch/router security systems • Vendor WIFI

Program Services cont.	• VHF radio configurations • VHF radio monitoring sessions • Website administration • WIFI Configurations • WIFI Deployments • WIFI Security System and Checks

Program: Human Resources

Manager: Human Resources Director

Program Purpose Statement	The purpose of the Human Resources Program is to provide benefits, recruitment, compensation, consulting, and advocacy services to the Golder Ranch Fire District, its employees, and their families so they can be successful.
Family of Measures	**Results** • Employee retention rate • Disability and injury rate • % of employees compensated at 101% of the comparable market using the latest district-completed salary survey. • % of surveyed respondents are satisfied with the service received from human resources • % of surveyed respondents that report they are satisfied with the benefits package **Outputs** • # medical leave cases handled • # employee recruitments conducted • # employee benefits plans administered **Demands** • # medical leave cases expected to be required • # employee recruitments expected to be requested **Efficiencies** • $ program expenditures per GRFD employee

Program Services	• Employee benefits administration
	  • Retiree benefits administration
	  • Health insurance
	  • Pensions administrations
	  • Employee assistance program referrals
	• Compensation schedules
	• Compensation studies
	• Compensation changes
	• Disciplinary reviews and supports
	• Employee off-boardings
	• Employee recognitions
	• Employee recruitments
	  • Job analysis and descriptions
	  • Recruitment schedules and postings
	  • Interview questions
	  • Minimum qualification checks
	  • Internal recruitments
	  • Credibility checks
	• Federal reports
	• HR Consultations
	• HR Inquiry responses
	• Job descriptions
	• Legal defenses
	• Personnel performance evaluations
	• Policy administration
	  • Policy interpretations
	  • Policy development process
	  • Policy research and recommendations
	• Medical leave administration
	• Work-related medical leave
	• Non-work-related leave
	• On-boardings
	  • Background checks
	  • Finger printings
	  • Drug checks
	  • Physicals

Program: Finance

Manager: Finance Director

Program Purpose Statement	The purpose of the Finance Program is to provide Fiscal Resource Management and Consultation services to the Golder Ranch family, community members, and other agencies so they can be paid and billed on time, make well-informed decisions & fulfill their fiduciary responsibilities.

Family of Measures

Results

- % GRFD operational programs that are on or under budget
- % payroll payments accurately paid on payday.
- % vendor payments accurately paid within 30 days of receipt by GRFD personnel.
- % vendor payments accurately paid within 15 days of receipt by finance personnel.
- % transports billed within 7 days of the date of service.
- % months that actual to budget reports are delivered by the second Tuesday of the following month.
- % outside auditor opinion that results in an “unqualified opinion.”
- % of surveyed respondents are satisfied with the service received from finance

Outputs

- # wildland billings provided
- # EMS memberships provided
- # vendor payments provided
- # employee payments provided

Demands

- # patient ambulance transports expected to be required
- # employee payments required
- # vendor payments required

Efficiencies

- $ program expenditure as a ratio of the district budget
- $ net cost per ambulance transport billed

Program Services

- Ambulance billing
- Annual financial audit
- Cash flow requirements
- Customer consulting services
- Education Reimbursements
- Employees payments
- EMS memberships
- Equipment reimbursements
- Financial reports (internal/external)
- Grant billing
- Grant proposals/applications
- Insurance policy purchase
- Intergovernmental billing services
- Internal financial reports
- Liability insurance purchases
- Patient payments
- Regulatory compliance reports
- Retirement plan administrations
- Scheduling management
- Special services billing (fleet, IT)

Program Services cont.	• Tax rate recommendations • Taxpayer training • Taxpayer training sessions • Travel reimbursements • Treasury management • Vendor payments • Wildland billing

Program: Project Management

Manager: Project Manager

Program Purpose Statement	The purpose of the Project Management program is to provide project support, timeline management, and implementation services to the Golder Ranch Fire District and our employees so they can plan, prepare, and complete projects to enhance the delivery of public safety services.
Family of Measures	**Results** • % projects completed within the initial timeline • % projects completed within budget • % projects utilizing grant funding • % of surveyed respondents are satisfied with the service received from project management **Outputs** • # projects supported per quarter • # project consultation sessions engaged • # accreditation improvement projects supported (all accreditations) **Demands** • # hours applied per month to support projects • # conceptual projects in discussion **Efficiencies** • $ program expenditure per employee • $ program expenditure: total cost or value of projects supported
Program Services	• Accreditation improvement project support • Accreditation support sessions • Capital improvement project consultations • Funding source identifications • Project coordination services • Project consultation sessions • Project timeline measures

Program: Board Services

Manager: Board Services Supervisor

Program Purpose Statement

The purpose of the Board Services Program is to provide efficient and accessible administrative support, records management, and transparent governance to GRFD personnel, district residents, and the community at large so they can make informed decisions, participate in district governance, and easily access public records.

Family of Measures

Results

- % of records requests fulfilled within statutory time frames
- % of board reports published on time

Outputs

- # of governing board meetings/PSPRS local pension board meetings supported
- # records requests
- # of records destroyed
- # of fingerprinting appointments

Demands

- # of anticipated governing board meetings/PSPRS local pension board meetings supported
- # of anticipated records requests
- # of anticipated records destroyed
- # of anticipated fingerprinting appointments

Efficiencies

- $ expenditure/board meeting supported
- $ expenditure/records request filled

Program Services	• Board agendas • Board communications • Board election management services • Board meetings • Board member training • Board minutes • Board reports • Contracts/Intergovernmental Agreement management • Customer relationship management • End-of-week reports • Essential Records • Fingerprint appointments • Independent medical exams/ independent psychological exams • Notary services • Office supplies • PSPRS agendas • PSPRS board communications • PSPRS board elections • Public hearings • Public notices • Record destruction • Records information management • Record retention schedules • Records requests- internal/external • Regulatory compliance reports • Regular memos • Resolutions • Scheduling management



Line of Business: Community Risk Reduction (CRR)

LOB Oversight: Assistant Chief of CRR

Purpose Statement	The purpose of the GRFD Community Risk Reduction line of business is to provide proactive prevention, education, and community engagement services so that the community can live, work, and serve in a safe environment.
Key Results	• % of prevention inspections completed • % of surveyed special event organizers who report that GRFD presence at their event was a positive experience • % of surveyed respondents who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks • % of non-emergent call responses provided by community resource technician units

Program: Community Education

Manager: Deputy Chief of CRR

Program Purpose Statement	The purpose of the Community Education program is to provide interactive community safety education services to Golder Ranch Fire District residents of all ages so they can have the skills to recognize and minimize potential life safety risks.
Family of Measures	**Results** • % surveyed respondents who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks. (Seniors, Adults and High School Participants) • % surveyed students and teachers who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks. (Middle School and Elementary School Participants) • % cardiac responses where CPR is administered prior to first unit arrival. (Also included in Emergency Medical Response) • % of surveyed respondents are satisfied with the service received from community education • % budget variance

Family of Measures cont.

Outputs

- # community safety education classes/programs delivered
- # community education participants served
- # district schools where Golder Ranch Fire District is delivering community education services (total 18 schools)
- # district HOAs where Golder Ranch Fire District is delivering community education services (total # HOAs)
- # assisted living facilities where Golder Ranch Fire District is delivering community education services (total # assisted living facilities)

Demands

- # community safety education classes/programs expected to be requested

Eddiciencies

- $ program expenditure per total # community safety education classes/ programs delivered
- $ program expenditure per capita

Program Services

- Community safety education classes/programs
  - Car seat installations
  - Cool pool rules
  - Cpr classes
  - Fire extinguisher classes
  - General education presentations
  - High school career classes
  - Home safety inspections
  - Life beyond books training classes
  - Mini musters
  - Public education and risk reduction training
  - School presentations
  - Smoke alarm installations
  - Talk and truck time training classes
- Fall injury classes
- File of life documentation
- New program development and training classes
- Residential lock box key placements
- Safety messages
- Safety presentations

Program: Community Engagement

Manager: Deputy Chief of CRR

Program Purpose Statement

The purpose of the Community Engagement program is to provide creative and interactive outreach services to organizations, businesses and district residents of all ages so they can stay connected and have an ongoing relationship with Fire District personnel who help create and maintain a safe community.

Family of Measures

Results

- % ongoing special events where the Golder Ranch Fire District is invited back to participate
- % surveyed special event organizers (organizations, businesses and/or residents) who report that the Golder Ranch Fire District presence at their event was a positive experience
- % of surveyed respondents are satisfied with the service received from community engagement
- % budget variance

Outputs

- # special events attended
- # fire station tours provided
- # ride-alongs provided

Demands

- # special events expected to be requested
- # fire station tours expected to be requested
- # ride-alongs expected to be requested

Efficiencies

- $ program expenditure per # special events attended
- $ program expenditure per capita

Program Services	• Blood drive partnerships (ex: Red Cross)
	  • Classroom space (For Community Groups, etc.)
	  • Dinners with a Firefighter
	  • Fire station tours
	  • Non-profit contributions
	  • Ride-alongs
	  • Rides to school in a fire truck
	  • District promotion items/ handouts
		• Special events:
		  • September 11, 2001 memorial events
		  • Holiday toy drives
		  • Shop with a firefighter
		  • Fall festivals (Trunk or Treat, OVPD Night out on the Town, etc.)
		  • Etc.
		• Special event request responses
		• Special event standbys
		• Career fair representations
		• Health fair representations



Program: Fire Prevention

Manager: Deputy Chief of Fire Prevention (Fire Marshal)

Program Purpose Statement	The purpose of the Fire Prevention Program is to provide education, fire code compliance, inspections, investigations, and prevention services to the community and first responders so they can live, work, and serve in a safer environment.
Family of Measures	**Results** • # of violations found • % of violations corrected • % prevention inspections completed • % of prevention inspections that are compliant with the International Fire Code and local amendments. • $ property save • $ property loss • $ content save • $ content loss • % plan reviews completed by the scheduled due date • % emergency incidents where no first responders are injured due to a structure fire. • % emergency incidents where no community members were injured due to a structure fire. • % of surveyed respondents are satisfied with the service received from fire prevention **Outputs** • # inspections completed • # plan reviews completed • # fire investigations • # training hours completed **Demands** • # plan reviews expected to be requested • # inspections expected to be required • # fire investigations expected **Efficiencies** • $ program expenditures: net assessed value of commercial and residential

Program Services	• Blasting permits • Burn permits • Certification renewals • Certification training presentations • Construction permits • Construction plan review • Detection system inspections • Development plan review • Emergency radio response inspections • Fire code amendments • Fire code compliance education • Fire code consultations • Fire origin and cause investigations • Fire prevention inspections • Fire system plan reviews • Fireworks inspections • Food truck permits • Fuel system inspections • Gate inspections • Hydrant application • Multi-agency meetings • Operational permits • Public training presentations • Solar photo voltaic system inspections • Special event inspections • Special event plan reviews • Suppression system inspections • Public training presentations • Training courses • Wildland hazard assessments



Program: Community Resource Technician

Manager: Deputy Chief of CRR

Program Purpose Statement

The purpose of the Community Resource Technician Program is to provide non-emergency services to our community so they can continue to receive proactive and responsive public assistance services in a cost-effective and efficient manner.

Family of Measures

Results

- % non-emergency call responses provided by CRT Units
- % non-emergency call responses provided by emergency response units
- $ cost non-emergency responses
- % of surveyed respondents satisfied with the service received from the CRT program
- % reliability of emergency response units in CRT deployment area

Outputs

- # CRT unit responses provided
- # snake removals provided by CRT units
- # snake removals by any unit
- # smoke alarm battery change responses by CRT units
- # smoke alarm battery change responses by any units
- # scheduled smoke alarm battery changes by CRT units
- # lock box key placements provided by CRT units

Demands

- # CRT unit responses expected to be requested
- # snake removals expected to be requested of all units
- # smoke alarm battery change response expected to be requested of all units
- # scheduled smoke alarm battery changes expected to be identified
- # lock box key placements expected to be requested

Family of Measures cont.	**Efficiencies** • Cost per non-emergency response provided by CRT units: cost per non-emergency response provided by emergency response units • Operationally ready day cost for CRT personnel to staff a utility truck: operationally ready day cost for emergency response personnel to staff a utility truck
Program Services	• 311 call responses • CRT unit responses • Home safety checks • Lock box key replacements • Public awareness initiatives • Smoke alarm battery changes • Scheduled smoke alarm battery changes • Snake removals • Vehicle lockout responses



Line of Business: Support Services

LOB Oversight: Assistant Chief of Support Services

Purpose Statement	The purpose of the GRFD Support Services line of business is to provide equipment, technology, fleet, and fixed asset management to GRFD and its public safety partners so they can deliver innovative and progressive public safety services to the community.
Key Results	• % of time the network is up and available • % of equipment purchased that meets or exceeds industry standards • % of OSHA inspections that meet or exceed standards • # of hours vehicles are out of service per month for unexpected/unplanned service • % of employees that do not experience documented injuries

Program: Health and Safety

Manager: Division Chief of Health and Safety

Program Purpose Statement	The purpose of the Health and Safety Program is to provide prevention, protection and support services, to the members and families of GRFD so they can experience longer, safer and healthier careers and provide exceptional public safety services to our community.
Family of Measures	**Results** • % employees who do not experience documented injuries • % employees who engage with mental health consultation services • % district members who complete their annual physical • % of surveyed respondents are satisfied with the service received from health and safety • % of employees on light duty work assignments returned to full duty within 30 days • # of reported near-miss incidents • # of motor vehicle collisions per 100,000 miles driven

Family of Measures cont.	**Outputs** • # peer fitness training sessions conducted • # peer support sessions conducted • # mental health consultation sessions engaged • # safety education sessions provided **Demands** • # peer fitness training session expected to be requested • # peer support sessions expected to be requested • # mental health consultation sessions expected to be requested • # safety education sessions expected to be requested **Efficiencies** • $ program expenditures per GRFD employee
Program Services	• Annual physicals • Bloodborne pathogen exposure responses • Employee injury prevention measures • Employee injury responses • Health and safety consultations • Mental health consultation services • OSHA education sessions • Peer fitness training sessions • Peer support sessions • Respiratory protection fit tests • Safety committee meetings • Safety education sessions

Program: Fleet Services

Manager: Fleet Maintenance Supervisor

Program Purpose Statement	The purpose of the Fleet Services Program is to provide vehicle management, preventative maintenance, and repair services to Golder Ranch Fire District and our employees so they can perform their public safety duties reliably and safely.
Family of Measures	**Results** • # of hours vehicles are out of service due to unplanned maintenance • % events where emergency response vehicles reliably performed as designed. • % non-emergency response vehicles that reliably perform as designed. • % reduction of out-of-service time for repairs of all vehicles. • % of surveyed respondents are satisfied with the service received from fleet services

Family of Measures cont.	**Outputs** • # fleet maintenance work orders closed • # billable hours provided **Demands** • $ cost of repairs expected to be requested per month • # billable hours expected to be requested • # vehicle preventative maintenance work orders expected to be requested • # fleet vehicles supported **Efficiencies** • $ program expenditure per vehicle supported
Program Services	• Annual apparatus certifications and inspections • Billable hours • Emergency vehicle technician training • Employee education sessions • Fleet maintenance work orders • Fleet supply/parts purchases • Lease program management • Motor pool services • New vehicle preparations • Parts inventory reports • Vehicle apparatus committee leadership • Vehicle assignment analysis • Vehicle collision responses (GRFD vehicles) • Vehicle preventive maintenance services • Vehicle repairs • Vehicle replacement analysis • Vehicle status reports • Warranty services

Program: Procurement

Manager: Division Chief of Support Services

Program Purpose Statement	The purpose of the Procurement Program is to provide maintenance and management of supplies and equipment, and acquisition of new facilities and apparatus services to all GRFD employees so they can perform their job duties safely and effectively with the highest standard of equipment.

Family of Measures

Results

- % equipment that fails prior to expected lifetime
- % employee survey respondents who report their equipment is safe and effective
- % equipment purchased which meets or exceeds industry standards
- # hours of work lost due to injuries caused by equipment failures
- % of surveyed respondents are satisfied with the service received from procurement
- % of capital purchases that meet RFP requirements

Outputs

- # new innovated products evaluations provided
- # equipment failures during training
- # service ticket responses provided
- # of RFP's for capital purchases

Demands

- # service tickets expected to be requested
- # innovative new product evaluations expected to be requested

Efficiencies

- $ cost of equipment failures during training
- $ program expenditure of supplies and equipment per GRFD employee
- $ program expenditure of supplies and equipment per GRFD facility

Program Services

- Capital project implementations
- Equipment distributions
- Equipment tests
- New innovative product evaluations
- New vehicle preparations
- PPE cleaning and maintenance sessions
- RFP reviews
- Service tickets responses
- Supply purchases
- Vehicle purchases
- Equipment maintenance

Program: Facilities

Manager: Division Chief of Support Services

Program Purpose Statement

The purpose of the Facilities Program is to provide improvement and maintenance of existing buildings and property, remodeling, and new construction design services to Golder Ranch Fire District and our employees so they can work in a safe and functional environment from which to provide public safety services to the community.

Family of Measures

Results

- % employees injured due to facility conditions
- % air monitoring checks where the samples meet air quality standards
- % OSHA inspections that meet or exceed standards
- % facilities that do not experience equipment failures (measured monthly)
- % of surveyed respondents are satisfied with the service received from facilities
- % of district facilities that are fire code compliant

Outputs

- # service ticket responses provided
- # building maintenance repair hours provided
- # monthly station inspections completed

Demands

- # service tickets expected to be requested
- # building maintenance repair hours expected to be requested

Efficiencies

- Facility program budget: value of facilities/assets maintained

Program Services

- Building maintenance repair hours
- Door access security systems
- Facility cleaning sessions
- Facility designs
- Facility maintenance training
- Facility preventive maintenance checks
- Facility remodels
- Facility repairs
- Life expectancy analysis
- Mandatory reports
- Monthly station inspections
- Pest control services
- Service ticket responses

Line of Business: Emergency Response

LOB Oversight: Assistant Chief of Emergency Response

Purpose Statement	The purpose of the GRFD Emergency Response line of business is to provide EMS, fire, and specialty services to the community so they can experience a timely response focused on minimizing loss of life and property and producing positive health outcomes.
Key Results	• % responses that do not result in injury or the loss of life to community or GRFD members • % EMS calls for services where the turnout time is 1:15 or less • % fire calls for services where the turnout time is 1:30 or less • $ amount of property both saved and lost • Promotional success rate



Program: Fire Response

Manager: Deputy Chief of Operations

Program Purpose Statement	The purpose of the Fire Response program is to provide life safety, fire suppression, and property conservation services to our community so they can experience a timely and professional response to minimize the loss of life and property.
Family of Measures	**Results** • % fire calls for service where the turnout time is 1:30 or less (baseline: 1:31) • % urban (>2500 pop density) fire calls for service where the first unit is on scene in 9:20 minutes or less (from time of dispatch) • % urban (>2500 pop density) moderate risk fire calls for service where the effective response force is on scene in 23:45 minutes or less (from time of dispatch) • % urban (>2500 pop density) high-risk fire calls for service where the effective response force is on scene in 33:45 minutes or less (from time of dispatch) • % urban (>2500 pop density) maximum risk fire calls for service where the effective response force is on scene in 43:45 minutes or less (from time of dispatch) • % rural (<2500 pop density) fire calls for service where the first unit is on scene in 12:20 minutes or less (from time of dispatch) • % rural (<2500 pop density) moderate risk fire calls for service where the effective response force is on scene in 25:30 minutes or less (from time of dispatch) • % rural (<2500 pop density) high-risk fire calls for service where the effective response force is on scene in 35:30 minutes or less (from time of dispatch) • % rural (<2500 pop density) maximum risk fire calls for service where the effective response force is on scene in 45:30 minutes or less (from time of dispatch) • % of fires contained to the room of content • % fire responses where there is no injury or loss of life (to the public) • % fire responses where there is no injury or loss of life to GRFD members • $ amount of property saved • $ amount of property lost • % of surveyed respondents are satisfied with the service received from fire response • % budget variance ***Please note that time for the effective response force to arrive does not indicate that it takes that long to get units on scene to perform rescue and put water on the fire, but the time of arrival for the total number of apparatus to arrive***

Family of Measures cont.	**Outputs** • # fire alarm responses provided (NFIRS series 700) • # residential fire responses provided (NFIRS 111, Prop type only 419, 429) • # commercial fire responses provided (NFIRS 111, Prop type not 419, 429) • # vehicle fire responses provided (NFIRS series 130) • # rubbish fire responses provided (NFIRS series 150) **Demands** • # fire alarm responses expected to be requested • # residential fire responses expected to be requested • # commercial fire responses expected to be requested • # vehicle fire responses expected to be requested • # rubbish fire responses expected to be requested **Efficiencies** • $ program expenditure per fire response provided • $ program expenditure per $ amount of property saved
Program Services	• Broken water valve/water leak responses • Brush fire responses • Commercial fire responses • Electrical fire responses • Suppression employee schedules • Faulty appliance responses • Fire alarm responses • Gas leak investigation • Motor vehicle accident responses • Mutual aid responses • Odor/carbon monoxide investigations • Plane crash responses • Railroad responses • Residential fire responses • Rubbish fire responses • Smoke in the area responses • Structure fire responses • Vehicle fire responses

Program: Emergency Medical Response

Manager: Division Chief of EMS

Program Purpose Statement	The purpose of the Emergency Medical Response program is to provide emergency response, evidenced-based medical care, and ambulance transport services to residents and visitors of the community so they can receive a timely response and experience the best possible health outcomes.
Family of Measures	**Results** • % EMS calls for service where the turnout time is 1:15 or less • % EMS emergent (Code III) responses where the first unit total response time is 9:00 minutes or less for urban areas and 12:00 minutes for rural areas. • % responses where the wall time (arrival at the hospital to transfer of care) takes place in 45 minutes or less. • # instances and associated lengths of time where non-reserve ambulance availability is zero. • % cardiac arrest responses where nationally recognized ems performance measure benchmarks are met. • % cardiac responses where CPR is administered prior to first unit arrival. (also included in community education) • % survival rate for cardiac responses where witness shockable bystander cpr is administered. (utstein measure) • % stemi/heart attack responses where nationally recognized EMS performance measure benchmarks are met. • % stroke responses where nationally recognized EMS performance measure benchmarks are met. • % traumatic brain injury responses where nationally recognized EMS performance measure benchmarks are met. • % of surveyed respondents are satisfied with the service received from EMS response • % budget variance

Family of Measures cont.	**Outputs** • # emergency medical responses provided • # ambulance transports provided **Demands** • # emergency medical responses expected to be requested • # ambulance transports expected to be requested **Efficiencies** • $ program expenditure per total number of emergency medical responses • $ program expenditure per capita

Program Services	• Ambulance transports
	• Emergency medical responses
	  • Altered mental status responses
	  • Behavioral responses
	  • Cardiac responses
	  • Environmental exposure responses (hot and cold)
	  • General illness (sick person) responses
	  • Neurological responses
	  • Pediatric responses
	  • Pregnancy responses
	  • Respiratory responses
	  • Trauma responses

Program: Special Operations

Manager: Special Operations Battalion Chief

Program Purpose Statement	The purpose of the Special Operations program is to provide technical rescue and hazardous material response and mitigation services to the community so they can experience a prompt response and a safe resolution to complex unforeseen situations.

Family of Measures

Results

- % in district responses that do not result in injury or loss of life
- % in district responses that do not result in injury or loss of life to GRFD special operations personnel
- % special operations responses where the time for the specialty units to go enroute is 2:30 minutes or less from the time of dispatch (current baseline 2:36)
- % HAZMAT responses where the affected area is mitigated in 6 hours or less
- % of surveyed respondents are satisfied with the service received from HAZMAT response
- % budget variance

Outputs

- # technical rescue responses provided
- # hazardous materials responses provided
- # individuals served

Demands

- # technical rescue responses expected to be requested
- # hazardous materials responses expected to be requested

Efficiencies

- $ program expenditure per total number of special operations responses
- $ program expenditure per total number of special operations training hours completed

Program Services

- Regional special operations auto aid responses
- Hazardous material (HAZMAT) responses
  - Biological responses
  - Chemical spills responses
  - Fuel spills responses
  - Gas line breaks responses
  - Odor investigations
  - Radiological responses
- Technical rescue responses
  - Building collapse rescues
  - Confined space rescues
  - Elevator rescues
  - Heavy machinery extractions
  - High angle rescues
  - Hiker rescues
  - Palm tree rescues
  - Rope rescues
  - Swift water responses
  - Trench rescues
  - Vehicle extrications

Program: Wildland

Manager: Wildland Battalion Chief

Program Purpose Statement

The purpose of the wildland program is to provide wildfire risk reduction, response and mitigation services to the community so they can experience a coordinated wildfire response focused on the preservation of life and property.

Family of Measures

Results

- % wildland fire responses within the district that do not result in injury or death to the community
- % wildland fire responses within the district that do not result in injury or death to grfd personnel
- % wildland fires that impact district infrastructure
- # structures lost due to wildland fires within the district
- Value of structures lost within the district
- Value of structures saved within the district
- % of in-district surveyed respondents are satisfied with the service received from wildland
- % budget variance

Outputs

- # wildland fire responses provided (in-district)
- # wildland fire responses provided (out-of-district)
- # wildland training hours delivered
- # wildland training hours received

Demands

- # wildland fire responses expected to be requested (in-district)
- # wildland fire responses expected to be requested (out-of-district)

Efficiencies

- $ program expenditure per total number of wildland fire responses
- $ reimbursed for out-of-district activity/ $ program cost

Program Services

- Equipment/Apparatus updates
- Fuel break projects
- Partner and team coordination
- Wildland fire responses
- Wildland fire training sessions

Program: Professional Development

Manager: Division Chief of Professional Development

Program Purpose Statement	The purpose of the Professional Development Program is to provide professional development services to Golder Ranch Fire District team members so they can be highly trained and prepared for advancement in their career.
Family of Measures	**Results** • % completion rate on all required ISO training. • % completion rate on all district-required annual training • Promotional success rate of xx • % of members on promotional eligibility lists than the positions in each class up to Battalion Chiefs • % of surveyed respondents are satisfied with the service received from professional development • % budget variance **Outputs** • 600 hours of recruit training will be delivered annually. • 160 hours of Driver/Operator training will be delivered every two years. • 192 hours of Fire Officer I and II training will be delivered every two years. • 160 hours (six classes) of leadership development training will be delivered every two years. • 60 hours of required annual training, in addition to ISO requirements, will be delivered annually. • 80 hours of rope and swift water rescue technician training will be offered annually. • One Battalion Chief promotional process will be provided every two years. • One Captain promotional process will be provided every two years. • One Engineer promotional process will be provided every two years.

Family of Measures cont.	**Demands** • # recruit firefighters expected to be required • # paramedics expected to be required • # engineers expected to be required • # captains expected to be required • # battalion chiefs expected to be required **Efficiencies** • $ training expenditures per suppression personnel

Program Services	• Annual additional training classes
	  • Administration leadership classes
	  • Hazardous materials refresher classes
	  • One combined rope and swift water rescue technician class
	  • Osha classes
	  • Rope rescue refresher classes
	  • Swift water rescue refresher classes
	  • Two comprehensive operations CE's
	  • VFIS driving classes
	  • Wildland refresher classes
	• Fire Officer Training Program
	  • Blue Card certification classes
	  • Fire officer task books
	  • Initial Fire Officer I and II courses
	  • Promotional programs
	  • Two comprehensive continuing education classes
	  • Internal operations education, administration, and leadership-oriented
	• Leadership development program
	  • Building construction classes
	  • Instructor I classes
	  • Instructor II classes
	  • Leadership I, II, and II classes
	• Probationary firefighter program
	  • 12-Month probationary year consisting of four modules and two comprehensive evaluations, one at 6-months and one at 12-months
	  • Advanced firefighter task books
	• Recruit Training Academy Program
	  • Firefighter I and II courses
	  • EMT class (Integrated into the entire duration of the Firefighter I and II course)
	  • Wildland operations classes
	  • Hazardous materials operations classes
	  • Rope rescue technician classes
	  • Swift water rescue technician classes


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Implementation and Monitoring Plan



This implementation and monitoring plan ensures a systematic approach to achieving strategic goals by integrating performance metrics with the performance-based budgeting process. The following steps outline the implementation and monitoring strategy (Time frames are estimates and subject to variability dependent on the budget process needs):

Steps

- **Baseline Development (By January 1, 2026)**
  - Initial baselines for all performance metrics will be established to create benchmarks for measuring progress.
  - Baselines will be determined by tracking all metrics for the calendar year 2025
- **Monthly Performance Reporting**
  - Progress on performance metrics will be included in the monthly board report, ensuring continuous monitoring and transparency.
- **Quarterly Key Results Reviews**
  - The Executive Leadership Team (ELT) will review progress on key results quarterly, ensuring alignment with strategic objectives and identifying areas for adjustment.
- **Annual Program Appraisal and Performance Reports (August/September)**
  - Program managers will complete detailed appraisals, including reporting on performance metrics to evaluate program effectiveness.
  - Program appraisals will include recommendations for changes/updates/additions to the family of measures or programs.
- **Annual Strategic Business Plan and Family of Measures Review (October)**
  - ELT will review the Program Appraisals and recommended changes and decide on what will be included in the Annual Strategic Business Plan Update.
- **Strategic Plan Progress Report (November)**
  - A comprehensive progress report (prior calendar year) on the strategic plan will be presented to the Governing Board. This report will provide an overview of progress and inform discussions during budget study sessions.
- **Annual Strategic Plan Update (July)**
  - Present the Annual Strategic Plan Update document for board approval. This document should capture all recommended changes to strategic results, performance measures or programs from the Annual Program Appraisals.
- **Integration with Budget Requests (February/March)**
  - Data from program appraisals and performance metrics will directly inform budgetary requests for the upcoming fiscal year.

Glossary:
Managing for Results



Baseline
Established level of previous or current performance that could be used to set performance targets and provide a comparison for assessing future progress.

Benchmark
A Benchmark is a standard by which others can be measured. It is determined through the continuous process of collecting information on internal or external standards, processes, and/or best practices, evaluating why they are successful, and applying what is learned.

Community Risk Reduction (CRR)
Efforts to prevent emergencies and reduce risks through education, inspections, and community programs.

Demand Measure
A measure of the number of total units of a service expected to be demanded, requested, or required by the customer.

Efficiency Measure
A measure of expenditure/cost per output or result.

Effective Response Force
An effective response force (ERF) refers to the total combination of personnel, apparatus, and equipment required to successfully manage and mitigate a specific type of emergency incident within a designated timeframe.

Family of Measures®
The Family of Measures® is a set of performance measurement statements which describe the information managers and other decision-makers need to make good business decisions. The measurements include result, output, demand, and efficiency.

Infrastructure
Infrastructure is any human made facility or supportive components including residences, commercial buildings, utilities, agriculture, or access.

Key Result Measures
A set of result performance measures that are contained within each line of business from each of the programs within that line of business.

Line of Business
Lines of business are defined as a set of programs that have a common purpose or result. Lines of business create the business profile of the district; in terms of broad result areas, they express the mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results
Managing for results means that an entire organization, its management system, the people who work there and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for results makes it possible to make good business decisions based on performance and to demonstrate accountability for results.

Mission Statement
The district's mission is a clear, concise statement of purpose for the entire district. The mission focuses on the broad, yet distinct, results the district will achieve for its customers.

Output Measure
A performance measure that measures service delivery levels. Outputs count the number of service units provided and are expressed as numbers.

Program

A program is a set of services which have a common purpose or result. Programs provide a context, through the program purpose statement and Family of Measures®, for making better business decisions. Programs also become the “building blocks” for the organizational structure of a performance-based program budget.

Program Purpose Statements

Purpose statements are clear, concise and results-oriented statements that bring together the name, the service provided the customer, and the result that customers are expected to experience. Program Purpose Statements are created collaboratively, engaging the talents and efforts of those who do the work. In this manner, Program Purpose Statements create team identity and constancy of purpose around results.

Reliability

Reliability is a percentage-based metric that measures how often a response apparatus is available to handle incidents within its first-due response area compared to the total number of incidents occurring in that area.

Result Measure

A performance measure that measures the degree to which customers experience the expected benefit because of having received the services that the district delivers. Result measures are generally expressed as a percentage or rate

Services

Services are the deliverables, tangible or intangible, that the customer receives. Products are described as nouns, not verbs, thus defining services in terms of what the customer gets rather than in terms of what the district does.

Stakeholder

Any person or group with an interest in or with expectations of performance from the district, a line of business or a program.

Strategic Business Plan

The strategic business plan refers to the configuration of services, programs, and lines of business in an agency, department, or other government organization. This configuration then becomes the structural foundation for a program-structured performance-based budget.

Strategic Result

Strategic results describe in measurable terms the significant results that the department must accomplish over the next 3-5 years to proactively respond to the critical issues and challenges on the horizon.

Struggle Well

A mental health program designed to support GRFD employees in managing stress and challenges in healthy ways.

Turnout Time

The time it takes from when a call for help is received to when emergency responders leave the station.

Utstein Survival Measures

A set of global benchmarks used to track the survival rates of cardiac arrest patients and improve response quality.

APPENDIX A

Advanced Strategy Center at Pinnacle Peak

Douglas S. Griffen
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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 and 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 MVV. 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 227 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 (GRFD) to facilitate a series of interactions and assessments with internal GRFD personnel, community and board members, 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
- ✓ GRFD 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 GRFD 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:

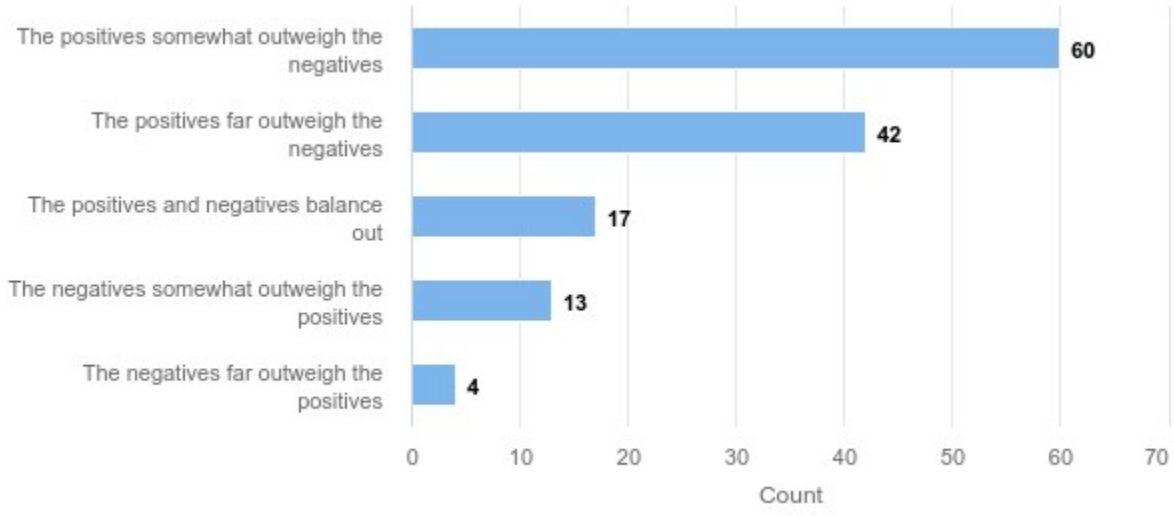
(ALL=All Internal Stakeholders; LDR=Leadership at the Leadership Workshop)

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?*

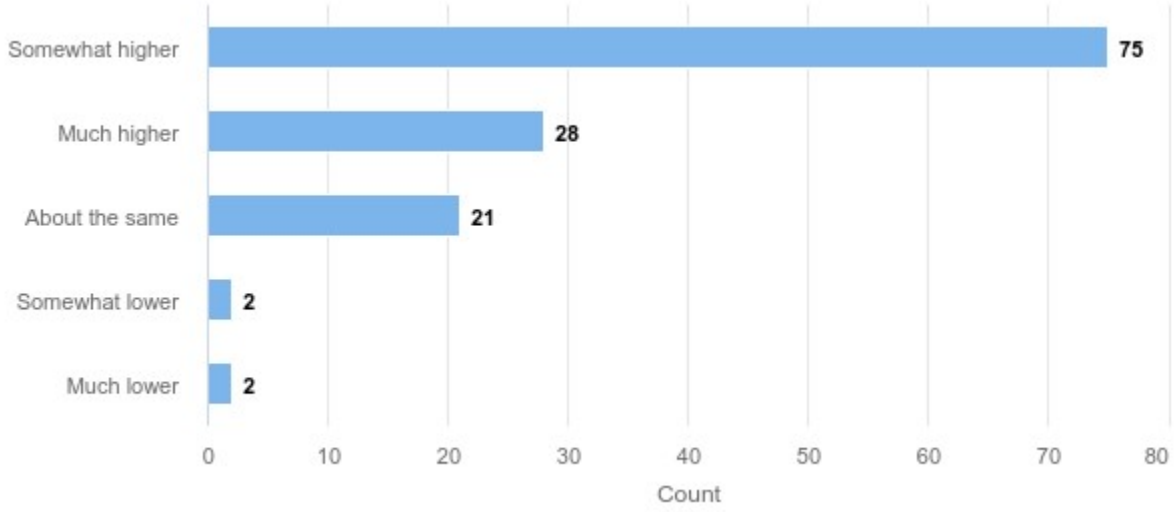
The following is a summary of some of the changes that were identified:

- ✓ 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?

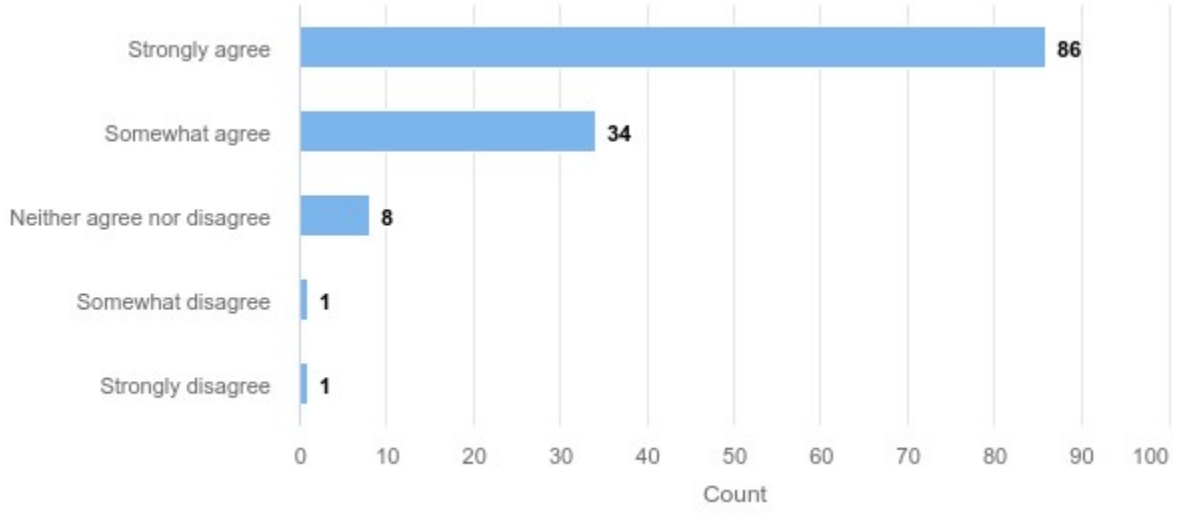
AI SUMMARY OF RESPONSES—INTERNAL SESSIONS: The data indicates that the Golder Ranch Fire District (GRFD) has a positive and highly regarded reputation within the community. The department is seen as heroes held to high expectations, with residents expressing love, support, and appreciation for their 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 Golder 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 GRFD 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 organization 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.

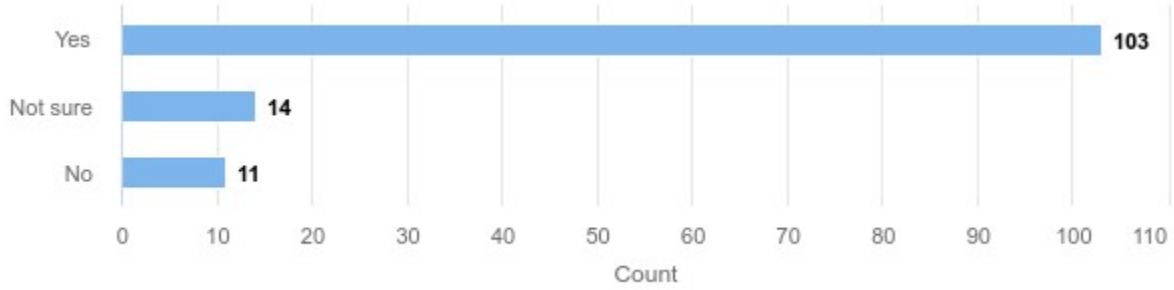
Respect is recognizing individual differences, while appreciating the value of each person.

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.

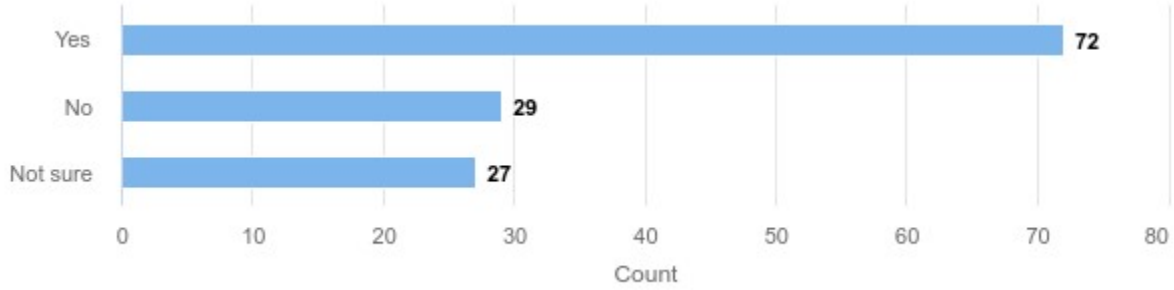
1. Do you feel that the core values that are incorporated into the statement (Accountability, Dependability, Integrity, Respect, Excellence, Compassion and Trust) are the right core values for GRFD?



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 GRFD 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. 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.

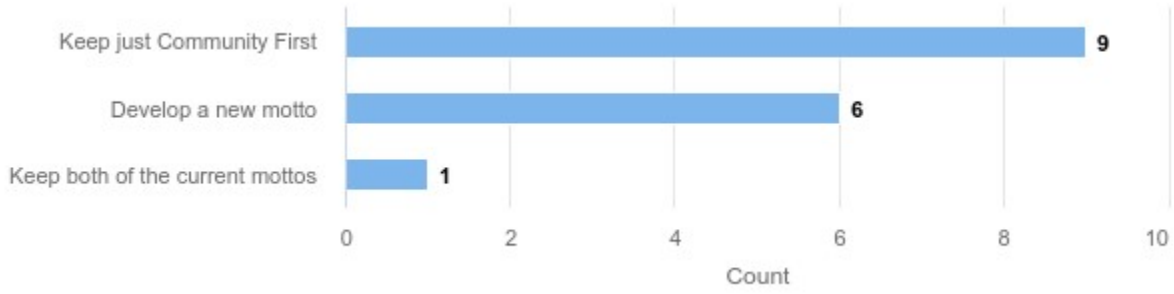
WHAT INTERNAL STAKEHOLDERS SUGGEST TO CHANGE THE CURRENT MOTTO: The district members expressed mixed opinions about the current motto, with some suggesting it should remain as it is, while others recommended changes. Some individuals felt that the motto should be more community-centered and inclusive, 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 moving 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 GRFD

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%)

The top set are all quite similar with the exception that *PURPOSE-BASED* drops out *(though COMMUNITY-CENTERED* stays*),* and *EMBRACES LEADERSHIP* moves up. *ALIGNED/ONE TEAM* also moves up, while *EARNS ITS REPUTATION* drops slightly. In our final feedback survey we asked participants to describe our desired organization identity in *three words.* This was quite revealing. Some of the most frequent words were:

- ✓ Service
- ✓ Community
- ✓ Progressive
- ✓ Care
- ✓ Professional
- ✓ Resilient
- ✓ Growth
- ✓ Innovative
- ✓ Dynamic
- ✓ Aligned
- ✓ Team
- ✓ Protect
- ✓ Integrity

Some of these elements are covered by values, some by mission/vision. One participant suggested a fundamental focus of:

Service. Care. Growth.

KEY FINDING/MESSAGE: At the end of the day, the 20 *Organization Identity* statements seem to embody the desired identity of GRFD extremely well. They could be condensed, but as a narrative they paint a picture of a *community-centered, progressive, competent and caring organization* that makes a difference in the lives of your community members *and* your team members.

10.0 Key Messages to the Organization

Towards the end of our leadership workshop we did a short exercise to identify some of the key *messages* that should be communicated to the entire organization about this first phase of planning:

It will be important for the GRFD leadership to update the organization after this initial phase of planning and communicate a set of key messages about our current state, the focus on MVV, the resulting themes on organization identity and the expectations for the next phase of planning. What do you feel are the messages that matter that should be communicated to the organization?

Here is a summary of the key messages:

- This is *one team* moving forward—that is our core strength
- Your feedback has been essential is shaping our MVV and desired identity
- We value our heritage but must prepare for a rapidly changing future
- We will improve our transparency as an organization
- We will continue to be a community-centered organization that cares

KEY FINDING/MESSAGE: Your team valued the opportunity to provide feedback/input. Communicating the results of this phase, even with some final work to be done on MVV, will let them know that they were heard and that their input in the next phase (developing the strategic initiatives to guide the organization over the next 3-5) years will be equally as valued.

11.0 What the Next Generation GRFD Workforce Will Want

One of our final questions in our internal input series was to understand what they felt the *next generation* workforce might be looking for—why *they* might join GRFD

Earlier in our session, we asked you why you joined GRFD. As you think about the future, what do you think will be the reason/reasons why the 'next generation' of our workforce might make the decision to join GRFD? What will need to be in place for this organization/culture in the future to be a net attractor of talent?

Based on the information provided, here are the top 10 reasons why the next generation workforce might be interested in joining the GRFD:

1. **Competitive pay and benefits**: Offering a competitive compensation package is essential to attract the next generation of employees.

2. **Emphasis on work-life balance**: Providing a healthy work-life balance will be important for attracting and retaining employees.

3. **Opportunities for career growth and development**: The prospect of continuous professional and personal growth will be appealing to the next generation.

4. **Supportive workplace culture**: Maintaining a positive and supportive work environment will be crucial for attracting and retaining talent.

5. **Commitment to community service**: A focus on serving the community and making a difference will resonate with the next generation of workers.

6. **Job security and stability**: Emphasizing job security and stability within the organization will be essential for attracting new talent.

7. **Recognition and respect**: Creating a culture of recognition and respect within the organization is critical for retaining and motivating employees.

8. **Innovation and progressive practices**: Staying on the forefront of innovation and embracing progressive practices will help attract a new generation of workers.

9. **Mentorship and leadership development**: Providing opportunities for mentorship and leadership development will be important in attracting and retaining talent.

10. **Strong reputation and known for excellence**: Fostering a strong reputation for excellence and being a top-flight organization will be instrumental in attracting new employees.

It's important that the organization must prioritize these factors to attract and retain the next generation of employees. Understanding and adapting to the evolving needs and priorities of future employees will be crucial in maintaining a strong workforce.

KEY FINDING/MESSAGE: These factors should align well with your organization identity and MVV. These also create a powerful messages that can be communicated to candidates for the organization. No doubt that they need to be authentic, meaning that these are attributes that are in place today for GRFD, and you should look to assess them via employee surveys/discussions.

12.0 Stakeholder Session Feedback/Final Comments

Our set of stakeholder feedback sessions, engaging some 227 participants, was very well received. The Converge platform and our Advanced Strategy Lab methodology enabled

everyone to speak at the same time and be heard. It's important that the strategic planning initiative be a collaborative/inclusive approach, it will help unify the organization.

Our process assessment across the 3 feedback series/sessions was as follows:

How effective was the Advanced Strategy Lab platform (the interactive platform you are using for the session) in supporting today's session? Use a scale of 1-10 where a '1' means not at all effective and a '10' means extremely effective:

No.	Series	Participants	Avg
1.	Internal Stakeholders (facilitated)	156	7.99
2.	Community Stakeholders (survey)	71	7.51
3.	Leadership Workshop	17	8.91

Looking longer term, in our final feedback survey for internal stakeholders, we also asked them to step back from 2024 and look well out into the future, and where GRFD might be in 2030:

Finally, as we look at the GRFD organizational elements, let's look at your vision of the Golder Ranch Fire District for the future. Assume that our desired values are in place, the culture is where we want it to be and that we are aligned with the needs/expectations of our community. What's your vision for GRFD in 2030? What are the elements of a compelling future that would resonate with you?

AI SUMMARY OF RESPONSES: The data highlights a collective vision for the Golder Ranch Fire District (GRFD) to grow and become a leader in the region, earning strong community respect and fostering a well-rounded workforce. The goal is to create the best workplace possible to retain top employees and maintain core values while delivering efficient and professional service to the community in emergency and non-emergency situations. Employees aspire for continued growth, a dedicated, problem-solving workforce, and improved organizational resources and support. *The overall vision for 2030 is to see GRFD as a progressive, resilient, and community-engaged agency at the forefront of emergency services, leveraging cutting-edge technology and emphasizing continuous improvement to serve the evolving needs of the community.*

FINAL COMMENTS

GRFD has an excellent base for the future in serving its community and growing its workforce. Minor, but important revisions to its Mission, Vision and Values (MVV) will allow leadership to emphasize the elements that will differentiate GRFD from any other agency, yet continue its emphasis on community service and support. Summarizing and communicating the desired organization identify elements from this document will reinforce that this is the right organization for the future for your current and future workforce. Communicating a key set of messages about this initial phase of strategic planning and that their input was valuable and *heard* will set the stage for the next phase of strategic planning.

My personal thanks again to GRFD for the opportunity to support the initial phase and I look forward to assisting the organization in the future as your needs dictate.

Douglas S. Griffen
Advanced Strategy Center
602.432.2718 cell

END OF DOCUMENT

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: February 18, 2025

SUBJECT: FIRE CHIEF'S REPORT

ITEM #: 7A

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

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

January 2025



Fire Chief's Activities

- Attended monthly District Board meeting
- Attended Town of Oro Valley Council meeting
- Attended the Oro Valley Blessing breakfast with Chief Grissom
- Attended several meetings and hearings in Phoenix concerning CON proposed legislation
- Participated in the opening of the January Struggle Well program
- Participated in the closing of the January Struggle Well program
- Participated in the FY25/26 Benefits workgroup
- Participated in Leadership meeting with Local 3832
- Participated in the DM-50 Immersion tour of Davis-Monthan AFB, as a new member of DM-50
- Participated in the monthly AFSI (Arizona Fire Service Institute) meeting
- Had a meeting with Nicole Witt Deputy Director of AZ DHS
- Held monthly Fire Chief Status update meeting
- Participated in quarterly SAEMS Council meeting
- Held weekly executive leadership team meetings (Deputy Chiefs-Assistant Chiefs-Directors)
- Met with Chief Perry and a couple board members to discuss future budget modeling in alignment with the Strategic Plan

- Held monthly Fire Chief Status update meeting.
- Various meetings with personnel.
- Various meetings with Department heads.

Office of the Chief Program Metrics:
Performance measures for this program will be measured annually.

Thank You Correspondence/Commendations

A public survey was received thanking a crew. There was not enough information included to identify the crew, but it is attached to show the Board.

Personnel that go above and beyond are recognized with green sheets. Recently Fire Inspector Wes Helvig was recognized by the Manager of Sun City Oro Valley for the presentation he did for their organization.

Fire Inspector Brian Voetberg was recognized by a business owner for his exceptional service.

Board Services

Board Services Supervisor- Shannon Ortiz

January 2025

The purpose of the Board Services Program is to provide efficient and accessible administrative support, records management, and transparent governance to GRFD personnel, district residents, and the community at large so they can make informed decisions, participate in district governance, and easily access public records.

Board Services Program Metrics for Strategic Plan and Budget: 1/1/2025 – 1/31/2025

The metrics listed below are for the month of January:

Results:
100 % of records requests fulfilled within a statutory time frame (15/15)
100% of board reports published on time (1 out of 1)

Outputs:
1 Governing Board meeting supported for the month of January
15 records requests responded to in the month of January

Breakdown as follows:

Environmental Reports	2
Outstanding Code Violations/Inspection Report	1
Fire Reports	1
Incident Reports	-
Medical Records	9
Other	2

0 Records were destroyed in the month of January (records are destroyed on an annual basis, however Records Specialist Wong prepared records for destruction year round).
119 fingerprint appointments were completed in the month of January.

Demands:
Board Services anticipates twelve regular session and two special session GRFD Governing Board meetings based on the number of meetings held in the past.

Board Services anticipates 15 records requests to be received a month for a twelve-month period for a total of 180 anticipated records requests for 2025.

Board Services anticipates 30 boxes of records will be destroyed in 2025.

Board Services anticipates 100 fingerprint appointments a month for a total of 1,200 for 2025.

General Information
On Wednesday, January 22nd, 2025, Records Specialist Wong attended the Leadership Meeting to transcribe the minutes.

RS Wong has been certified as a notary through the Arizona Secretary of State's office and received her notary stamp and notary book to help District personnel notarize documents.

Throughout the month of January, RS Wong has responded to emails, phone calls, and walk-ins providing information on the process of obtaining records from Golder Ranch Fire District. She has continued to review boxes of records for destruction and ensure the records have met their respective retention schedules set forth by the Arizona Secretary of State's Library, Archives, & Public Records Division. In the upcoming months, RS Wong will reach out to all department heads and their team members to review record retention schedules for records pertaining to them.

A GRFD Public Safety Personnel Retirement System Local Pension Board meeting has been scheduled for Thursday, February 20th at 10 a.m.

Board Services participated in a meeting with HR, Project Manager Holland and Assistant Chief Perry regarding Monday.com and the strategic budgeting process. Board Services has completed their portion of the data entry in the data dictionary of Monday.com for the performance based budget.

Board Services Supervisor Ortiz virtually attended an Arizona Municipal Clerks Association Athenian Dialogue on the book Leaders Eat Last by Simon Sinek a leadership book on fostering trust and cooperation in an organization.

Human Resources

HR Director- Allison Delong

Upcoming Recruitments:

- Fleet Electronics Technician – budgeted, new position
- Procurement & Supply Specialist – budgeted, back-fill

HR Program Metrics for Strategic Plan and Budget: 1/1/2025 – 1/31/2025

The below metrics are for the month of January. The methodology of gathering and reporting may adjust as we work to determine the value, validity, and feasibility.

- **Retention Rate = 99%**
  - Separation: 1 suppression, voluntary
- **Disability and Injury Rate**
  - Light duty assignments: 8 or 3%
  - Workers Comp Active Cases: 18 or 6%
  - Workers Comp New Cases Opened in January: 5 or 2%
  - Workers Comp Cases Closed: 3 or 1%
- **% of employees compensated at 101% of the comparable market using the latest district-completed salary survey**
  - Still assessing the value of this metric
- **% of surveyed respondents are satisfied with the service received from human resources**
  - Working on the methodology of gathering data, no metrics to provide yet.
- **% of surveyed respondents that report they are satisfied with the benefits package**
  - Working on the methodology of gathering data, no metrics to provide yet.
- **# medical leave cases handled = 14 or 4.6%**
  - FMLA Active Cases: 13 or 4%
  - FMLA New Cases Opened in January: 5 or 2%
  - Short-term Disability Active Cases: 1 or .3%
  - Short-term Disability New Cases Opened in January: 1 or .3%
- **# employee recruitments conducted = 0**
  - New Hires in January: 9 or 3%
- **# employee benefits plans administered = 29**
  - Benefit bills that require monthly reconciliation: 6 vendors, 19 plans
  - Current Employee Head Count: 306

    - Current Retiree Head Count: 22
    - Qualifying Events: 7
        - This is HR administering the authorized addition or removal of an employee or dependent from the benefit plans
- **# medical leave cases expected to be required**
    - Working on the methodology of gathering data, no metrics to provide yet.
- **# employee recruitments expected to be requested**
    - Working on the methodology of gathering data, no metrics to provide yet.
- **$ program expenditures per GRFD employee**
    - Working on the methodology of gathering data, no metrics to provide yet.

Additional Metrics:

- COBRA Cases: 10
    - Pending: 9
    - Enrolled: 1
- Personnel Action Forms: 45
    - These are the payroll and or status change forms processed by HR and Payroll each pay period. These may include pay changes, title changes, schedule changes, and status changes.

Benefits Committee:

- HR is preparing for Open Enrollment.
    - The second FY25-26 OE Benefits Committee meeting was held on 01/14/2025. The goal of the committee is to work with our broker to obtain the best benefit offerings for our employees.

Policies:

- Policy reviews and updates – *please see the consent agenda section of board packet*
    - A process has been published for updating or creating policies and procedures, as well as a flowchart, and templates. This has been reviewed, approved, and posted for internal use.
    - A few policy redlines and updates are in review with Executive Leadership for first review. No policies to submit at this time.

Employee Recognitions:

- *Congratulations on your Golder anniversary, thank you for being such fabulous team members!*

Employee Name	Hire Date	Years of Service
DRUKE, BRENDA JEAN	02/09/2009	16
CISSELL, JAMES DOUGLAS	02/29/2016	9
COLBY JR, JOHN R	02/29/2016	9
CRAMBLIT, RANDY	02/29/2016	9
HAWKINS, DENNY JOSEPH	02/29/2016	9
LOWE, JASON KENNETH	02/29/2016	9
MATHEWS, BUBBA	02/29/2016	9
RHODES, DOMINIC XAVIER	02/29/2016	9
YAUCH II, DENNIS GLENN	02/29/2016	9
ALEXANDER, GARRETT RICHARD	02/06/2017	8
FLYNN, JUSTIN LEE	02/06/2017	8
GARCIA, CAMDEN BRENT	02/06/2017	8
HUBER, DANIEL ADAM	02/06/2017	8
LABAS, JIMMY CARL	02/06/2017	8
MORGAN, JUSTIN LEE	02/06/2017	8
TARBILL, CODY JOHN	02/06/2017	8
BURKS, JESSE RYDER	02/08/2021	4
CAMPBELL, ERIC SCOTT	02/08/2021	4
COOLEY, RYAN THOMAS	02/08/2021	4
DEITERING, BRETT JOSEPH	02/08/2021	4
DYBIS, JACOB DANIEL	02/08/2021	4
HAINS, JONATHON BLAKE	02/08/2021	4
MEDEL, HECTOR	02/08/2021	4
METZ, ROBERT ROY	02/08/2021	4
PEELER, BRENDAN ROSS	02/08/2021	4
PEOPLES, RYON	02/08/2021	4
SCHOBEL, RYAN KENNETH	02/08/2021	4
SPARKMAN, DIEGO	02/08/2021	4
STEELE Jr, THOMAS RICHARD	02/08/2021	4
TURNBULL, GARRETT SCOTT	02/08/2021	4
ANTISTA, JOEL ANTHONY	02/06/2023	2
CLAUSEN, WES	02/06/2023	2
GARCIA, MANNY	02/06/2023	2
GUIZZETTI, JARED PAUL	02/06/2023	2
HOLZHAUER, LANDON KNIGHTON	02/06/2023	2
KETTERER, JEFFREY STEVEN	02/06/2023	2
KUNZE, RYAN DANIEL	02/06/2023	2
LILLESTOL, AUSTIN ROSS	02/06/2023	2
OHALLORAN, SCOTT THOMAS	02/06/2023	2
PALMER, ANDREW LORAN	02/06/2023	2
RHODES, REISS ROBERT	02/06/2023	2
RINGSTON, CHRISTOPHER A	02/06/2023	2
ROGERS, ERIN LARA	02/06/2023	2
RUIZ, ENRIQUE SANTOS	02/06/2023	2
SARGENTI, DAVID JOHN	02/06/2023	2
SAVAGE, JOHN HOYT	02/06/2023	2
SZEKELY, JULES	02/06/2023	2

From: Camarillo, Lydia
To: Ortiz, Shannon
Subject: Fwd: GRFDAZ.GOV Public Survey
Date: Monday, January 13, 2025 11:24:03 AM
Attachments: f_834240b9-e6ab-4bca-a437-966416f01b4a.png
i_32ad6bf9-0980-4243-b5df-8dfa1bc15026.png
t_cee23d60-e3eb-47eb-ad6b-57b421970515.png

Good morning,

Passing along this positive feedback we received.

Thank you,

Lydia

Lydia Camarillo
Community Relations Supervisor
Golder Ranch Fire District
p: Office: 520.825.9001 Cell: 520.260.6977
a: 1600 E Hanley Blvd, Tucson, AZ 85737
w: www.grfdaz.gov
e: lcamarillo@grfdaz.gov

Begin forwarded message:

From: GolderRanchFireDistrict <noreply@grfdaz.gov>
Date: January 12, 2025 at 4:41:03 PM MST
To: mhernandez@grfdaz.gov
Cc: "Camarillo, Lydia" <lcamarillo@grfdaz.gov>
Subject: GRFDAZ.GOV Public Survey

Have you recently received services from Golder Ranch Fire District?

Yes

Were you pleased with the outcome of our services?

Yes

Please describe the services you received from us.

Randy and his crew helped and transported [redacted] Every single gentleman was professional, efficient, knowledgeable and, above all, kind. They did an amazing job assessing her and also were quick to transport when she started exhibit more significant symptoms. They also spoke kindly to my kids and helped them remain calm as well. They all deserve recognition for their amazing work, not only with my mom but I'm certain with every patient they encounter.

Please let us know how we can improve our services.

No notes, thanks for being there for my mom!

Would you like us to contact you about your feedback?

No

Sent from Golder Ranch Fire District

GOLDER RANCH FIRE DISTRICT

RECORD OF EXCEPTIONAL PERFORMANCE

Employee Name Wes Helvig

Date Prepared 1/22/2024

Division or Section Fire Prevention

Classification

Initiator of Commendation Brad White

Description and Date of Exceptional Performance

Letter recived from Sun City Oro ValleyGeneral Manager dated January 16th, 2025 for a heart felt thank you for Wes Helvig's presentation to the Sun City Board of Directors in regards to the wildland risks associated with the neighborhoods of Sun City.

First Level Supervisor's Comments

Wes has stepped up in the arena of wildfire fire risk within Golder Ranch Fire District and has seeked out multiple training oportunities on the topic. Wes cointinues to excel in community relations to the residents of the Golder Ranch Fire Distict in the topic of wildfire risk and wildfire risk assessments.

Second Level Supervisor's Comments

Great Job Wes!!! You are a great asset to Fire Prevention. Thank you for being passionate about this topic and all the hardwork you have put in.

Supervisor Signature _____

Employee Signature _____

1565 E. Rancho Vistoso Blvd. • Oro Valley, Arizona 85755-9120
t (520) 825-3711 • f (520) 825-0432 • www.scovaz.com

January 16, 2025

Ms. Jennifer Akins, Fire Marshal
Golder Ranch Fire Protection District
1175 W. Magee Road
Oro Valley, AZ 85704

Dear Ms. Akins,

As the General Manager of Sun City Oro Valley, I would like to extend a heart felt thank you to one of your employees. Mr. Wesley Helvig recently assessed the Wildland Fire Risk within Sun City and subsequently presented his findings to the Board of Directors. His presentation eased several concerns raised by our residents.

While Mr. Helvig's risk assessment was quite detailed, his presentation of the results was both comprehensive and easy to follow. Residents in attendance noted that Mr. Helvig helped them to gain a better understanding of those factors which increase the risk resulting from catastrophic wildfires.

Please convey our sincere appreciation to Mr. Helvig for a job well done.

Warmest regards,

Sandy Seddon, CMCA, AMS, PCAM
General Manager, Sun City Oro Valley

cc: Mr. Brad White, Deputy Fire Marshall, Golder Ranch Fire Protection District
Mr. Wesley Helvig, Fire Inspector, Golder Ranch Fire Protection District

GOLDER RANCH FIRE DISTRICT

RECORD OF EXCEPTIONAL PERFORMANCE

Employee Name Brian Voetberg

Date Prepared 01/27/2025

Division or Section Fire Prevention

Classification Inspector I

Initiator of Commendation Brenda Druke

Description and Date of Exceptional Performance

On January 23, 2025, a business owner called to report how professional and helpful Brian Voetberg has been during their inspections for code compliance. She expressed her appreciation for the educational component of the inspection.

First Level Supervisor's Comments

Brian excels in his ability to educate, inform and empower our community partners on ways to keep their businesses a safe place for not only their employees, but also their customers. Great work, Brian!

Second Level Supervisor's Comments

Yahtzee! Fantastic Job Brian! Thank you for incorporating the education component in the enforcement process. It is very helpful to business owners and GRFD. It is great to have you as a member of the prevention team.

Supervisor Signature Brenda Druke

Employee Signature

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Assistant Chief of Community Risk Reduction

MTG. DATE: February 18, 2025

SUBJECT: COMMUNITY RISK REDUCTION ASSISTANT CHIEF'S REPORT

ITEM #: 7B

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☐ Fire Chief ☐ Legal Review

BACKGROUND

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

- Community Education, Engagement, and Risk Reduction
- Finance
- Fire and Life Safety

RECOMMENDED MOTION

No motion is necessary for this agenda item.

COMMUNITY RISK REDUCTION DIVISION REPORT

Assistant Chief Eric Perry

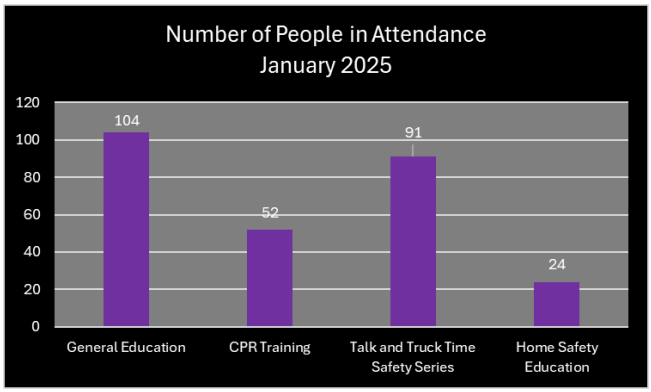
January 2025

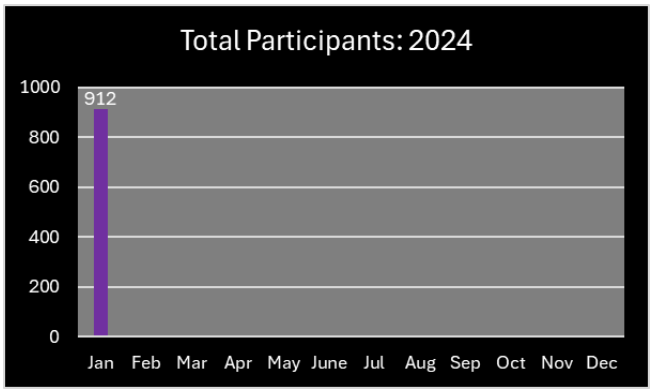
Assistant Chief's Activities

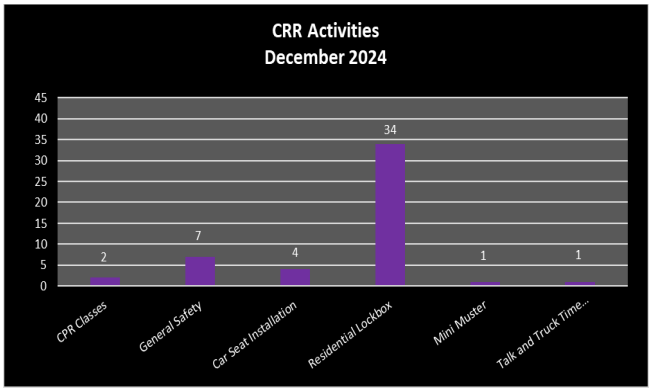
- The wildland team, along with fire prevention and community education, has been hard at work answering residents' concerns about the possibility of destructive wildland fires such as they have had in California.
    - Points of emphasis
        - Homeowner upkeep of defensible space around homes helps us prevent California type events. This is the primary way homeowners can help us protect their homes.
        - The fuel distribution in most of our populated areas is not continuous enough to sustain widespread Wildland Urban Interface fires of the type in California.
        - We do not have the fire-adapted fuel types that California typically has. Many of California's fuel types have evolved for frequent wildland fires and even depend on them for regeneration.
        - Most of our fuel types are light fuels that burn quickly and do not sustain long-term fire. Our wildland team is in a prime position to get onto them quickly and suppress them before they become larger.
        - Our areas with sustained continuous fuel distribution are typically in the district's more remote, unpopulated areas.
        - We do not have the type of weather patterns, such as Santa Ana winds, that California experiences, which drive these regular widespread fires.
        - Our typical residential construction is fire-resistant stucco with tile roofs, which, compared to the predominant construction types in California, does not typically allow the spread of fires via embers from house to house.
- I am extremely proud of the Finance Team. They have been instrumental in our Issuer Default Rating increasing from AA+ to AAA, and our Certificate of Participation (COP) bonds from AA to AA+ Great work to Dave and his team!
- We have part-time community resource technicians on the streets! Our projection of fuel cost savings and more are looking to pan out based on just a week of being in place. Chief Hilderbrand has done a great job getting these seven folks out on the street!

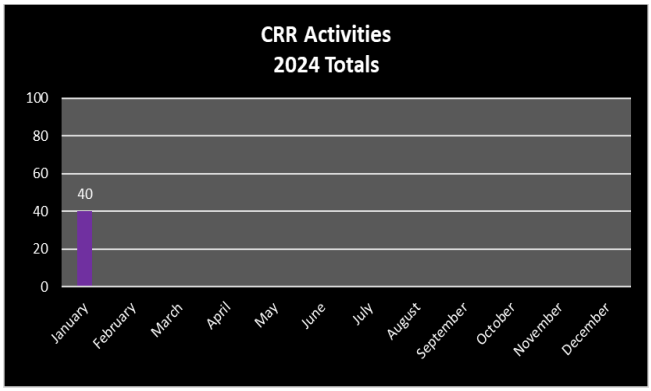
Community Education, Engagement & Risk Reduction

Deputy Chief of Community Risk Reduction – Jeremy Hilderbrand



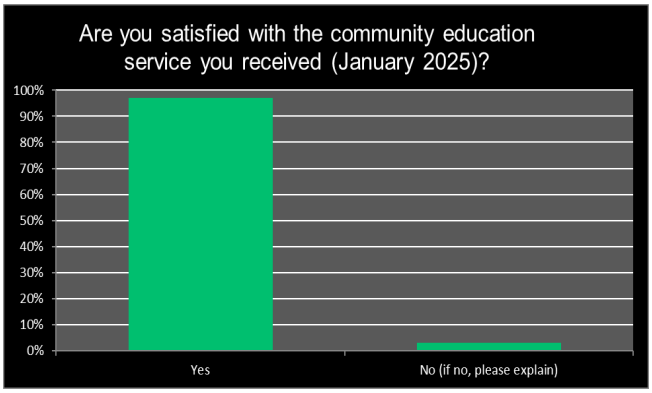


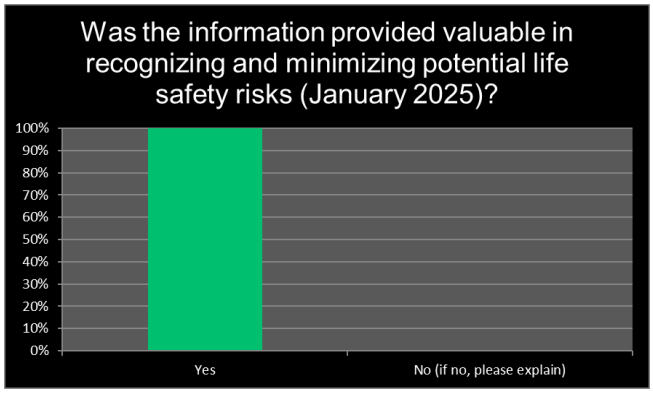


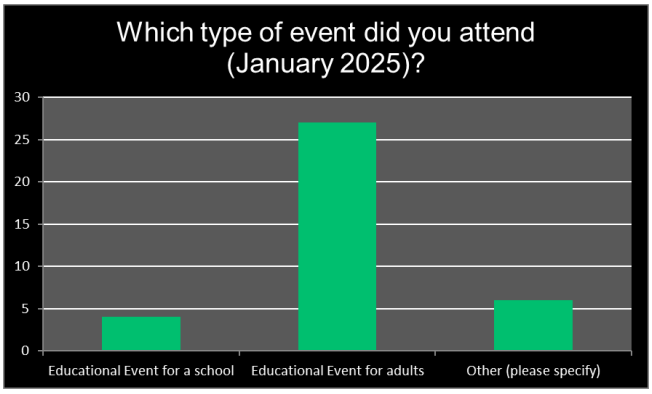


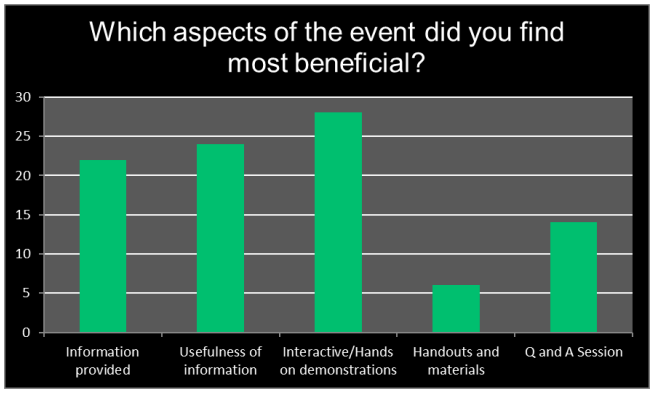
Community Risk Reduction - Performance Measures Year to Date Summary (January 2025)

- Survey results based on 33 responses to various educational events provided by GRFD in January 2025.









Finance Division

Finance Director – Dave Christian

The month of January was a busy one for everyone. Lots of preparations are being made for the upcoming 2026 budget process. Since there will be profound substantive and methodology changes to the 2026 GRFD Budget and since how the budget is compiled, so will the accounting system follow lots of brainstorming is underway as to how it will all come together with the tools available.

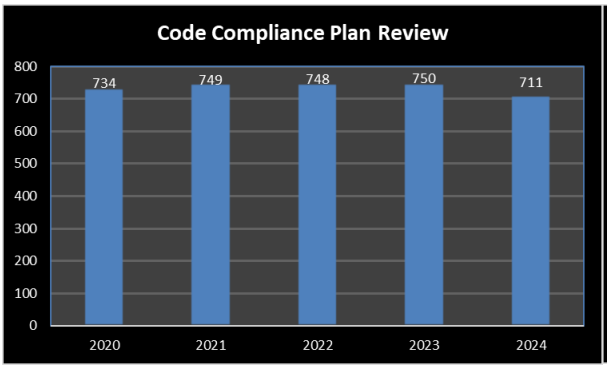
The two counties in which GRFD straddles have reported their respective NAV's. Pima county NAV came in at $1.4B, a 5.56% increase from the current fiscal year and Pinal came in at $285M, a 5.6% increase. Pima county represents 83% of the total district wide NAV of $1.693B and Pinal represents 17% of the overall valuation of the district. Compared to our neighbor to the northwest of us, NWFD's NAV is 4% larger at $1.765B and has a current year tax levy that is 18% larger.

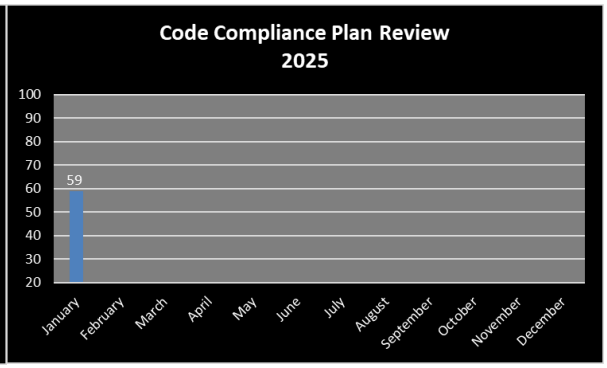
Other finance department activity in January included the WFM timesheet program rollout and training. Two payroll cycles. Yet another record month for ambulance billing at 695, January beat out our previous record from December of 691. Vendor payments in January totaled 391 and 306 credit card transactions were processed.

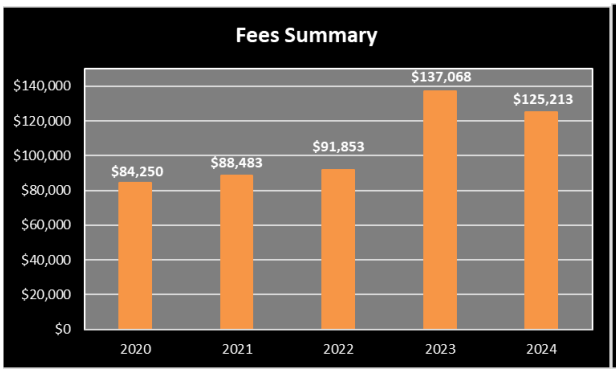
Finally, I had a conference call with Fitch bond rating agency to update the District's bond rating. The result of which was an upgrade from double A plus, to triple A. This was a pleasant surprise though in my opinion too long delayed. The upgrade was primarily a result of the District financial resilience (sufficient reserves), financial audit and financial disclosure performance and a 'pay as you go' 5 year capital improvement plan. Achieving a AAA rating is a huge feather in our cap and will be very impactful should the District needs to borrow money in the near future. The District will be able to borrow at a significantly reduced interest rate, thus saving tax payor dollars and demonstrating our commitment to fiscal responsibility.

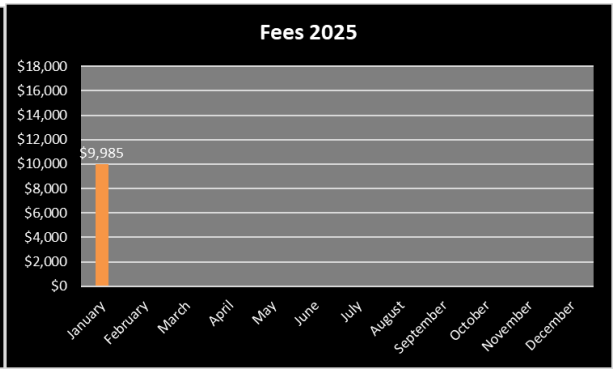
Fire Prevention Program - Performance Measures Year to Date Summary

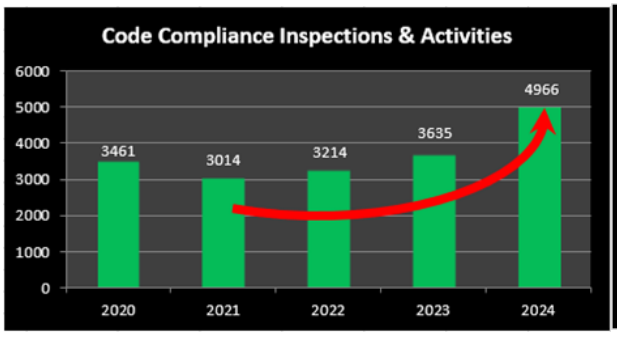
- Results
  - # of violations found = 208
  - % of violations corrected = 0
  - % fire prevention inspections completed = 9.8%
  - % fire prevention inspections requiring re-inspection = 62%
  - % businesses compliant with the International Fire Code = still working on the best way to measure this result
  - $ property save = 0
  - $ property loss = 0
  - $ content save = 0
  - $ content loss = 0
  - % plan review completed by scheduled due date = 100%
  - % emergency incidents where no first responders were injured due to structure fire = 100%
  - % emergency incidents where no community members were injured due to structure fire = still working on best way to measure this result
  - % of surveyed respondents who are satisfied with services received from fire prevention = no surveys distributed
- Outputs
  - # of inspections completed = 446
  - # of plan reviews completed = 59
  - # of fire investigations completed = 8
  - # of training hours completed = 24 of 512
- Demands
  - # of plan reviews expected to be completed annually = 700
  - # of expected to be required annually = 4800
  - # of fire investigations expected to be requested annually = 85
- Efficiencies
  - $ program expenditures vs. net assessed value of commercial and residential properties within district = will be reported June 30, 2025


Code Compliance Plan Review
800
700
600
500
400
300
200
100
0
734
749
748
750
711
2020
2021
2022
2023
2024

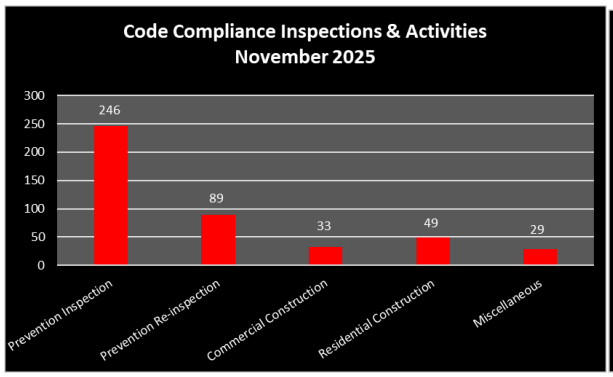

Code Compliance Plan Review
2025
100
90
80
70
60
50
40
30
20
59
January
February
March
April
May
June
July
August
September
October
November
December


Fees Summary
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
$84,250
$88,483
$91,853
$137,068
$125,213
2020
2021
2022
2023
2024


Fees 2025
$18,000
$16,000
$14,000
$12,000
$10,000
$8,000
$6,000
$4,000
$2,000
$0
$9,985
January
February
March
April
May
June
July
August
September
October
November
December


Code Compliance Inspections & Activities
6000
5000
4000
3000
2000
1000
0
3461
3014
3214
3635
4966
2020
2021
2022
2023
2024


Code Compliance Inspections & Activities
2025
500
400
300
200
100
0
446
January
February
March
April
May
June
July
August
September
October
November
December


Code Compliance Inspections & Activities
November 2025
300
250
200
150
100
50
0
246
89
33
49
29
Prevention Inspection
Prevention Re-inspection
Commercial Construction
Residential Construction
Miscellaneous


Violations Reported/Repaired
2025
250
200
150
100
50
0
208
112
January
February
March
April
May
June
July
August
September
October
November
December
Violations Reported
Violations Repaired

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 T.I. 12142 N Rancho Vistoso	ROCHE Chemical Storage 1910 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	Oro Valley Hospital T.I. 1551 E Tangerine	Vacant Building F.A. 11695 N Oracle	AMG Medical Aestetics T.I. 7356 N La Cholla	Shell Building T.I. 7435 N Oracle
Healthy Skin T.I. 2295 E Vistoso Commerce	TOV Community Center T.I. 10555 N La Canada	Vacant Building F.A. 11855 N Oracle	Landlord Improvement 7350 N La Cholla	Shell Building T.I. 7493 N Oracle
Catalina Craft Pizza T.I. 15970 N Oracle Ste 178	Highland Clubhouse T.I. 10702 N Highlands	TOV Pusch Ridge Golf T.I. 10000 N Oracle	Circle K CO2 7612 W Cortaro	Saffron T.I. 7607 N Oracle
Bashas - Starbucks T.I. 15310 N Oracle	OV Assisted Living Main 12380 N Vistoso Park	Net Media F.A. 10956 N Stallard	LJA Engineering T.I. 7458 N La Cholla	Oranju T.I. 7969 N Oracle
Catalina Behavioral Health T.I. 16330 N Forecastle	ROCHE Mobile Dentist 2005 E Innovation Park	Surf Thru Car Wash 11595 N Oracle	Fry's F.A. 3770 W Ina	TMC One T.I. 7510 N Oracle Ste 100
Urban Wellness T.I. 12985 N Oracle Ste 165	OV Assisted Living Casitas 12380 N Vistoso Park	Pain Institute of AZ Surgery 365 E Linda Vista Ste A		Title Security T.I. 8500 N Oracle Ste. 100
	Vanatge West T.I. 11165 N La Canada Ste 175	Pain Institute of AZ Clinic 365 E Linda Vista Ste B		3RD Church T.I. 7312 N Oracle
	Oro Valley Courts T.I. PH2 11000 N La Canada	La Posada 11050 Avenidao Posada de Oro		Trader Joe's T.I. 7912 N Oracle
Who Received Project Final Inspection	The Blend T.I. 10335 N La Canada	Hilton Epazote T.I. 10000 N Oracle		Edward Jones T.I. 7435 N Oracle
Miraval Storage Bldg 5000 Via Estancia	Gateway @ Vistoso Aparts. 955 W Vistoso Highlands	Hampton Inn 11655 N Oracle	*Inspector for this zone is also assigned to the La Posada project	Tucson Cosmetics 1230 W Ina
Fred Astaire T.I. 7315 N Oracle Ste 200	Shell Building 1440 W Naranja Bldg 1	Linda Vista Office 9645 N Oracle		Red Light Method T.I. 7980 N Oracle Ste 110
ROCHE Building 3 T.I. PH1 1910 E Innovation Park	Shell Building 1440 W Naranja Bldg 2	Workout Anytime T.I. 11975 N Oracle		
ROCHE Building 3 T.I. PH2 1910 E Innovation Park	Shell Building 1440 W Naranja Bldg 3	Tucson Federal Credit Union T.I. 2150 E Tangerine		
Chiropractor T.I. 7250 N La Cholla Ste 148	Wellsfargo T.I. 550 E Tangerine	Complete Canine T.I. 10140 N Oracle		
		Life Storage - Solar Panels 11061 N Oracle		

Fire Marshal Akins

- Attended the AFDA Winter Conference
- Met with KB Homes regarding the Wildflower Reserve well site
- Met with TOV staff regarding the Vistoso Trails Nature Preserve
- Completed a wildfire risk assessment of the Vistoso Trails Nature Preserve with TOV staff, GRFD Wildland, and DFFM
- Met with Rio Rico Fire Marshal regarding fire code requirements for fuel tankers
- Met with GRFD and TOV staff regarding the "Oro Valley's Path Forward" project
- Met with new Director for SaddleBrooke HOA2
- Met with La Posada regarding emergency planning and preparedness
- Attended re-occurring meetings to include AFDA, TOV pre-construction/Development Review Committee/Traffic Safety, 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 attended the quarterly AZ Fire Training Committee meeting hosted by GRFD
- DFM White/Druke and Inspectors Voetberg/Helvig/Filener/Ross attended the joint fire investigation meeting with NWFD, TOV, TOM, PCAO, and PCSD

- DFM White/Druke and Inspectors Voetberg/Helvig/Filener/Ross/King attended the Southern Arizona Fire Marshal's Association meeting
- DFM White/Druke and Inspectors Voetberg/Helvig/Filener/Ross attended training for the Drager XM-5000 Air Monitor
- DFM Druke attended the CRA-SOC meeting
- Inspector King attended the Struggle Well class
- DFM Druke received notice she has been accepted to be part of the International Code Council (ICC) Fire Services Examination Development Committee.

GRFD Fire Investigations

- On January 6, 2025, a structure fire was reported in Northwest Fire District
    - GRFD assisted with the fire investigation
- On January 21, 2025, a structure fire was reported in Pinal County outside the Golder Ranch Fire District
    - FI381 was requested to complete the fire investigation
    - The fire is classified as undetermined
- On January 22, 2025, a structure fire was reported in Northwest Fire District
    - GRFD assisted with the fire investigation
- On January 22, 2025, an explosion was reported in Golder Ranch Fire District
    - The origin of the explosion was in an auto-shop vehicle.
    - The investigation was turned over to the PCSD Bomb Squad
- On January 25, 2025, a structure fire was reported in Rincon Valley Fire District
    - GRFD assisted with the fire investigation
- On January 27, 2025, a structure fire was reported in Northwest Fire District
    - GRFD assisted with the fire investigation
- On January 29, 2025, a recreational vehicle fire was reported in Golder Ranch Fire District.
    - The origin of the fire was inside the recreational vehicle
    - This fire is classified as Unintentional
- On January 30, 2025, a brush fire was reported in Northwest Fire District
    - GRFD assisted with the fire investigation

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Grant Cesarek, Assistant Chief of Support Services

MTG. DATE: February 18, 2025

SUBJECT: SUPPORT SERVICES ASSISTANT CHIEF'S REPORT

ITEM #: 7C

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

- Assistant Chief's Activities
- Community and Media Relations
- Logistics
- Facilities Maintenance
- Fleet
- IT
- Planning
- Supply

RECOMMENDED MOTION

No motion is necessary for this agenda item.

SUPPORT SERVICES' DIVISION REPORT

Assistant Chief Grant Cesarek

January 2025

Assistant Chief's Activities

- Great job to the entire support services team for the month.
- Provided leadership for our team working on an engine and tender purchase, we also completed a review of lease vehicles and future vehicle purchases.
- Many hours dedicated on the future budget process and reporting the family of measures for each program.
- Station 378 construction process continues, utility connections created across the roadway to the site. The focus for the month was interior drywall and site prep for concrete.
- Site walk completed with the construction and architectural team for the remaining bond projects at fleet and training.
- Attended TOV leadership meeting, good conversation on their strategic planning.

Deputy Chief's Activities

Support Services Deputy Chief – Adam Jarrold

- New apprentice Fleet Maintenance Technician Ed Port started in January.
- Walked the 3885 Campus with our architect and general contractor to begin drafting plans for the remodel of the Fleet and Training buildings
- Attended the Pima Fire Chiefs' 1-day leadership training conference. Great information from fire services leaders from across the country.

Division Chief's Activities

Logistics Division Chief – Jeremy North

- Continued progress in budget evaluation for Facilities, Fleet and Procurement
- Attended several management and apparatus committee meetings
- Multiple facility walk-throughs with Facilities team to evaluate condition status of assets for strategic planning
- Apparatus committee travel to Pierce Manufacturing for future spec and purchase of engine budgeted for 2027-2028 fiscal year
- Oversight of project status at Station 370, as well as 376 bay doors

Facilities Maintenance Activities

- Monitored progress of all current capital projects occurring at Station 370, 376 and assisted in the reinstallation of items removed/ moved for project
- Managed repair/ service requests ticket lists, prioritized immediate needs
- Multiple facility walk-throughs with DC North to evaluate condition status of facilities

Fleet Maintenance Activities

- Phil, Eddie and Jesus attended AZ Fire Mechanics Training in Goodyear
- Phil traveled to Orlando, FL for EVT Validation Conference
- "It's Back!" Unit 2211 KME Engine, Engine 373, back from Fire Truck Solutions and in service
- Apparatus Specification Committee (North, Raney, Dicochea, Scafede and Rhein) traveled to Wisconsin for a tour of Pierce manufacturing plant
- Closed Work orders in January: 157
- Billed labor hours: in January 243.50

Health and Safety

Health and Safety Division Chief – Chris Charnoki

- Annual fit testing begins in February.
- Scheduled annual GPAT for April.
- Attended a meeting with members from the SAFFIRE sleep study. GRFD had over 20 people register for the study. SAFFIRE will be in contact with GRFD once we are up to participate in the study. Registration to participate closed on 2/1/2025.
- Met with Gary Watson at Avanzar Wellness about mental health services his company provides.
- Met with TFD/NWFD Health & Safety leaders about multiple topics.
- Four members of the Peer Support Team attended the Mental Health & Wellness Conference in Mesa, AZ this month.

Information Technology

Information Technology Director – Herman Rascon

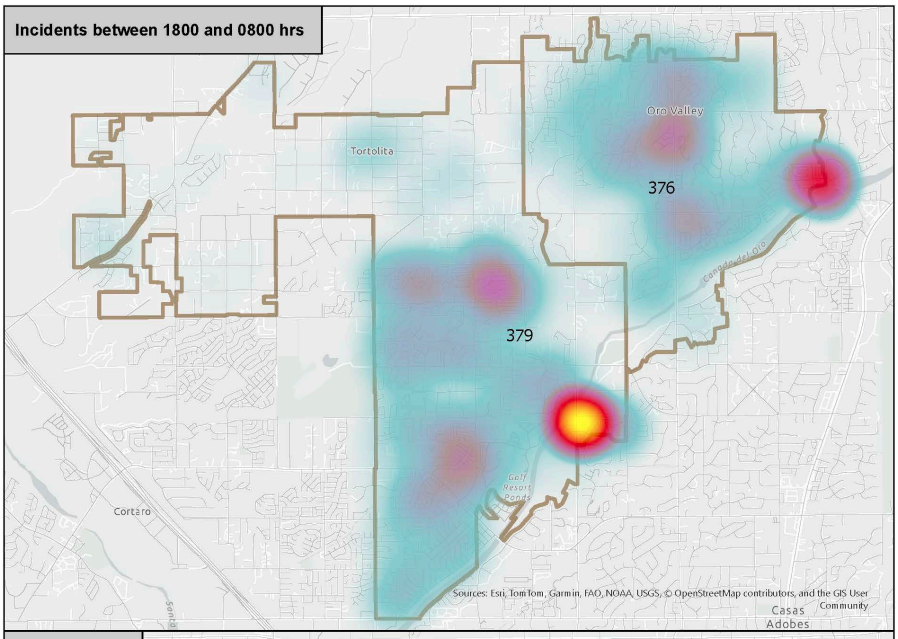
Availability(last month)	Lowest performing Node	Percent	Next performing node	Percent
Critical Server	GRZoLLiiS	99.68%	GRFS3	99.70%
Core Network	Sta378-ASA5505	99.96%	STA380-2960x-SW01	100%
Telestaff		99.96%		
Imagetrend		99.94%		
OpertiveIQ		99.91%		

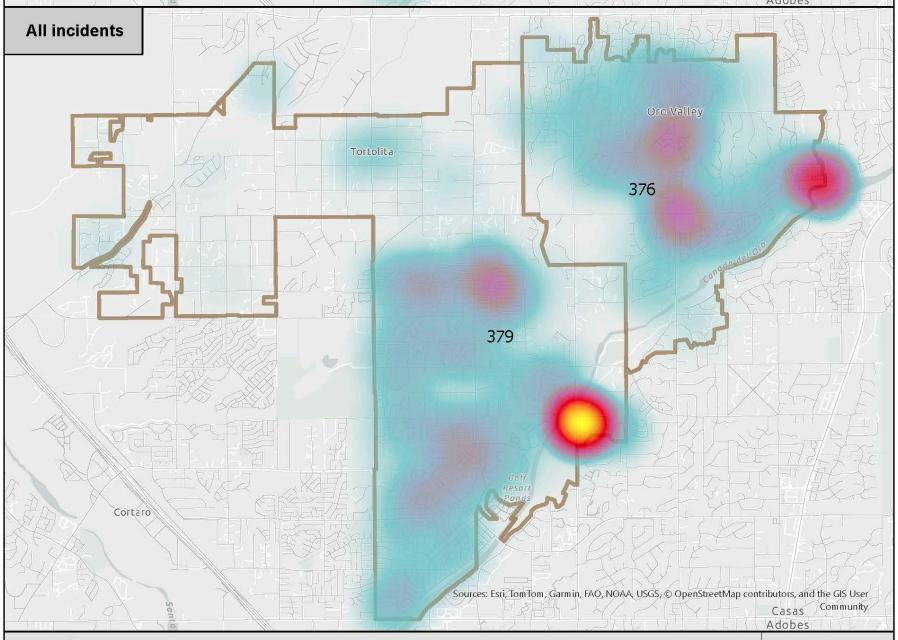
IT Applications Group Activities/Projects

- Our Applications Team has been collaborating seamlessly with our website contractor to develop a new and improved website. Currently in the design phase, we anticipate receiving the first preview by the end of this month. This partnership has been smooth and highly productive, ensuring a user-friendly and modern web experience.
- Simultaneously, the Applications Group has been diligently updating our Abila accounting software in preparation for 1099 processing. As a critical tool in managing district finances, these enhancements will optimize functionality and performance, ensuring a more efficient workflow.
- Additionally, on February 1st, Rincon Valley Fire District, Avra Valley Fire District, and Three Points Fire District successfully launched the new ImageTrend patient care reporting system. The Applications Team has worked closely with all departments—particularly billing—to ensure a seamless transition.
- We are also in the process of reducing Zoll licenses and transitioning the system to operate solely in legacy mode, streamlining operations while maintaining necessary functionality.

IT GIS Activities/Projects

- ImageTrend / Elite – Assisting in the migration of legacy locations into Elite while enhancing dashboards and data extraction. (Ongoing)
- Apartment Unit Location Updates – Updated new development addresses, including All Seasons, for accurate display on Mobile Data Terminals (MDTs) in the January map rollout.
- 2024 Standards of Cover Calculations – Developed a more efficient script in collaboration with IT Systems Specialist Barry Johnston, tested against previous manual calculations. (Sample attached)
- Preplan Request from Pima County Sheriff's Office – Provided Sheriff Baughman with a thumb drive containing preplans for apartment complexes and mobile home parks, as their MDT maps lacked unit numbers.
- Parcel Number Request (Pinal County Machu Picchu Case) – Assisted Assistant Chief Perry in retrieving parcel numbers for 2018 and 2019. (Map attached)
- Boundary Verification for Finance Director – Created an overlay of controversial parcels in Pinal County to confirm they are outside our district for Finance Director Christian. (Map attached)
- Heat Map & Call Analysis for Deputy Chief Wilson – Generated a heat map and analyzed call data for PM376 and PM379 between 1800-0800 over the past few years. (Map attached)
- Hydrant Inspection Kickoff – Prepared data for crews to inspect 4,665 hydrants before the June 1st deadline.
- Hazmat Dashboard Development – Built a Hazmat dashboard within the NFORS online platform for Deputy Chief Tony Rutherford to review key statistics. (Sample attached)





Comparison of 376 and 379 Incidents 2023 - 2024

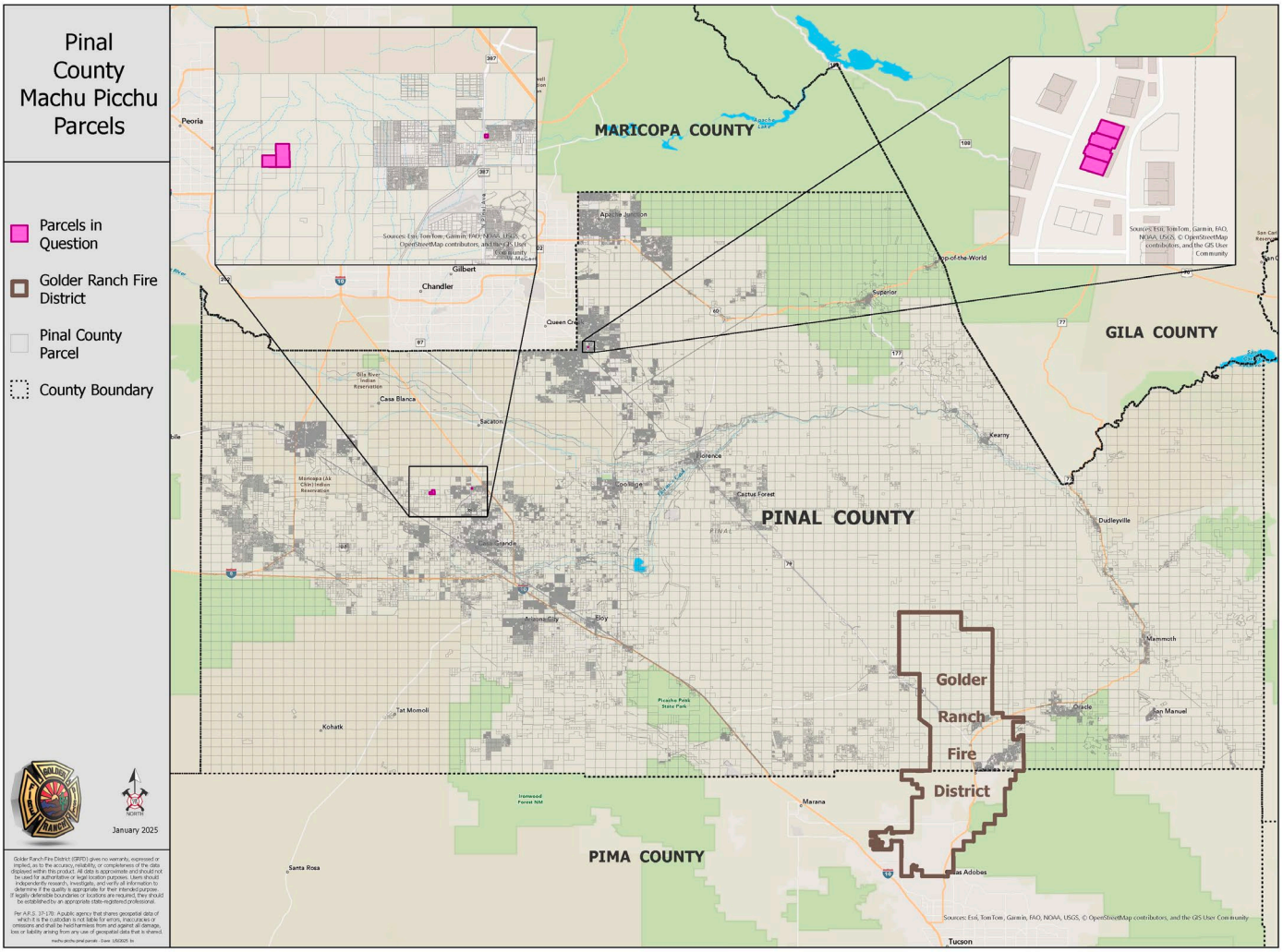
First Due	Total Incidents	Between 1800 and 0800 hrs
376	3,449	1,435
379	5,229	2,407
Total	8,678	3,842

NORTH

January 2025

Golder Ranch Fire District (GRFD) gives no warranty, expressed or implied, as to the accuracy, reliability, or completeness of the data displayed within this product. All data is approximate and should not be relied upon for exact measurement or location. Users should independently research, investigate, and verify all information to determine if the quality is appropriate for their intended purpose. If legally definable boundaries or locations are required, they should be established by an appropriate, state-registered professional.

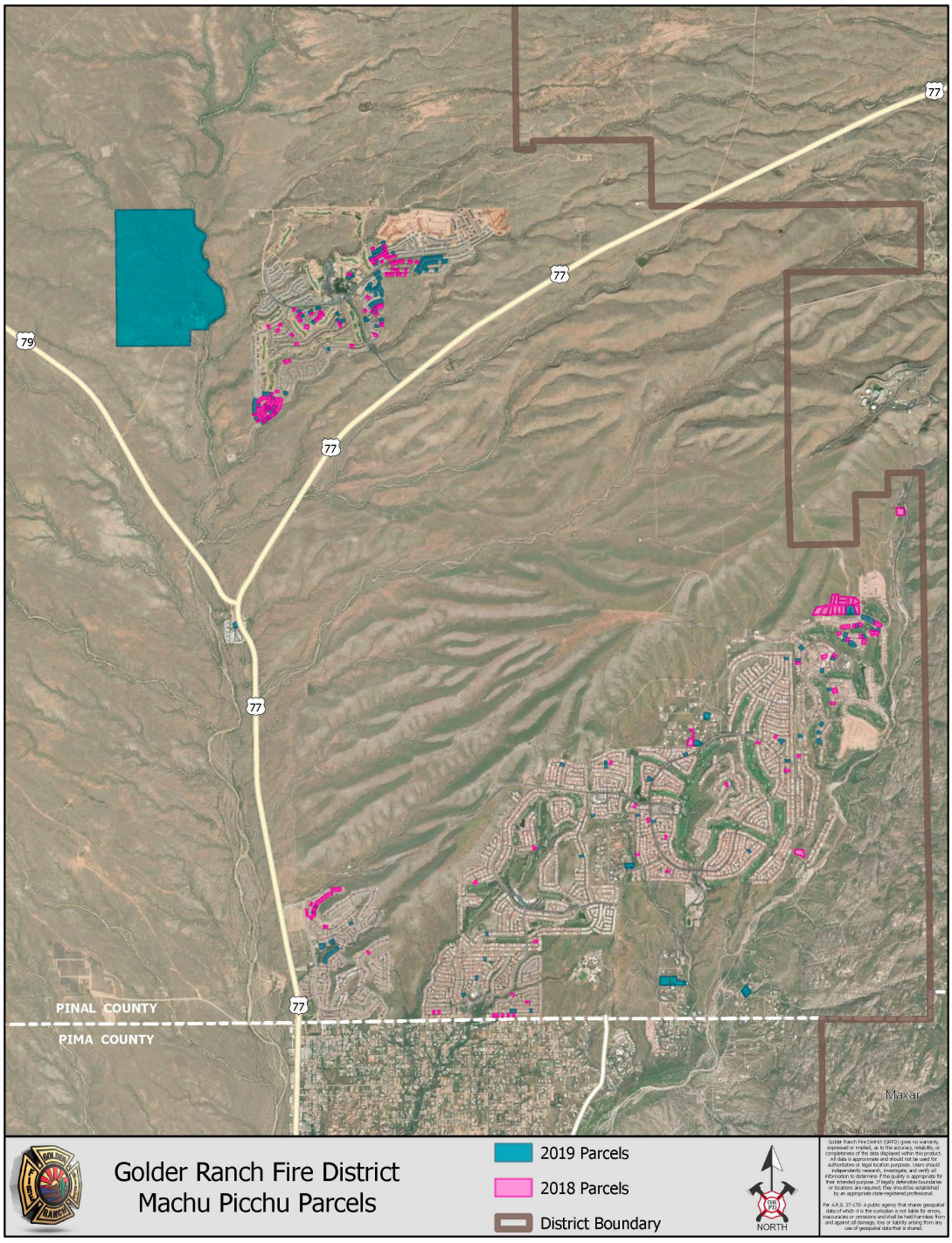
Per A.R.S. 37-179: A public agency that shares geospatial data of which it is the custodian is not liable for errors, inaccuracies or omissions and shall be held harmless from and against all damage, loss or liability arising from any use of geospatial data that is shared.



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Per A.R.S. 37-170: A public agency that shares geospatial data of which it is the custodian is not liable for errors, inaccuracies or omissions and shall be held harmless from and against all damage, loss or liability arising from any use of geospatial data that is shared.

machu picchu pinal parcels - Date: 1/6/2025 fn


77
79
77
77
77
PINAL COUNTY
PIMA COUNTY
Maxar
Golder Ranch Fire District
Machu Picchu Parcels
2019 Parcels
2018 Parcels
District Boundary
NORTH

(Low Risk) EMS - 90th Percentile Times - Baseline Performance			2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	0:02:36	0:02:08	0:02:02	0:02:04
		Suburban	0:02:45	0:02:18	N/A	N/A
		Rural	0:02:38	0:02:33	0:02:38	0:02:09
		Wilderness	0:05:13	0:02:57	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:28	0:01:35	0:01:40	0:01:42
		Suburban	0:01:37	0:01:41	N/A	N/A
		Rural	0:01:29	0:01:34	0:01:40	0:01:48
		Wilderness	0:01:08	0:02:05	N/A	N/A
Travel Time	Travel Time 1st Unit Distribution	Urban	0:07:59	0:08:10	0:07:49	0:07:35
		Suburban	0:07:41	0:07:36	N/A	N/A
		Rural	0:08:39	0:09:15	0:11:32	0:10:16
		Wilderness	0:37:45	0:35:26	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:10:56	0:11:02	0:10:24	0:10:15
			n=4,529	n=4,943	n=3,289	n=3,123
		Suburban	0:10:45	0:11:17	N/A	N/A
			n=1,237	n=1,172	N/A	N/A
		Rural	0:11:47	0:12:25	0:14:40	0:12:55
			n=543	n=522	n=184	n=183
		Wilderness	0:43:54	0:38:12	N/A	N/A
			n=11	n=11	N/A	N/A

IT Systems Group Activities/Projects

- The Systems Group has been focused on maintenance and helpdesk support, ensuring efficient issue resolution and system reliability.

Procurement and Fire Supply

- Attended quarterly EMS Skills Lab
- Attended the Managing Results budget and performance reporting workshop. This was great training and clearly defined how the District will budget for results and planning methodologies.
- Quantitative and qualitative respiratory fit testing will commence the first week in February that includes SCBA mask, N-95 and P-100 masks.

Community and Media Relations



Key Strategic Initiatives & Community Presence

Community Events & Outreach:

- Red Cross Blood Drive
- Dinner with a Firefighter at Station 377 C Shift
- PIO meeting with Northwest. Fire, Tucson Fire, Oro Valley Police, Marana Police and Town of Marana
- Oro Valley Optimist board meeting
- Oro Valley Chamber board meeting
- IMPACT of Southern Arizona's board meeting
- Several website design meetings



Media Engagement & Public Relations

News Coverage:

- KOLD, KGUN 9, KVOA news coverage on GRFD Wildland team in California
- Blood Drive helping shortage due to California wildfires and severe winter weather

Digital & Social Media Strategy

Platform	Engagement/Profile Visits	Posts	User Reach/Impressions
Facebook	57,500	30	2.1 million reach, 1.7 million user reach
Instagram	1,692	58	92,401 user reach
Twitter	769	23	19,860 impressions

Featured content:

- California wildfires
- Wildfire prevention messaging
- Firefighter Cancer Awareness Month
- Update on Aviva Children's Services Toy Drives
- Employee spotlights
- National Law Enforcement Appreciation Day

Ongoing promotions included:

- Blood Drive promotions
- PSAs including wildfire prevention information
- District achievements (CAAS accreditation plaque, Employee Spotlights)



Communications

Communications	Count
Emergency Alerts & Updates	9
Press Releases	1
Public Service Announcements	6
Employee Spotlights	12
Executive Communications Reviews	5

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

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

MTG. DATE: February 18, 2025

SUBJECT: EMS & FIRE RESPONSE ASSISTANT CHIEF'S REPORT

ITEM #: 7D

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This allows for the operations Assistant Chief to provide updates to the Governing Board on the following areas:

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.

EMS & FIRE RESPONSE DIVISION REPORT

Assistant Chief Chris Grissom

January 2025

Assistant Chief's Activities

Druid App Rollout

The Druid app, designed to optimize firefighter shift scheduling, was rolled out successfully. It will help us assess the 3/4 and 48/98 shift models, gathering valuable data for future scheduling improvements.

Performance Budget Training

I participated in performance budget training with Managing Results, focusing on enhancing our budgeting process to better allocate resources and support strategic objectives.

Emergency Manager Position – Oro Valley

Collaboration with the Town of Oro Valley to fill their Emergency Manager position, strengthening their emergency management capabilities.

Overtime Costs Monitoring

Continuing to monitor overtime costs, exploring strategies to reduce expenses while maintaining operational effectiveness.

EMS

EMS Division Board Report

February 2025

Provider Recognitions

- 379 B Shift was recognized for a code save from December. Captain Kassulke, Engineer Creviston, Paramedics Kukahiko and Tenney, and Firefighters Schultz and Lorenz. Excellent work!





- 372 A Shift was recognized for a code save from early January. Great job Captain Shultz, Engineer Rios, Paramedics Davis and Antista, and Firefighters Valenzuela and M. Garcia

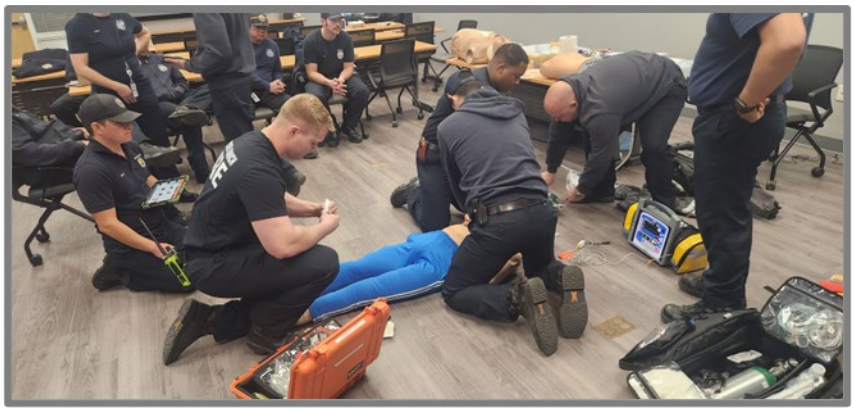




EMS Training

- Crews rotated through the EMS classroom to complete January Skills Lab. The focus of this quarter's lab was trauma. Providers demonstrated skills such as bleeding control and traction splinting. Scenarios included a cardiac arrest and a traumatic cardiac arrest.





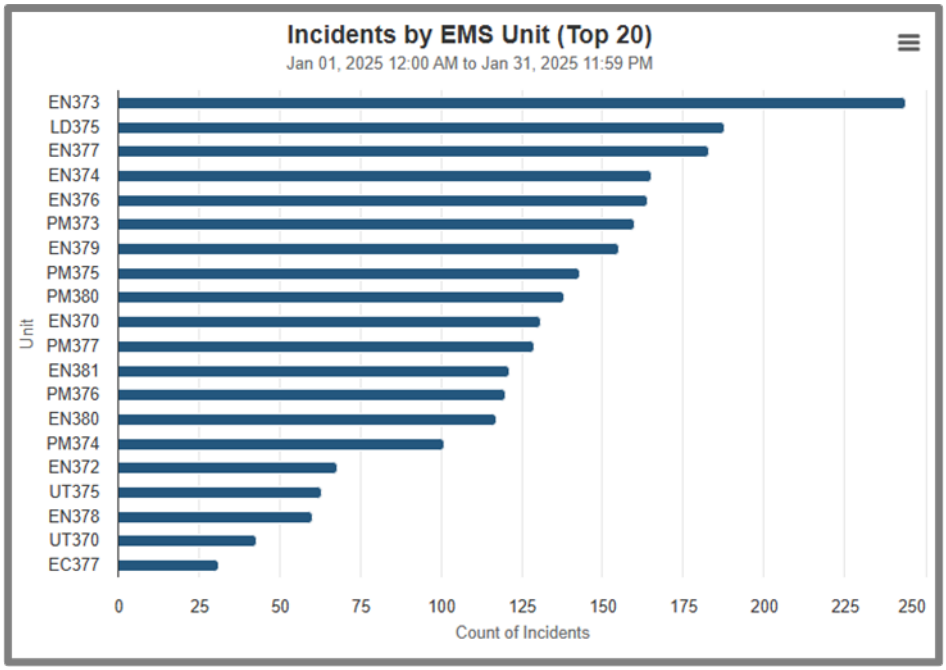
- Thank you to all the crews for your effort and attitude!

- Congratulations to 373 A Shift for claiming this quarter's Skills Lab Cup!



EMS Team

- Captain Adin De Masi began his new assignment with the division as C shift EC.
- The EMS Division wishes to thank and recognize captain Felipe Torres for his hard work and dedication to GRFD providers, our patients, and helping make GRFD EMS successful in his last three years as C shift EC.
- EMS Division staff met with The Arizona State EMS Training Center Manager and successfully recertified our EMT training program.
- EMS Division completed interviews for administrative paramedic. Congratulations to Shay Muscarella! Shay will join the division in the spring.
- GRFD CQI process is running smoothly.
- EMS Captains continue to monitor the Narcotics process and perform the required monthly audits.
- Continued collaboration with all hospital partners and EMS agencies.
- Meetings with Medical Direction group on programs, trainings and Quality Improvement.



Emergency Medical Response Program Performance

The purpose of the Emergency Medical Response program is to provide emergency response, evidenced-based medical care, and ambulance transport services to residents and visitors of the community so they can receive a timely response and experience the best possible health outcomes.

January 2025 Results:

% EMS calls for service where the turnout time is 1:15 or less. Determining a way to measure this.

% EMS emergent (Code III) responses where the first unit total response time is 9:00 minutes or less for urban areas and 12:00 minutes for rural areas. Urban = 10.4 min Rural = 13.2 min

% responses where the wall time (arrival at hospital to transfer of care) takes place in 45 minutes or less. 90%

The number of instances and associated lengths of time where non-reserve ambulance availability is 0. Determining a way to measure this.

% cardiac arrest responses where nationally recognized EMS performance measure benchmarks are met. Developing a benchmark report for future measurement.

% cardiac responses where CPR is administered prior to first unit arrival.

% survival rate for cardiac arrest (Utstein Formula of Survival). Waiting on AZ Shares Report

% STEMI responses where nationally recognized EMS performance benchmarks are met. Developing a benchmark report for future measurement.

% stroke responses where nationally recognized EMS performance benchmarks are met. Developing a benchmark report for future measurement.

% TBI responses where nationally recognized EMS performance benchmarks are met. Developing a benchmark report for future measurement.

% % of surveyed respondents are satisfied with the service received from EMS response.

% budget variance.

Outputs:

The number of EMS responses provided. 1,220

The number of ambulance transports provided. 695

The number of EMS responses expected to be requested. Determining a way to measure this.

The number of ambulance transports to be requested. Determining a way to measure this.

Efficiencies:

EMS program expenditure per total number of EMS responses. Determining a way to measure this.

EMS program expenditure per capita. Determining a way to measure this.

Fire Response

Fire Response Program

The purpose of the Fire Response program is to provide life safety, fire suppression, and property conservation services to our community so they can experience a timely and professional response to minimize the loss of life and property.

January 2025 Performance Results:

92% fire calls for service where the turnout time is **1:30** or less.

% urban (>2500 pop. density) fire calls for service where the first unit is on scene in **9:20** minutes or less (from time of dispatch). (In development)

% urban (>2500 pop. density) moderate risk fire calls for service where the effective response force is on scene in **23:35** minutes or less (from time of dispatch). (In development)

% urban (>2500 pop. density) high risk fire calls for service where the effective response force is on scene in **33:45** minutes or less (from time of dispatch). (In development)

% urban (>2500 pop. density) maximum risk fire calls for service where the effective response force is on scene in **43:45** minutes or less (from time of dispatch). (In development)

% rural (<2500 pop. density) fire calls for service where the first unit is on scene in **12:20** minutes or less (from time of dispatch). (In development)

% rural (<2500 pop. density) moderate risk fire calls for service where the effective response force is on scene in **25:30** minutes or less (from time of dispatch). (In development)

% rural (<2500 pop. density) high risk fire calls for service where the effective response force is on scene in **35:30** minutes or less (from time of dispatch). (In development)

% rural (<2500 pop. density) maximum risk fire calls for service where the effective response force is on scene in **45:30** minutes or less (from time of dispatch). (In development)

100% of fires contained to the room of content.

% of fire responses where there is no injury or loss of life (to the public). (In development)

100% of fire responses where there is no injury or loss of life (to GRFD personnel)

% of surveyed respondents are satisfied with the service received from fire response (still being considered and/or developed).

% budget variance (In development).

Outputs:

32 Fire alarm responses provided (NFIRS series 700)

4 Residential fire responses provided (NFIRS 111, prop. type only 419 and 429)

- **1** ~ 112 Confined cooking fire (419)
- **1** ~ 113 Chimney or flue fire (419)
- **2** ~ 121 Fire in a mobile home (419)

0 Commercial fire responses provided (NFIRS 111, prop. type not 419 and 429)

0 Vehicle fire responses provided (NFIRS series 130)

1 Rubbish fire responses provided (NFIRS series 130)

- **1 ~** 150 Outside rubbish fire, Other

Pipes & Drums and Honor Guard

Honor Guard monthly operations report for January:

The Golder Ranch Fire District Honor Guard had no expenses and did not participate in any events during this reporting period.

Pipes & Drums monthly operations report for January:

The Golder Ranch Fire District Pipes and Drums had no expenses and did not participate in any events during this reporting period.

Professional Development



Cold morning during the Pumping and Aerial Operator Course

Courses/Training

- Offered Live Car Fire Training twice a day with many dates into the New Year
- Offering Propane Tank Training that began January 22, 2025 and will be finishing up February 27, 2025
- Pumping and Aerial Operator Course II

- Course ran January 6, 2025 through January 31, 2025
- 9 students finished the 2nd course

- Annual OSHA training
  - Assignments were made will go from January 1, 2025- March 31, 2025
- Coordinating with Wildland team for upcoming Wildland Refresher in February
- Finalizing the live burn schedule for March 2025
- Planning for upcoming 2025 Fire Officer course
  - Request for letter of interest memo was published
  - Course is scheduled to take place in April



Pumping and Aerial Operator Course

24-01 Probationary Year

- Module II books will be due February 27, 2025
- Module I and II practical testing will take place March 4-6, 2025

Miscellaneous

- FDIC International 2025 will be April 7-12, 2025 in Indianapolis, Indiana
  - Sponsoring 7 personnel from the field
- Collaborating with Tucson Fire Department on hose bed loads and configurations
- 24-01 State exam re-takes took place January 17, 2025

- Two Professional Development staff members became Forklift Certified
- Professional Development attended the Pima County Fire Chiefs Leadership seminar
- Assisted Operations with QAC Operational Directive, pertaining to Blue Card certification

Professional Development Program

- The purpose of the Professional Development Program is to provide professional development services to Golder Ranch Fire District team members so they can be highly trained and prepared for advancement in their career.

January 2025 Results

- 11% completion rate on Firefighter ISO training.
- 12% completion rate on Engineer ISO training.
- 10% completion rate on Officer ISO training.
- 63% completion rate on all district-required annual Administration OSHA training
- 99% completion rate on all district-required annual Community Resource Technician OSHA training
- 43% completion rate on all district-required annual Fleet, Logistics, and IT OSHA training
- 50% completion rate on all district-required annual Suppression and FLS OSHA training
- 45% completion rate on all district-required annual Supervisor Administration OSHA training
- 25% completion rate on all district-required annual Supervisor Fleet, Logistics, and IT OSHA training
- 60% completion rate on all district-required annual Supervisor Suppression and FLS OSHA training
- % completion rate on all district-required annual Physical Agility Evaluations. Work in progress
- % completion rate on all district-required annual Wildland Refresher Training. Work in progress
- % completion rate on all district-required annual VFIS Refresher training. Work in progress
- % completion rate on all district-required annual Ropes Ops/Tech Refresher training. Work in progress
- % completion rate on all district-required annual Swift Water Ops/Tech training. Work in progress
- % completion rate on all district-required annual Hazmat Refresher training. Work in progress
- Promotional success rate. Nothing to report
- % of members on promotional eligibility lists than the positions in each class up to Battalion Chiefs. Work in progress
- % of surveyed respondents are satisfied with the service received from professional development. Work in progress
- % budget variance. Work in progress

Outputs

- 600 hours of recruit training will be delivered annually. Work in progress
- 160 hours of Driver/Operator training will be delivered every two years. Work in progress
- 192 hours of Fire Officer I and II training will be delivered every two years. Work in progress
- 160 hours (six classes) of leadership development training will be delivered every two years. Work in progress

- 60 hours of required annual training, in addition to ISO requirements, will be delivered annually. Work in progress
- 80 hours of rope and swift water rescue technician training will be offered annually. Work in progress
- One Battalion Chief promotional process will be provided every two years. Work in progress
- One Captain promotional process will be provided every two years. Work in progress
- One Engineer promotional process will be provided every two years. Work in progress

Special Operations

Results (work in progress)

- % in district responses that do not result in injury or loss of life
- % in district responses that do not result in injury of loss of life to GRFD special operations personnel
- % special operations responses where the time for the specialty units to go enroute is 2:30 minutes or less from the time of dispatch
- % HAZMAT responses where the affected area is mitigated in 6 hours or less
- % of surveyed respondents are satisfied with the service received from HAZMAT response
- % budget variance

Outputs (work in progress)

- 1 technical rescue response provided
- 0 hazardous material responses provided
- 1 individual served

Monthly Training Highlights

- Special Ops team participated in January's Regional Hazmat Drill. The training took place at the Sweetwater Treatment Facility. The full-scale drill focused on leak detection, mitigation, and rescue.
- The Region hosted a two-week Ropes Technician course during 1/6-1/17. GRFD had one student, FF Jared Guizzetti, attend and successfully complete the course. Big thanks to PM Kyle Campbell, who represented GRFD as an assistant instructor, the entire two weeks.

Monthly Response Highlights

- On January 10th, our special ops team responded to the Charouleau Gap for a Hiker Rescue. Crews were able to utilize the UTV (off road vehicle) to gain quick access to the patient. After the initial assessment, because of patient location and condition, crews determined that extricating

the patient via helicopter would be most beneficial for the patient. Crews coordinated with Helo and patient was quickly and safely transported to Banner UMC.

Wildland

Wildland January 2025 Operations Report

Recent Assignments-

Horton AZ-TNF-001989

Operational Period: 12/29/2024 – 01/14/2025

Shop #: 2036

Crew: Spanarella

California Preposition

Operational Period: 01/08/2025 – 01/27/2025

Type 3 Shop #: 1634

Crew: Petersen, Huber, Morgan, Ringston

Training and Events-
1/2-1/16 - GRFD Wildland Pack Test

Upcoming-
February- District Wildland Refresher
March - AWIMA
April - S-211 and S-215

Incident Type Count Report

Date Range: From 1/1/2025 To 1/31/2025

Selected Station(s): 37*, 38*

Incident Type	Description	Count	
Station: 370			
100	Fire, other	1	0.06%
131	Passenger vehicle fire	1	0.06%
142	Brush, or brush and grass mixture fire	3	0.19%
	Total - Fires	**5**	**3.65%**
321	EMS call, excluding vehicle accident with injury	54	3.37%
322	Vehicle accident with injuries	3	0.19%
	Total - Rescue & Emergency Medical Service Incidents	**57**	**41.61%**
541S	Snake Call	2	0.12%
553	Public service	14	0.87%
	Total - Service Call	**16**	**11.68%**
744	Detector activation, no fire - unintentional	10	0.62%
	Total - Fals Alarm & False Call	**10**	**7.30%**
	Incident Type is blanks	49	3.06%
	Total - incident type left blank	**49**	**35.77%**
	Total for Station	**137**	**8.55%**
Station: 372			
100	Fire, other	1	0.06%
	Total - Fires	**1**	**2.44%**
321	EMS call, excluding vehicle accident with injury	7	0.44%
	Total - Rescue & Emergency Medical Service Incidents	**7**	**17.07%**
553	Public service	19	1.19%
	Total - Service Call	**19**	**46.34%**
611T	Dispatch TEST call	3	0.19%
651	Smoke scare, odor of smoke	1	0.06%
	Total - Good Intent Call	**4**	**9.76%**
	Incident Type is blanks	10	0.62%
	Total - incident type left blank	**10**	**24.39%**
	Total for Station	**41**	**2.56%**
Station: 373			
100	Fire, other	2	0.12%
	Total - Fires	**2**	**0.72%**
321	EMS call, excluding vehicle accident with injury	78	4.87%
322	Vehicle accident with injuries	3	0.19%
	Total - Rescue & Emergency Medical Service Incidents	**81**	**29.14%**
411	Gasoline or other flammable liquid spill	1	0.06%
	Total - Hazardous Conditions (No fire)	**1**	**0.36%**
541S	Snake Call	2	0.12%
553	Public service	78	4.87%

Incident Type	Description	Count	
Station; 373 - (Continued)			
	Total - Service Call	**80**	**28.78%**
651 - Smoke scare, odor of smoke		1	0.06%
	Total - Good Intent Call	**1**	**0.36%**
744 - Detector activation, no fire - unintentional		19	1.19%
	Total - Fals Alarm & False Call	**19**	**6.83%**
Incident Type is blanks		94	5.86%
	Total - incident type left blank	**94**	**33.81%**
	Total for Station	**278**	**17.34%**
Station: 374			
321 - EMS call, excluding vehicle accident with injury		69	4.30%
322 - Vehicle accident with injuries		2	0.12%
	Total - Rescue & Emergency Medical Service Incidents	**71**	**38.59%**
541S - Snake Call		2	0.12%
553 - Public service		30	1.87%
	Total - Service Call	**32**	**17.39%**
611T - Dispatch TEST call		4	0.25%
651 - Smoke scare, odor of smoke		1	0.06%
	Total - Good Intent Call	**5**	**2.72%**
744 - Detector activation, no fire - unintentional		9	0.56%
	Total - Fals Alarm & False Call	**9**	**4.89%**
Incident Type is blanks		67	4.18%
	Total - incident type left blank	**67**	**36.41%**
	Total for Station	**184**	**11.48%**
Station: 375			
1 - Fire		2	0.12%
100 - Fire, other		2	0.12%
142 - Brush, or brush and grass mixture fire		1	0.06%
	Total - Fires	**5**	**2.42%**
321 - EMS call, excluding vehicle accident with injury		91	5.68%
322 - Vehicle accident with injuries		4	0.25%
	Total - Rescue & Emergency Medical Service Incidents	**95**	**45.89%**
541S - Snake Call		1	0.06%
553 - Public service		34	2.12%
	Total - Service Call	**35**	**16.91%**
651 - Smoke scare, odor of smoke		2	0.12%
	Total - Good Intent Call	**2**	**0.97%**
744 - Detector activation, no fire - unintentional		14	0.87%
	Total - Fals Alarm & False Call	**14**	**6.76%**
Incident Type is blanks		56	3.49%
	Total - incident type left blank	**56**	**27.05%**
	Total for Station	**207**	**12.91%**
Station: 376			
142 - Brush, or brush and grass mixture fire		1	0.06%

Incident Type	Description	Count	
Station; 376 - (Continued)			
	Total - Fires	**1**	**0.71%**
321	EMS call, excluding vehicle accident with injury	53	3.31%
322	Vehicle accident with injuries	6	0.37%
	Total - Rescue & Emergency Medical Service Incidents	**59**	**41.84%**
412	Gas leak (natural gas or LPG)	1	0.06%
	Total - Hazardous Conditions (No fire)	**1**	**0.71%**
500I	Investigate Fire, Now Out	1	0.06%
541S	Snake Call	1	0.06%
553	Public service	22	1.37%
	Total - Service Call	**24**	**17.02%**
744	Detector activation, no fire - unintentional	4	0.25%
	Total - Fals Alarm & False Call	**4**	**2.84%**
	Incident Type is blanks	52	3.24%
	Total - incident type left blank	**52**	**36.88%**
	Total for Station	**141**	**8.80%**
Station: 377			
1	Fire	1	0.06%
100	Fire, other	4	0.25%
111	Building fire	2	0.12%
142	Brush, or brush and grass mixture fire	1	0.06%
	Total - Fires	**8**	**3.90%**
321	EMS call, excluding vehicle accident with injury	115	7.17%
322	Vehicle accident with injuries	6	0.37%
	Total - Rescue & Emergency Medical Service Incidents	**121**	**59.02%**
412	Gas leak (natural gas or LPG)	1	0.06%
	Total - Hazardous Conditions (No fire)	**1**	**0.49%**
522	Water or steam leak	1	0.06%
541S	Snake Call	1	0.06%
553	Public service	9	0.56%
	Total - Service Call	**11**	**5.37%**
651	Smoke scare, odor of smoke	3	0.19%
	Total - Good Intent Call	**3**	**1.46%**
744	Detector activation, no fire - unintentional	9	0.56%
	Total - Fals Alarm & False Call	**9**	**4.39%**
	Incident Type is blanks	52	3.24%
	Total - incident type left blank	**52**	**25.37%**
	Total for Station	**205**	**12.79%**
Station: 378			
100	Fire, other	2	0.12%
121	Fire in mobile home used as fixed residence	1	0.06%
	Total - Fires	**3**	**3.95%**
321	EMS call, excluding vehicle accident with injury	10	0.62%
322	Vehicle accident with injuries	3	0.19%
	Total - Rescue & Emergency Medical Service Incidents	**13**	**17.11%**

Incident Type	Description	Count	
Station; 378 - (Continued)			
541S - Snake Call		1	0.06%
553 - Public service		35	2.18%
Total - Service Call		**36**	**47.37%**
651 - Smoke scare, odor of smoke		1	0.06%
Total - Good Intent Call		**1**	**1.32%**
744 - Detector activation, no fire - unintentional		2	0.12%
Total - Fals Alarm & False Call		**2**	**2.63%**
Incident Type is blanks		21	1.31%
Total - incident type left blank		**21**	**27.63%**
Total for Station		**76**	**4.74%**
Station: 379			
1 - Fire		1	0.06%
142 - Brush, or brush and grass mixture fire		1	0.06%
Total - Fires		**2**	**1.10%**
321 - EMS call, excluding vehicle accident with injury		86	5.36%
322 - Vehicle accident with injuries		1	0.06%
Total - Rescue & Emergency Medical Service Incidents		**87**	**47.80%**
541S - Snake Call		1	0.06%
553 - Public service		9	0.56%
Total - Service Call		**10**	**5.49%**
651 - Smoke scare, odor of smoke		4	0.25%
Total - Good Intent Call		**4**	**2.20%**
744 - Detector activation, no fire - unintentional		10	0.62%
Total - Fals Alarm & False Call		**10**	**5.49%**
Incident Type is blanks		69	4.30%
Total - incident type left blank		**69**	**37.91%**
Total for Station		**182**	**11.35%**
Station: 380			
100 - Fire, other		1	0.06%
111 - Building fire		1	0.06%
Total - Fires		**2**	**1.32%**
321 - EMS call, excluding vehicle accident with injury		77	4.80%
322 - Vehicle accident with injuries		8	0.50%
Total - Rescue & Emergency Medical Service Incidents		**85**	**55.92%**
541S - Snake Call		1	0.06%
553 - Public service		4	0.25%
Total - Service Call		**5**	**3.29%**
651 - Smoke scare, odor of smoke		1	0.06%
Total - Good Intent Call		**1**	**0.66%**
744 - Detector activation, no fire - unintentional		1	0.06%
Total - Fals Alarm & False Call		**1**	**0.66%**
Incident Type is blanks		58	3.62%
Total - incident type left blank		**58**	**38.16%**

Incident Type	Description	Count	
Total for Station		**152**	**9.48%**
		1,603	**100.00%**

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Dave Christian, Finance Director

MTG. DATE: February 18, 2025

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

ITEM #: 8A

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

BACKGROUND

Presented are the monthly financial reports and cash reconciliation.

RECOMMENDED MOTION

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

Golder Ranch Fire District
Summary Budget Comparison - SUMMARY BUDGET TO ACTUAL **BOARD PACKET**
From 1/1/2025 Through 1/31/2025

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	3,118,231.30	3,072,887.09	(45,344.21)	23,390,592.10	22,765,840.54	(624,751.56)
6000	Supplies/Consumables	64,318.05	156,436.00	92,117.95	683,287.18	1,093,252.00	409,964.82
6500	Vehicle / Equipment Expense	16,656.29	103,891.00	87,234.71	325,723.07	718,237.00	392,513.93
6750	Utilities / Communications	38,184.37	44,227.00	6,042.63	297,279.47	309,589.00	12,309.53
7000	Professional Services	119,922.44	137,593.00	17,670.56	846,667.96	1,002,751.00	156,083.04
7500	Dues/Subscriptions/Maint. Fees	32,890.47	75,972.00	43,081.53	720,286.54	529,419.00	(190,867.54)
7750	Insurance	163.00	0.00	(163.00)	179,873.98	176,400.00	(3,473.98)
8000	Repairs / Maintenance	31,789.28	63,270.00	31,480.72	320,400.03	440,815.00	120,414.97
9000	Debt Service	451,638.80	443,813.00	(7,825.80)	1,285,970.94	1,263,234.00	(22,736.94)
9500	Capital Outlay	37,804.77	196,554.00	158,749.23	1,204,245.39	1,542,878.00	338,632.61
Report Difference		(3,911,598.77)	(4,294,643.09)	383,044.32	(29,254,326.66)	(29,842,415.54)	588,088.88

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: February 18, 2025

SUBJECT: FUTURE AGENDA ITEMS

ITEM #: 9

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.

GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: February 18, 2025

SUBJECT: Call to the Public

ITEM #: 10

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.