

GOLDER RANCH FIRE DISTRICT GOVERNING BOARD MEETING PUBLIC NOTICE AND AGENDA

**Tuesday, January 17, 2023 9:00 a.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

Pursuant to ARS § 38-431.02, ARS § 38-431.03 and ARS § 38-431.05, the Golder Ranch Fire District Governing Board will meet in Regular Session that begins at approximately 9:00 a.m. on Tuesday, January 17, 2023. The meeting will be held at the Fire District Administration Board Room, which is located at 3885 East Golder Ranch Drive, Tucson, Arizona. The order of the Agenda may be altered or changed by direction of the Board. The Board may vote to go into Executive Session, which are not open to the public, on any agenda item pursuant to ARS § 38-431.03(A)(3) for discussion and consultation for legal advice with the Fire District Attorney on the matter(s) as set forth in the agenda item. The following topics and any reasonable variables related thereto will be subject to discussion and possible action.

1. CALL TO ORDER/ROLL CALL

2. SALUTE AND PLEDGE OF ALLEGIANCE

3. FIRE BOARD REPORTS

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

- NEW HIRES
 - SHELLEY NEASHAM- BILLING SPECIALIST
 - TINA BROOKSHIER- FINANCE SPECIALIST
 - LYDIA CAMARILLO- COMMUNITY RELATIONS COORDINATOR*Behavioral and Loyalty Oaths will be administered*

B. PRESENTATION TO THOSE WHO ASSISTED WITH THE HOLIDAY BREAKFAST

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 – DECEMBER 15, 2022 SPECIAL SESSION

B. APPROVE MINUTES- DECEMBER 15, 2022 EXECUTIVE SESSION



C. APPROVE MINUTES – DECEMBER 20, 2022 REGULAR SESSION

D. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY- 1040 MILITARY LEAVE

7. REPORTS AND CORRESPONDENCE

A. FIRE CHIEF'S REPORT – CHIEF KARRER

- UPDATES ON THE FOLLOWING AREAS:
 - MEETINGS, TRAININGS, AND EVENTS ATTENDED
 - POLITICAL & PUBLIC SAFETY INTERACTIONS/UPDATES
 - DISTRICT ACTIVITIES
 - PERSONNEL
 - COMMENDATIONS/THANK YOU CARDS RECEIVED
- LEADERSHIP TEAM REPORT – PRESIDENT JONES

B. PLANNING ASSISTANT CHIEF'S REPORT – CHIEF ABEL

- UPDATES ON THE FOLLOWING AREAS:
 - ASSISTANT CHIEF'S ACTIVITIES
 - PLANNING
 - LOGISTICS
 - FACILITIES MAINTENANCE
 - FLEET
 - SUPPLY
 - FIRE AND LIFE SAFETY

C. ESSENTIAL SERVICES ASSISTANT CHIEF'S REPORT – CHIEF BRANDHUBER

- UPDATES ON THE FOLLOWING AREAS
 - ASSISTANT CHIEF'S ACTIVITIES
 - ESSENTIAL SERVICES
 - BOARD SERVICES
 - FINANCE
 - HUMAN RESOURCES
 - INFORMATION TECHNOLOGY

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

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



8. REGULAR BUSINESS

- A. DISCUSSION AND POSSIBLE ACTION REGARDING THE APPROVAL OF RESOLUTION 2023-0001 FORMALLY ADOPTING THE FIRST EDITION GOLDER RANCH FIRE DISTRICT COMMUNITY RISK ASSESSMENT- STANDARDS OF COVER DOCUMENT
- B. DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT
- C. EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03.A(3) FOR THE PURPOSE OF CONSULTATION OR LEGAL ADVICE REGARDING AN UPDATE TO POSSIBLE PENDING LITIGATION

***Note – executive sessions are confidential pursuant to Arizona law.*

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

***Note – executive sessions are confidential pursuant to Arizona law.*

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 – February 21, 2023

10. CALL TO THE PUBLIC

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

11. ADJOURNMENT

Wally Vette, Clerk of the Board
Golder Ranch Fire District

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

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

Posted by: Shannon Ortiz 1/11/2023 at 3:00 p.m.



**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: January 17, 2023

SUBJECT: Fire Board Reports

ITEM #: 3

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: January 17, 2023

SUBJECT: Call to the Public

ITEM #: 4

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: January 17, 2023

SUBJECT: PRESENTATION OF PERSONNEL

ITEM #: 5A

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

New Hires

Shelley Neasham- Billing Specialist

Tina Brookshier- Finance Specialist

Lydia Camarillo- Community Relations Coordinator

Behavioral and Loyalty Oaths will be administered.

RECOMMENDED MOTION

No motion is necessary for this agenda item.

EMPLOYEE RECOGNITION

Employee Name: Shelley Neasham

Date of Hire: 11/14/22

Current Position: Billing Specialist

Reason for Recognition: New Employee

Prepared by: Shelby Massie

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:**

New Hire: Shelley joined Golder Ranch Fire District as our third team member on November 14, 2022.

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Shelley has been in the medical field for many years. In 2006 she obtained her Certified Professional Coder (CAC) certification through the American Academy of Professional Coders (AAPC) and has done billing and coding for Family Practice, Pediatrics, Cardiology, ER, and general surgery. Shelley is excited to add ambulance billing to her list of specialties and blessed to be part of our team.

- **PERSONAL OR SPECIAL NOTES OF INTEREST:**

Shelley has four boys between the age of 12 and 17. They like to keep her very busy and fill every moment with sports and activities.



EMPLOYEE RECOGNITION

Employee Name: Tina Brookshier

Date of Hire: 01/03/2023

Current Position: Finance Specialist AP/AR

Reason for Recognition: New Hire

Prepared by: Dave Christian

Date of Board Meeting: 1/17/23



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:**

- New Hire

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Tina comes to GRFD from Copper Health Oro Valley where she was the office Manager. Tina has been a lifelong resident of Arizona since 1968. She and her husband Jeff owned and operated Brookshier Pools for 30 years. Jeff is now retired.

Looking forward to bringing her years of experience and accounting knowhow to improving the processes and procedures here at GRFD.

Also, looking forward to her first audit.

- **PERSONAL OR SPECIAL NOTES OF INTEREST:**

A resident of Eagle Crest. Tina and Jeff have two grown daughters April and Jordan. April and her family live here in Tucson and Jordan lives in CO.

Tina enjoys spending time with family, especially her new granddaughter, Talia; and hiking in Oro Valley and the White Mountains.

EMPLOYEE RECOGNITION

Employee Name: Lydia Camarillo

Date of Hire: 12/26/2022

Current Position: Community Relations Coordinator

Reason for Recognition: New Hire

Prepared by:

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:**

- New Hire

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Lydia has been a local news anchor/reporter for both KOLD and KGUN 9 for the past 10 years. Her experience in handling challenging situations in front of the camera with live news, along with researching and developing engaging stories makes her a dream hire for this position in being able to tell our story. She's been a top social media personality and has extensive knowledge of media technology and marketing principals. She has a degree from the Walter Cronkite School of Journalism and Mass Communication at ASU.

- **PERSONAL OR SPECIAL NOTES OF INTEREST:**

Lydia is a proud mama of her young son and is a self-proclaimed military brat of the United States Air Force. She is fluent in Spanish and spent some time earlier in her career working for the Bureau of Land Management. Her favorite color is light tan, and her favorite animals are puppies.





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: Randy Karrer, Fire Chief

DATE: January 17, 2023

SUBJECT: PRESENTATION TO THOSE WHO ASSISTED WITH THE HOLIDAY BREAKFAST

ITEM #: 5B

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

Golder Ranch Fire District held a family Holiday Breakfast on Saturday, December 3, 2023. A little over three hundred people attended the event. It was a huge success thanks to everyone that contributed. This presentation is to thank everyone that assisted in the planning, preparation and clean-up of the event. It was truly a team effort!

RECOMMENDED MOTION

No motion is necessary for this agenda item.

Groups/People to thank at Holiday Breakfast

GRFD Board (for their support for events like this)

Especially **Vicki Cox-Golder** for her generosity in purchasing gift cards for all of the GRFD children.

Nancy Ramos- Thank you for purchasing the food/drinks/utensils/containers/condiments and making sure all of the food was prepared for the big day. You had the insight to know what would be needed the day of the event. Great job ordering the sponsor banner. Thank you for all of the time and effort you put forth in preparing for the event.

Carol Espinosa- Thank you for all of your time and effort you put forth in preparing and decorating for the holiday breakfast. Santa's porch was a huge hit with all of the families. It made the photo backdrop festive and memorable for children's pictures which they will cherish for years to come.

Emily Noland- Thank you for all of your help and support throughout the preparation process for the Holiday Breakfast. Thank you for making a fantastic invitation and creating an account for families to efficiently RSVP through Evite. Thank you for taking care of all of the RSVPs up until the night before the event. Thank you for recruiting your father to play the part of Santa and talking him into riding on a fire engine. Thank you for being a good sport and decorating all day the day before your event. Your eye to decorate parts of the bay added the holiday spirit and made the venue much more festive. Thank you for all of your help the day of the event, manning the registration table, handing out the gift cards, assigning volunteers, helping Santa with the big reveal, helping with the silent auction and cleaning up after the event. You are such an asset to the Holiday Committee and the GRFD Team.

Derek Grotkier- Thank you for all of your help recruiting volunteers for the Holiday Breakfast. Thank you for obtaining donations from Starbucks, Dunkin Donuts and Dutch Brothers. Thank you for setting up the parking and helping the day of the event and staying until the very end to help clean-up.

Colin Port- Thank you for continuing to serve on the Holiday Committee. Thank you for serving as the liaison between the committee and suppression. Thank you

for keeping the crews up-to-date throughout the planning process, for setting up the parking, for setting up the day before, preparing the griddle, taking time out of your schedule to chop wood for the grill, for cooking the morning of, and for helping clean up after the event. Your contributions are greatly appreciated.

Angela Colby-Thank you for serving on the Holiday Committee, for attending the meetings and bringing Logan with you. He was so well behaved. Thank you for your help getting the word out on items through your contacts and social media and for recruiting help as well. Thank you for all of your help setting up the day before, the morning of and the day of the event.

Chief Robb- Thank you for the brilliant idea of having the Grinch as a special guest at the Holiday Breakfast. Having the Grinch arrive by helicopter and try to ruin Christmas was a huge hit. Thank you for purchasing long needed audio equipment that we will be able to use for future events. Thank you for recruiting your friend to video the event. We look forward to seeing the video!

Chief Brandhuber Thank you for the assistance with setup the day before the Holiday breakfast and for your tireless efforts cooking pancakes! Not to mention modeling your “onesie”!

Shannon Ortiz Thank you for your facilitation, coordination and organization! You were the glue that kept us all together and focused. Your extraordinary Christmas Spirit once again motivated everyone and was the reason for such a successful event!

Freddy Rodriguez- Freddy thank you for attending the Holiday Breakfast and for serving as the official photographer for the event.

Jennifer Houser- Thank you for taking time out of your schedule to help decorate the day before the Holiday Breakfast.

Tory Roemer-Thank you for taking time out of your schedule to help decorate the day before the Holiday Breakfast.

Shanelle Port-Shanelle, as always thank you for all of your help with the Holiday Breakfast. You stayed until the end to help clean up. Thank you for all of your help and support of Colin as he serves on the GRFD Holiday Committee.

SaddleBrooke Sunrise Rotary- Thank you for all of your help the day of the Holiday Breakfast. Your help throughout the event was greatly appreciated!

Steve Noland (Santa)- We are so grateful Emily recruited you to play the role of Santa. Thank you for being such a good sport, riding in a fire truck, hosing down the Grinch and saving Christmas! You were the hit of the party! Thank you again!

Academy 2022-02-See names below

Andrew Bryce Thank you for all of your help at the Holiday Breakfast. The event is family oriented and we are glad to have you as a part of the GRFD family.

Paul Farrell Thank you for all of your help at the Holiday Breakfast. Your holiday suit jacket was awesome! We hope you and your family enjoyed yourselves at the event. The event is family oriented and we are glad to have you as a part of the GRFD family.

Matt Trowbridge Thank you for all of your help at the Holiday Breakfast. The event is family oriented and we are glad to have you as a part of the GRFD family.

Brent Madden 'Captain America' Thank you for all of your help with the Holiday Breakfast. We appreciate you assisting with the cooking. Thank you for your assistance setting up the day before the event and the day of the event. Thank you for staying until the very end to help with clean up. Your assistance was greatly appreciated. The event is family oriented and we are glad to have you as a part of the GRFD family.

Gracyn Wagner Warden Wagner, thank you for all of your help with the Holiday Breakfast. We appreciate you staying until the very end to help with cleanup. The event is family oriented and we are glad to have you as a part of the GRFD family.

Aubrey Littleton 'Little T' Thank you for your help with the Holiday Breakfast. The fact that you came directly to the event after just getting off shift says a lot about

you. Thank you for helping carry the large box of gift cards to administration. We appreciate all of your help. The event is family oriented and we are glad to have you as a part of the GRFD family.

Cristofer Thorson Thank you for all of your help at the Holiday Breakfast. Thank you for helping load all of the supplies and boxes and unloading them at administration. We appreciate you staying until the very end to assist with clean-up. The event is family oriented and we are glad to have you as a part of the GRFD family.

Justin Medlin Thank you for all your help at the Holiday Breakfast. Thank you for helping set-up the registration table and all of your assistance throughout the event. Your target Christmas sweater was awesome! The event is family oriented and we are glad to have you as a part of the GRFD family.

Victor Campos Thank you for all of your help at the Holiday Breakfast. Thank you for all of your help with clean up. The event is family oriented and we are glad to have you as a part of the GRFD family.

Jonathan Higgins Thank you for all of your help at the Holiday Breakfast. Thank you for all of your help with clean up. The event is family oriented and we are glad to have you as a part of the GRFD family.

Daniel De La Puente Thank you for all of your help at the Holiday Breakfast. The event is family oriented and we are glad to have you as a part of the GRFD family.

Station 370 B Shift-Captain Spanarella, Engineer Daniel Huber, Probationary Firefighter Justin Morgan & Probationary Firefighter Matthew Trowbridge - Thank you for assisting with set up for the Holiday Breakfast the day before the event. Preparing the station for the event is a huge undertaking and we appreciate your willingness to help.

Station 370 A Shift- Captain Sean Sicurello, Engineer Karl Rhein, Firefighter Albert Ortiz, Firefighter Kyle Milligan, and Firefighter Diego Sparkman, Thank you for your help with the Holiday Breakfast the day of the event. A little less than three hundred people attended.

Station 374 A Shift Captain Pete Kintner, Engineer Shan Van Deren, Paramedic Jason Lowe, Firefighter Eustaquio Lara Jr. Thank you for all of your help with clean-up of the Holiday Breakfast. We appreciate you driving to Station 370 while that crew was at another event. Thank you again.

BC Team – Thank you to Lee Muscarella and Jason Taylor for knocking out the incident action plan on short notice. Also, to Jason Taylor and Will Seeley for their command presence as IC and Safety officer and coordinating and rotating crews to this event.

Tom Butler Thank you for all of your help with setting up for the event and for your assistance cleaning up the week after. We appreciate you and your work does not go unnoticed.

Charlie Head Thank you for all of your help with the Holiday Breakfast including set-up prior to the event and clean up afterwards. We were glad you were able to attend with your daughter.

Angel Valencia Thank you for all of your help with setting up for the event. We hope you and your family enjoyed your first GRFD holiday celebration.

Chaplain Wright, Thank you for participating in our holiday celebration and for graciously saying a prayer for us. We hope you and Cindy enjoyed yourselves at the event.

Lloyd Construction Thank you for being a generous sponsor and sponsoring our district family holiday event. We hope you, your family, employees and their families enjoyed themselves at the event.

Chief Cesarek- First and foremost, thank you for obtaining such a huge sponsor for the Holiday Breakfast. Thank you for promoting the event to your team and asking them to help. Thank you for your help with the event, including decorating the top of the tall Christmas trees! FLS, Fleet and Facilities all pitched in to make the event a huge success. We were so glad Pam, Mia and Chase could all attend the event.

Bill Hurley Thank you for all of your help with set-up the day before the Holiday Breakfast.

Michael Ross Thank you for all of your help with set-up the day before the Holiday Breakfast.

Wes Helvig Thank you for all of your help with set-up the day before the Holiday Breakfast. We hope you and your family enjoyed the festivities. The event is family oriented and we are glad to have you as a part of the GRFD family.

David Burriss- Thank you for your help setting up the day before the event. Especially thank you for decorating the top part of the tall Christmas trees! Your experience with the holiday light parade last year helped!

Helicopter Company - PHI Air Evac 8

Pilot Dave Bixby

Rebekah Pope

Yvonne Navarro

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: January 17, 2023

SUBJECT: APPROVE MINUTES- DECEMBER 15, 2022 SPECIAL SESSION

APPROVE MINUTES- DECEMBER 15, 2022 EXECUTIVE SESSION

APPROVE MINUTES- DECEMBER 20, 2022 REGULAR SESSION

APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY 1040 MILITARY LEAVE

ITEM #: 6A-6D

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

RECOMMENDED MOTION

Motion to approve the January 17, 2023 Consent Agenda

**GOLDER RANCH FIRE DISTRICT
GOVERNING BOARD MEETING
PUBLIC NOTICE AND AGENDA
SPECIAL SESSION**

**Thursday, December 15, 2022 9:00 a.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

1. CALL TO ORDER/ROLL CALL

Chairperson Vicki Cox-Golder called the meeting to order on December 15, 2022, at 9:00 a.m.

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance.

3. FIRE BOARD REPORTS

4. CALL TO THE PUBLIC

There were no public issues presented at this time.

5. REGULAR BUSINESS

A. INTRODUCTION OF MOSAIC STAFF FACILITATING THE GRFD FIRE CHIEF SELECTION PROCESS FOR THE BOARD AND REPORT ON STATUS OF SELECTION PROCESS.

Chief Karrer explained his last day as Fire Chief is March 31, 2023. The District selected Mosaic as the firm to conduct the selection process of the new Fire Chief. The Governing Board, Fire Chief, Union and HR Director Delong have participated in the process.

Bryan Noblett (present via Zoom) of Mosaic is the president of the company. He provided an overview of the process. He met with the Oro Valley Police Chief, the Oro Valley Chamber of Commerce and the Governing Board to create a candidate profile of what the ideal Fire Chief would be. Once he drafted the candidate profile, the sub-committee reviewed it. The recruitment opened mid- September and closed October 31, 2022. Mosaic advertised in multiple locations across the country including fire chief's associations. At the close of the applicant process, there were twenty-five applicants. In today's market, this is a good number. He screened eleven applicants that were viable candidates going forward. In January, assessments and candidate interviews will be conducted.

Vice-Chairperson Hudgins asked if Bryan spoke to any of the eleven candidates.

Bryan answered that he spoke to each of the eleven candidates about their leadership profile, etc.



Vice-Chairperson Hudgins asked how many should be brought forward to the assessment part of the process.

Bryan replied that he would recommend five or six.

Board Clerk Vette asked how he would recommend narrowing the candidates down to five or six.

Bryan said he would not see it difficult to narrow it down to five or six.

Vice-Chairperson Hudgins asked Bryan to explain the process that will take place next month.

Bryan explained one-hour interviews would take place the first day. The second day the Board would interview the candidates.

Chairperson Cox Golder asked who would conduct the interviews.

Bryan recommended two to four chiefs and community stakeholders. There will be two panels.

Chief Karrer added that the Union would also be involved in the process. He believes it is important to include them and the employees.

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

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

MOTION by Vice-Chairperson Hudgins to enter into Executive Session pursuant to A.R.S. §38-431.03.A(3) for the purpose of discussion and consultation with the attorney at 9:35 a.m.

MOTION SECONDED by Clerk Vette

MOTION CARRIED 5/0

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

The Board reconvened into regular session at 10:06 a.m.

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



- C. REVIEW, DISCUSSION AND POSSIBLE ACTION REGARDING THE FIRE CHIEF SELECTION PROCESS INCLUDING BUT NOT LIMITED TO THE INTERVIEW PROCESS AND SCHEDULING INTERVIEWS AND DIRECTION TO MOSAIC, STAFF, AND/OR ATTORNEY.

Vice-Chairperson Hudgins gave Mosaic direction to select no more than six candidates.

Chairperson Cox Golder gave direction to Chief Karrer to coordinate the hiring process of the new Fire Chief with Mosaic to coordinate the panel and be the liaison to facilitate the process.

Attorney Aversa stated the Governing Board does not know who the applicants are and will not know who the candidates are until the five or six candidates' names are released.

6. FUTURE AGENDA ITEMS

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

- Regularly scheduled meeting – December 20, 2022

7. CALL TO THE PUBLIC

There were no public issues presented at this time.

8. ADJOURNMENT

MOTION by Vice-Chairperson Hudgins to adjourn the meeting at 10:11 a.m.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

Wally Vette, Clerk of the Board
Golder Ranch Fire District



**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: January 17, 2023

SUBJECT: APPROVE MINUTES- DECEMBER 20, 2022 REGULAR SESSION

ITEM #: 6C

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

C. APPROVE MINUTES- DECEMBER 20, 2022 REGULAR SESSION

RECOMMENDED MOTION

Motion to approve the January 17, 2023 Consent Agenda

**GOLDER RANCH FIRE DISTRICT
GOVERNING BOARD MEETING
REGULAR SESSION MINUTES
Tuesday, December 20, 2022 9:00 a.m.
3885 East Golder Ranch Drive, Tucson, Arizona**

1. CALL TO ORDER/ROLL CALL

Chairperson Vicki Cox-Golder called the meeting to order on December 20, 2022, at 9:00 a.m.

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

Staff Present: Fire Chief Karrer, Assistant Chief Brandhuber, Assistant Chief Abel, Assistant Chief Robb, Deputy Chief Cesarek, Fire Marshal Akins, HR Director Delong, Finance Director Christian, Attorney Aversa, Local 3832 President Jones, and Records Specialist/ Acting Board Services Specialist Ortiz

2. SALUTE AND PLEDGE OF ALLEGIANCE

All in attendance recited the Pledge of Allegiance.

3. FIRE BOARD REPORTS

There were no reports made by any of the Governing Board members.

4. CALL TO THE PUBLIC

There were no public issues presented at this time.

5. PRESENTATIONS

A. PRESENTATION FROM CATALINA CRUSADERS – A DONATION TO LOCAL #3832 FOR THE ANNUAL SHOP WITH A FIREFIGHTER EVENT

Chief Karrer and Captain Jones presented Ruth Dormanen of the Players Pub and the Catalina Crusaders a plaque for a fundraiser they held Saturday, December 3, 2022, which raised more than \$15,000. Captain Jones reported that they were able to help fifty-two families at this year's Shop With a Firefighter Event.

B. PRESENTATION OF PERSONNEL

- YEARS OF SERVICE RECOGNITION
 - ENGINEER ABEL GASTELUM- 15 YEARS
 - CAPTAIN WILLIAM HOWE- 15 YEARS



Engineer Gastelum and Captain Howe were unable to attend the meeting. Chief Karrer will make sure they receive their 15 year pins.

- NEW HIRE
 - CATHY DEVINE aka “Bit” – PERMIT TECH

Fire Marshal Akins introduced Cathy Devine aka Bit and welcomed her to Fire and Life Safety Services. Chairperson Cox Golder administered the behavioral and loyalty oaths. Chief Karrer welcomed Cathy to the GRFD family.

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 – NOVEMBER 15, 2022 REGULAR SESSION
- B. APPROVE AND ADOPT THE GOLDER RANCH FIRE DISTRICT’S REGULAR GOVERNING BOARD MEETING SCHEDULE FOR CALENDAR YEAR 2022

MOTION by Board Clerk Vette to approve the December 20, 2022 Consent Agenda

MOTION SECONDED by Vice-Chairperson Hudgins

MOTION CARRIED 5/0

7. REPORTS AND CORRESPONDENCE

- A. FIRE CHIEF’S REPORT – Chief Karrer commented the Local 3832 held an exceptional event for this year’s Christmas party held at the Omni. He mentioned Professional Development is currently going through a lateral hiring process.
 - LEADERSHIP TEAM REPORT – President Jones presented the Leadership Team Report to the Governing Board. He stated that the Shop With a Firefighter this year was a great event. President Jones mentioned the Union held a family event at Old Tucson that was well attended. Lastly, the Annual BBQ & Archery Event will be held March 5, 2023.
- B. PLANNING ASSISTANT CHIEF’S REPORT –Chief Abel presented the Planning Division’s Report to the Governing Board.

Chief Cesarek reported the Fire and Life Safety team worked on a project with the Town of Oro Valley for a ribbon cutting ceremony held at the Steam Pump Ranch. He thanked Fire Marshal Akins and Deputy Fire Marshal White for their hard work and exceptional customer service. Chief Cesarek reported on the status of the Hanley project. The construction permits for the project are in hand, the third phase plans have been submitted to the Town of Oro Valley.



- C. **ESSENTIAL SERVICES ASSISTANT CHIEF'S REPORT** –Chief Brandhuber presented the Essential Services Report to the Governing Board. He thanked the Governing Board for their support of the Holiday Breakfast held on Saturday, December 3, 2022. He said the event was a huge success. He commented that this family event is what makes Golder Ranch Fire District so special. He also thanked Chairperson Cox Golder for what she does for the families.

Board Member Brady commented it was a great event and the kids really enjoyed it.

Chief Karrer thanked Lloyd Construction for sponsoring the event.

- D. **EMERGENCY RESPONSE/PROFESSIONAL DEVELOPMENT ASSISTANT CHIEF'S REPORT**
Chief Robb presented the Emergency Response/Professional Development Report to the Governing Board. Chief Robb added the Community Relations Coordinator will be starting soon.

Chairperson Cox Golder asked what a STEMI is.

Chief Rutherford answered that a STEMI is a cardiac arrest. In the reported incident, the crew responded in record time.

Chairperson Cox Golder asked what BUMG is.

Chief Rutherford responded BUMG stands for Banner University Medical Group. He added that he will make sure to write out acronyms in future board reports.

8. REGULAR BUSINESS

- A. **DISCUSSION AND POSSIBLE ACTION REGARDING NOMINATIONS FOR THE GOLDER RANCH FIRE DISTRICT GOVERNING BOARD POSITIONS OF CHAIRPERSON, VICE-CHAIRPERSON AND CLERK FOR A ONE-YEAR TERM FOR CALENDAR YEAR 2023**

MOTION by Vice-Chairperson Hudgins to nominate Vicki Cox Golder as Chairperson of the Golder Ranch Fire District Governing Board

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

MOTION by Board Clerk Vette to nominate Richard Hudgins as Vice-Chairperson of the Golder Ranch Fire District Governing Board

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

MOTION by Chairperson Cox Golder to nominate Wally Vette as Clerk of the Golder Ranch Fire District Governing Board

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0



- B. PUBLIC HEARING ON PROPOSED 2018 INTERNATIONAL FIRE CODE (IFC) WITH LOCAL AMENDMENTS PURSUANT TO A.R.S. §48-805.02
- OPEN THE PUBLIC HEARING
 - CLOSE THE PUBLIC HEARING

The public hearing was opened at 9:25 a.m.

There were no public comments.

The public hearing closed at 9:26 a.m.

- C. DISCUSSION AND POSSIBLE ACTION REGARDING THE APPROVAL OF RESOLUTION NUMBER 2022-0009 ADOPTING THE 2018 INTERNATIONAL FIRE CODE (IFC) WITH A LOCAL AMENDMENT PURSUANT TO A.R.S. §48-805.9

MOTION by Board Clerk Vette to approve Resolution 2022-0009 adopting the 2018 International Fire Code (IFC) with a local amendment as presented

MOTION SECONDED by Board Member Brady

MOTION CARRIED 5/0

- D. APPROVAL OF RESOLUTION NUMBER 2022-0010 FORMALLY ADOPTING THE UPDATED GOLDER RANCH FIRE DISTRICT FEE SCHEDULE

Board Clerk Vette asked how agencies are billed when automatic aid is provided and whether the District bills other agencies and if other agencies bill the District.

Chief Karrer answered that the District does not bill other agencies under mutual or automatic aid. The fees listed in the fee schedule are charges that are billed to others not within the District.

MOTION by Vice-Chairperson Hudgins to approve Resolution 2022-0010 to formally adopt the updated Golder Ranch Fire District fee schedule.

MOTION SECONDED by Board Member Outlaw

MOTION CARRIED 5/0

- E. DISCUSSION AND POSSIBLE ACTION REGARDING A LETTER OF INTENT FOR THE ACQUISITION OF AN AERIAL LADDER APPARATUS FROM PIERCE MANUFACTURING THROUGH HUGHES FIRE EQUIPMENT

Chief Karrer stated this item was already approved by the Board in the Capital Improvement Plan. He wanted to bring it before the Board so that they are aware of it because of the amount of money that is involved. No money is needed at this time. This is related to multiple multi-story buildings that are coming to the District, so the need for a ladder truck is there. Chief Karrer will be meeting with La Posada, a non-profit that will be building a large complex in the District. GRFD will not be collecting taxes from them because they are a non-profit. He hopes they will be able



to help with this expense since this directly benefits them. Chief Karrer introduced Chief Abel and his team to explain the process, the particular apparatus and what the cost will be.

Chief Abel noted Chief Cesarek is running lead on this project, they have worked closely together and Chief Cesarek is prepared to present this item.

Chief Cesarek reported at the start of the fiscal year, \$1.5 million was set aside in the Capital Improvement Plan (CIP) for the replacement of one of the ladder vehicles. The Aerial Apparatus Committee started the process to identify a vehicle that would meet construction needs as well as scoring for Insurance Services Office (ISO) rating. The vehicle the committee is presenting is a 107' Pierce Ascendant Aerial single axel. The company, Hughes Manufacturing, is based out of Phoenix. The build time is 32-34 months. Upon the Board's approval, a letter of intent would be submitted for the 107' aerial. The vehicle would be delivered approximately in January 2026, which aligns with the CIP. However, the price of the vehicle is slightly more than was allocated in the CIP at \$1,676,000.00.

Chairperson Cox Golder asked when a check needs to be written.

Chief Cesarek responded that a check would not need to be written until the apparatus is received.

Board Clerk Vette asked if the price is locked in when the letter of intent is submitted.

Chief Cesarek confirmed the price is locked-in when the letter of intent is submitted.

Chief Karrer recommended the Board submit the letter of intent.

Chairperson Cox Golder asked when the other two ladder trucks will be replaced.

Chief Cesarek said they are evaluating the life span for both of the existing ladder trucks.

MOTION by Board Member Outlaw to approve and submit a letter of intent to purchase the committee selected 107' Pierce Ascendant Aerial through Hughes Fire Equipment an Pierce Manufacturing for a purchase amount of \$1,676,000.00.

MOTION SECONDED by Vice-Chairperson Hudgins

MOTION CARRIED 5/0

- F. DISCUSSION AND POSSIBLE ACTION REGARDING THE DECLARATIONS OF COVENANTS, CONDITIONS AND RESTRICTIONS FOR FIRE STATION SITE WITH ROBSON RANCH MOUNTAINS, LLC



Chief Abel said as part of the succession planning process, he has worked with Chief Cesarek on this project who has done a great job. As such, he will have Chief Cesarek present the item to the Board.

Chief Cesarek explained his department has been working on getting Station 378 constructed. Chief Abel and his staff were able to procure two acres of land just outside of the entrance to SaddleBrooke Ranch. The parcel is part of the land Robson Ranch eventually wants to develop. As part of the agreement with Robson Ranch LLC, they are offering \$162,500.00 for half of the cost of the land with that is for the District to enter into Covenants, Conditions and Restrictions (CC&Rs) for the proposed area. Robson Ranch has been working with the District in what they would like to see in the design of the building so that it matches the style of the other buildings in the development. Chief Cesarek has met with Robson Ranch's architects to discuss what they would like to see. The restrictions are based on the aesthetic of the building. The District will still be able to operate and offer the services to the community. He does not see anything hindering the construction of the station that the District would like to see built.

Vice-Chairperson Hudgins asked if the CC&Rs will cost the District more.

Chief Cesarek responded there are changes that have costs associated with them however, he is going to offset the costs with things Robson Ranch can do for the District, such as curb cuts and other things they can do to the land.

Vice-Chairperson Hudgins stated he believed the District negotiated a good deal.

Chief Karrer affirmed that he believed they have. The District does not have to agree with the CC&Rs however, he believes it is the right thing to do.

Chief Abel thanked Chief Cesarek for his hard work on this project. He added Robson Ranch has been a great community partner and he agrees with Chief Karrer that it is the right thing to do.

Board Member Brady asked if there would be a radio tower if it would be a conflict with the CC&Rs.

Director Rascon responded that IT is reviewing a microwave connection that does not require a tower. They are looking for a relay sight since there is currently no direct way to get to the site. If a bigger tower is needed he will work with Chief Cesarek.

MOTION by Vice-Chairperson Hudgins to approve and enter into the Covenants, Conditions and Restrictions (CC&Rs) with Robson Ranch Mountains, LLC respective to the parcel of land acquired for GRFD Fire Station 378 as presented.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0



G. DISCUSSION AND POSSIBLE ACTION REGARDING THE APPROVAL OF RESOLUTION 2022-0011 TO ENTER INTO A CAPITAL LEASE AGREEMENT WITH PNC BANK

Chief Karrer stated this is related to the five engine purchase. There was an original plan on how to pay for the engines as they arrived. Production delays have changed the plan and cost the District money because rates have increased.

Director Christian said the financing package before the Board is a little different. He will be setting up a loan faculty for nine months, withdrawals will be taken during that time. At the end of the nine months, the interest rate will be locked at 4.2% with semi-annual payments. There is no pre-payment penalty. The loan will be with PNC Bank.

Vice-Chairperson asked if the District has committed to the five engines.

Chief Karrer responded that the District has committed to the five engines, however the company is approximately a year behind schedule. This affects the replacement schedule.

MOTION by Board Member Brady to approve the master lease agreement with PNC Bank for the lease purchase financing of \$3.9 million dollars for the acquisition of five class A KME pumpers and authorize the Chairperson or Clerk of the Board to sign the documents on behalf of Golder Ranch Fire District; and further approve the GRFD Resolution Number 2022-0011 in conjunction with the transaction.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

H. DISCUSSION ON SB1093 IMPLICATIONS ON COMMERCIAL PROPERTY ASSESSMENT RATIO VALUATION AND REDUCED NET ASSESSED VALUES

Chief Karrer said he asked Chief Brandhuber and Director Christian to work on a presentation because of the changes that are coming from the state legislature and provide a forecast of what the future will look like.

Chief Brandhuber said the presentation is not to be doom and gloom but rather to make sure the Board is aware of what the District needs to consider. He thanked Director Christian for his work on the lease agreement package. Chief Brandhuber explained that senate bill 1093 adjusts the commercial property tax ratio from the current 18% down to 15% over a period of time. So, the District will have to increase the mil rate approximately a penny each year to compensate for the loss in the ratio. These are only projections. The other pressures the District is facing is Prop 117, which capped out 5% growth each year in property value and the other legislation that passed is on presumptive cancer which places pressures on agencies to do things for their personnel, with an associated cost. The final piece is the economy if facing a potential recession, so the District is facing a 2% decrease in property values



within two years. The presentation is to keep the Board informed so they can make informed, strategic decisions to soften any potential deficits.

Director Christian gave a presentation on SB 1093 titled Commercial Property Tax Break.

Chief Karrer added that the District will get through the difficult times because it is financially sound, the problem is that it places a tax burden on the residential tax payer.

Board Member Brady thanked the group for compiling the presentation.

I. DISCUSSION AND POSSIBLE ACTION TO APPROVE THREE ADDITIONAL LATERAL FIREFIGHTER POSITIONS IN THE CURRENT FISCAL YEAR

Chief Karrer stated the District is doing a lateral hiring process, something that has not been done before. Some of the costs of the additional personnel can be offset by savings acquired through limiting overtime.

Chief Robb reiterated that costs for hiring additional personnel can be offset through the savings from overtime. Director Christian and Emergency Response Support Specialist Gabe Bravo have managed to limit overtime through the recent graduates of the last academy. If there is enough qualified personnel, he wants to be able to hire them. There is a lot of talent applying to the District and if GRFD can be the premier place to work, then the District should do that. The candidates are currently going through a rigorous vetting process. They will not be completing an academy so they need to be vetted in advance. In the best case scenario, if there were an additional three people they would like to hire, they would like the opportunity to take advantage of it.

Chief Brandhuber said Chief Pearce and Director Christian did a lot of research on ICA use with the help of Human Resources. It is a little skewed because of COVID. The float pool is not enough to cover what is occurring. This is being presented to the Board now so that when the interviews occur, all of the offers can be made at once. There are seventeen positions currently budgeted, so there would be three additional positions added to the budget.

MOTION by Board Clerk Vette to approve and accept the addition of three additional firefighter positions to the current 22/23 fiscal year budget using current funding and authorize the Fire Chief to reallocate funds between costs centers.

MOTION SECONDED by Board Member Brady

MOTION CARRIED 5/0

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



Director Christian presented the GRFD reconciliation and monthly financial report.

MOTION by Vice-Chair Hudgins to approve and accept the Golder Ranch Fire District reconciliation and monthly financial report as presented.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

9. FUTURE AGENDA ITEMS

- Regular session meeting- January 17, 2023
- Special session meeting January 19, 2023 at 9 a.m. in Board chambers for the Fire Chief hiring process

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 9:31 a.m.

MOTION SECONDED by Board Clerk Vette

MOTION CARRIED 5/0

Wally Vette, Clerk of the Board
Golder Ranch Fire District



**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: January 17, 2023

SUBJECT: APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY- 1040 MILITARY LEAVE

ITEM #: 6D

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

D. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY- 1040 MILITARY LEAVE

RECOMMENDED MOTION

Motion to approve the January 17, 2023 Consent Agenda

Military Leave

1040.1 PURPOSE AND SCOPE

This policy provides general guidance regarding leave to perform military service as a member of the Reserve or National Guard, or for active duty in the U.S. Armed Forces (Uniformed Services Employment and Reemployment Rights Act (USERRA); 38 USC § 4301 et seq.).

This policy does not address every situation or circumstance that may arise when an employee is performing military service or ordered to active duty. As military leave situations arise, supervisors should consult with the Human Resources or legal counsel to obtain specific guidance regarding military leave rights.

1040.2 POLICY

The Golder Ranch Fire District supports employees who may be called, or who volunteer, to serve in the military. The District will comply with USERRA and state laws relating to military leave.

1040.3 MILITARY LEAVE

Generally, employees on military leave are entitled to the same rights and benefits that are provided to employees having similar seniority, status, and pay, who are on furlough, or leave of absence (38 USC § 4316).

1040.3.1 DEFINITIONS

- (a) Military Training Leave is a paid leave status for employees of the Golder Ranch Fire District whom are attending mandatory military training. During this paid leave status, employees of the Golder Ranch Fire District will accrue benefits in the same manner that employees do while on vacation.
- (b) Military Leave of Absence is an unpaid leave of absence for employees of the Golder Ranch Fire District that have been activated by the United States Government or by the State that the member serves in the National Guard.

1040.3.2 LENGTH OF LEAVE

Employees are entitled to military leave of absence for up to a maximum of five years. Military leave is available for both voluntary and mandatory service (38 USC § 4303; 38 USC § 4312).

There are exceptions to the five-year cumulative total, including inactive duty training (drills), annual training, involuntary recall or retention in support of war, national emergency, certain operational missions, or training or retraining requirements (38 USC § 4312)

1040.3.3 TEMPORARY MILITARY DUTY LEAVE OF ABSENCE

An eligible employee who is a member of the National Guard or United States Armed Forces reserve is entitled to temporary military leave for any period for active duty, field training, or to attend camps, maneuvers, formations, or drills (ARS § 26-168; ARS § 38-610).

Military Leave

An eligible employee who is a member of any auxiliary of the United States Armed Forces is entitled to a temporary military leave of up to three times the average of regularly scheduled work hours in a weekly work period each year and up to six times the average of regularly scheduled work hours in a weekly work period in any two consecutive years for training duty or to attend camps, maneuvers, formations or drills (ARS § 38-610).

For purposes of this section, the leave period is based on the average total of regularly scheduled hours in a weekly work period (ARS § 38-610).

1040.4 PROCEDURES AND RESPONSIBILITIES

Employees requesting military leave shall:

- (a) Provide as much advance notice of the pending service as reasonably possible (38 USC § 4312).
- (b) Provide copies of official orders or other official documentation.
- (c) Select the benefit options desired during absence, if applicable.
- (d) Retain copies of all submitted documents.

Upon receipt of a request, the Golder Ranch Fire District will determine eligibility for military leave and notify the employee in writing of the determination.

1040.5 COORDINATION WITH CONTRACTS, PRACTICES AND OTHER RULES

Wherever USERRA has more generous protections and benefits than state or local law, any applicable memo of understanding, or local policy or practice, the District will apply the more beneficial right or benefit (38 USC § 4302).

1040.6 LEAVE ACCRUALS

Employees are not required to use accrued leave while on military leave. However, employees may choose to use accrued annual leave or earned compensatory time, at their discretion (38 USC § 4316).

Employees will not accrue sick days or paid time-off days during any period of military leave without pay. However, upon return, military leave time will be included in determining leave accruals. For example, if vacation accrual increases from two weeks to three weeks upon completion of five years of service, then a person who works for two years, serves two years on active duty and then returns, would be entitled to three weeks of vacation one year after reemployment.

1040.7 COMPENSATION

During approved military leave, employees are entitled to compensation as follows (ARS § 26-168; ARS § 38-610):

- (a) An eligible employee who is a member of any branch or reserve of the United States Armed Forces, National Guard, or the National Disaster Medical System is entitled

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to paid military training leave as outlined in 1040.7.1 in any consecutive two-year period for training duty or to attend camps, maneuvers, formations, or drills.

- (b) Employees who have been involuntary activated may, at the sole discretion of the District, receive supplemental pay, which, when combined with their total military pay, equals their regular District base pay. Members requesting supplemental pay must provide a current Leave and Earning Statement (LES) to Human Resources showing total activated pay.

1040.7.1 MILITARY TRAINING LEAVE HOURS

Military training leave hours will be tracked versus days. For the District's tracking purposes, a calendar year of Jan 01-Dec 31 will be utilized for the two year tracking period. Employees that are hired in the middle of this two year tracking period will receive the appropriately prorated amount of hours that corresponds with the rates below.

- (a) 40 hour personnel have 240 military hours
- (b) 48 hour personnel have 288 military hours
- (c) 56 hour personnel have 720 military hours

Military hours may be utilized in 1 hour increments. In figuring military training leave time, non-work days will not be counted.

1040.7.2 HEALTH CARE BENEFITS

Employees on approved military leave may elect to purchase continuing health care coverage for a period of time that is the lesser of:

- (a) The 24-month period beginning on the first day of the employee's absence for military leave.
- (b) The period beginning on the first day of the employee's absence for military leave and ending on the date that they fail to return from service.

If the duration of an employee's approved military service is less than 31 days, the employee may purchase continuing health care coverage under the district's health plan for no more than the regular employee share. If the approved military service is 31 days or more, the District will charge the employee for no more than 102 percent of the full premium of the health care plan (38 USC § 4317).

If employees choose to continue their health and/or dental insurance(s) while on Military Leave of Absence, premiums will be deducted from their supplemental pay, if applicable. The District will continue to make normal contributions towards the employee's benefits if the employee has chosen to continue their health and/or dental insurance(s).

1040.8 RETURN FROM DUTY

Employees returning from approved military leave of absence must report to work as follows (38 USC § 4312):

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- (a) For periods of service less than 31 days, employees must report back to work no later than the beginning of the first shift that begins on the first full day that follows the end of the employee's service period, plus a reasonable time to travel to the employee's residence, plus eight hours. If reporting within this period is impossible or unreasonable through no fault of the employee, the employee must return as soon as possible after expiration of the eight-hour period.
- (b) For periods of service of more than 30 days but less than 181 days, employees must notify the district no later than 14 days after completing service, or, if impossible or unreasonable to do so through no fault of the employee, no later than the next first full calendar day when it is possible to do so.
- (c) For periods of service of more than 180 days, employees must submit an notify the district no later than 90 days after completion of service.

Employees who are recovering from an illness or injury incurred in or aggravated during military service must report to the District as provided in this policy at the end of the period necessary to recover from such illness or injury. The recovery period may not exceed two years, except when circumstances beyond the employee's control exist.

An employee who fails to report in a timely manner will be subject to the district's rules of conduct and established policies covering absence from scheduled work.

Employees will be required to complete return to work training if deployment is longer than 30 days. This process will be coordinated through Health and Safety and Professional Development.

1040.9 REEMPLOYMENT RIGHTS

An employee returning from an approved temporary military duty leave of absence is generally entitled to reinstatement to the position and benefits they would have attained if not absent for military duty or, in some cases, a comparable job (ARS § 26-168).

1040.9.1 FORMER POSITION

An employee returning from approved regular active military leave is entitled to reinstatement in the position that they would have attained had the employee not taken leave. If the leave exceeded 90 days, the employee is also entitled to a position of like seniority, status and pay (38 USC § 4313).

If an employee returning from approved military leave is not able to perform the essential duties of the position the employee would have attained, the District will make reasonable efforts to help the employee become qualified (20 CFR 1002.198). If the employee remains unable to perform the essential duties of the position after the district's reasonable efforts, the employee is entitled to their previously held position at the time of departure or, in the case the leave exceeded 90 days, a position of like seniority, status and pay. Where an employee remains unqualified for both of these positions after reasonable efforts by the District, the employee is entitled to the nearest approximation to these positions (38 USC § 4313).

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When a returning employee cannot become qualified because of a disability incurred in or aggravated during uniformed service, the District, after making reasonable accommodations, must find a position of equivalent seniority, status and pay for which the employee is qualified, or the nearest equivalent (38 USC § 4313; 20 CFR 1002.198).

1040.9.2 COMPENSATION AND BENEFITS

Upon return from regular active military duty, an employee is entitled to seniority and seniority-based rights and benefits, including, but not limited to:

- (a) Receiving credit for the time spent in uniformed service under honorable conditions for purposes of seniority, retirement, promotion and merit salary increases (20 CFR 1002.210).
- (b) Receiving credit for time spent on approved military leave for purposes of calculating eligibility for leave under the Family and Medical Leave Act (20 CFR 1002.210).
- (c) Returning to the level in the salary range that the employee would have attained had they not left on approved military leave (20 CFR 1002.236).
- (d) Receiving the same contribution to retirement benefits upon reemployment that the District would have contributed had they not taken leave (20 CFR 1002.261).
- (e) In case of a presidential call-up, not to exceed forty-eight (48) months, the District shall make both employer and member contributions upon the member's return to work, or release from hospitalization, or death.
- (f) Being treated as not having a break in service for purposes of participation, vesting and accrual of pension benefits (38 USC § 4316; 38 USC § 4318).
- (g) Re-enrolling in district health benefits without any waiting period.
- (h) Restoring benefits that were elected by the employee and their dependents at the time military service began, as well as to any other benefits that began during the leave for which the employee would reasonably have become eligible (ARS § 26-168).

1040.9.3 EMPLOYEE REEMPLOYMENT RESPONSIBILITIES

An employee returning from approved regular active military leave is entitled to reinstatement rights only if they (38 USC § 4312):

- (a) Have given advance written or verbal notice of such service, unless precluded by military necessity.
- (b) Have served in the uniformed service for no more than five years cumulatively while employed at the Golder Ranch Fire District, except as provided in 38 USC § 4312(c).
- (c) Have been issued a discharge under honorable conditions.
- (d) Reports to the Golder Ranch Fire District or notifies the district in a timely manner as provided in this policy.
 - 1. In the case that the approved military leave exceeds 30 days, submits documentation showing:
 - (a) .The employee's separation from service was other than disqualifying

Military Leave

- (b) The employee has not exceeded the cumulative five-year limit of service in the uniformed services, except as provided in 38 USC § 4312(c).

1040.9.4 DISTRICT REEMPLOYMENT RESPONSIBILITIES

The District shall promptly reinstate employees entitled to reinstatement but no later than 14 days after a request for reinstatement. In the case of unusual circumstances, the District shall reinstate employees as soon as practicable (20 CFR 1002.181).

The District is not required to reemploy a person after approved military leave if any of the following conditions exist (38 USC § 4312):

- (a) The district's circumstances have so changed as to make such reemployment impossible or unreasonable.
- (b) Such reemployment would impose an undue hardship upon the District.
- (c) The person held a nonrecurrent job for a brief period of time and had no reasonable expectation that such employment would continue.

Human Resources should consult with legal counsel before determining whether any of these conditions exist.

1040.10 RETENTION

An employee who is reinstated after returning from approved military leave may not be discharged, except for cause (38 USC § 4316; 20 CFR 1002.247):

- (a) For 180 days after the date of reemployment if the most recent period of military service was more than 30 days and less than 181 days.
- (b) For one year after the date of reemployment if the most recent period of military service was more than 180 days.

1040.11 DISCRIMINATION AND RETALIATION PROHIBITED

Discrimination or retaliation against any employee for participation in military service is prohibited, whether the employee volunteers or is ordered to active military service (38 USC § 4311; ARS § 23-1501; ARS § 26-167).

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: January 17, 2023

SUBJECT: FIRE CHIEF'S REPORT

ITEM #: 7A

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

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

- Leadership Team Report – President Jones

RECOMMENDED MOTION

No motion is necessary for this agenda item.



CHIEF'S REPORT

Fire Chief – Randy Karrer

December 2022

Meetings, Trainings & Events Attended for the Month

I conducted the weekly command staff meetings with the assistant and deputy chiefs.

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

Throughout the month I returned emails daily and had conversations with staff regarding multiple topics.

I met with Chairperson Cox Golder and Vice Chairperson Hudgins for lunch.

I conducted the AFSI meeting. The major topic of discussion is the recommendations to the Governor's cabinet and the further additional funding of fire districts. Governor elect Hobbs has reached out to the Arizona Fire Service Institute (AFSI) executive committee to ask for recommendations for changes in cabinet positions, based on difficulties the Fire Service has experienced. Many of those difficulties rest in Arizona Department of Health Services (ADHS) as the recent legislations has not been implemented as requested. Further, funding from American Rescue Plan Act (ARPA) funds direct to Fire Districts has not occurred. Professional Firefighters of Arizona (PFFA) President Bryan Jefferies, Arizona Fire Chief's Association (AFCA) President Shannon, AFCA President Moor and I drafted a list of those we feel would be beneficial to the Fire Service and have submitted it. We anticipate a meeting with the Governor Elect in January/February following her inauguration.

I attended the emergency meeting of the Pima County Fire Chiefs' Association to discuss the increasing wall times (wait times) at the hospitals. Chief Brandhuber, Chairman of the PEMS and President of the Arizona Ambulance Association, asked for a meeting to discuss the trending wall times and the anticipated increase over the holidays. All agree action was needed and direction was provided to author a joint letter to all the hospital CEO's to point to the regional protocol that clearly describes the process and why 911 units cannot remain in their hospitals rendering care to the sick and injured.

I had multiple phone calls with Board members and legal counsel regarding several issues.

Chief Abel and I attended a firefighter retiree breakfast at the Bear Down kitchen. Many old friends were there including Chief Fink.

We held a meeting on the lateral recruitment process with members from Professional Development, Human Resources and senior staff.

I met with several E-Board members of the Pima Fire Chiefs to discuss financial issues and to adjust those who can sign on Pima Fire Chiefs' accounts.

We held a Strategic Planning Workshop for division heads. We hope to provide an addendum to the Board in the near future.

I attended a meeting with the leadership of AFCA, ADEM and DFFM to discuss State Mutual Aid Deployments. We will be asking the state legislature for increased funding to allow for backfills for mutual aid units. This request is being generated because of the limited staffing most departments are experiencing that limits wildland and mutual aid deployments.

Chief Abel, Chief Cesarek, HR Supervisor Metzger and I met with the fleet personnel to review the compensation comparison. I initiated the comparison as there was confusion regarding the most recent salary survey and the compensation of our auto aid partners. I wanted to make sure that our fleet mechanics knew they were not only fairly compensated but most importantly they were very much valued by the organization. Frankly put, without them we COULD NOT do our jobs as first responders. We are very lucky to have such talented staff in our fleet division and I am extremely proud to call them "rock stars"! Attached is the spreadsheet that was provided with an explanation of the different levels. Thanks FLEET for all you do for the rest of us!

I attended a virtual meeting on the Piechura memorial funding drive.

I attended the "Shop with a Firefighter" event at the Target in Oro Valley on Oracle Road. This event is sponsored by the Local 3832 using funds raised by the Catalina Crusaders and the Players Pub on December 3. More than twenty firefighters volunteered their time to help underprivileged children. Thank you to all that participated.

Political and Public Safety Interactions and Updates

Attached please find the Arizona Fire Districts Association (AFDA) legislative update and political report.

The Local Pension Board met to review pre-existing conditions of the academy recruits and accept them into the pension system. Captain Cavaletto was welcomed as a newly elected member.

I virtually attended the Oro Valley Town Council meeting. Vice Mayor Barrett was nominated and voted in as Vice Mayor for the upcoming year. Zoning of the Oro Valley Church of the Nazarene continues to be a very contentious item for the neighbors of the church and the town.

Chief Robb attended the Oro Valley ELT on my behalf (conflicts with the AFSI meeting).

Chief Robb is working on joint social media message with GRFD's partner, Oro Valley Police

Department (OVPD)! He also released a "Save the Holidays" message on local cable.

Chief Cesarek and Chief Pearce attended the Tucson Fire Recruit class graduation on my behalf.

District Activities for the Month

Senior staff reviewed and tabulated the submittals for the annual awards. The results were released and I personally contacted each winner. The recipients were recognized at the Annual Union Holiday Party on December 17th. Firefighter of the Year was Dominic Rhodes, Employee of the Year was Juan "Gabe" Bravo, Community Hero was OVPD Officer Bobby Cox, Community Recognition went to GRFD's Honor Guard and Pipes & Drums, the Fire Chief's Award of Merit went to Mike Thomas and the Fire Chief's Award of Merit went to the GRFD Wives Group 'Strength Behind the Boots' Angela Colby and Shannelle Port.

Thursday December 15th, the Governing Board held a Special Governing Board meeting to discuss the Fire Chief's recruitment process with the recruiting firm Mosaic. The meeting was held in open session, following consultation in executive session with the District Attorney. Mosaic advised that based on the candidate profile that was created by the Governing Board and community stakeholders, eleven candidates were fully screened and would be available to the Governing Board. The Governing Board gave direction to Mosaic to bring forward no more than six of the top candidates to attend the assessment center on January 18. To this point, only the recruitment firm is aware of who the candidates are, which is done to protect confidentiality of the candidates. Once the candidates accept the offer to move forward, it will become public. That will likely occur in the beginning of January. The assessment center will be conducted January 18th with third party evaluators based on best practices and will include an opportunity for the Local 3832, community stakeholders and all employees to interact with the candidates to provide perspective to the Governing Board on the candidates. The Governing Board will then interview and deliberate on the candidates performance on January 19th. The Governing Board will make the final decision on the candidate selection. They can either extend an offer to a candidate or continue with recruitment process if they don't find the right fit. This will likely occur sometime in late January or early February. I have advised the Board I will remain as the Fire Chief until they make the right appointment.

The Annual Union Holiday Party and Employee Recognition Ceremony was held December 17th at the Omni Tucson National.

At the December Governing Board meeting the Board approved the financing of five engines and the letter of intent to purchase a 107' Pierce Aerial ladder truck. Station 378 is in fully swing with ground breaking construction on the horizon.

After the December Board meeting, Administration/Logistics/Fire and Life Safety/ Professional Development and a few Board members attended a holiday gift exchange.

Professional Development released the Engineer Development Pathway process, memo attached.

Captain North continues to work the centralization of PPE turnouts, as part of the Clean Cab process for the new incoming engines.

The accreditation and policy update projects continue to move forward with Chief Perry, Captain Paddock and Paramedic Frazier-Rademacher leading the way.

A productive Leadership meeting was held on Wednesday, several topics were discussed and actions were taken on a few items.

Significant work was accomplished by Human Resources to allow for a smooth Chief panel that began January 3, 2023 for the lateral firefighter and paramedic positions.

Fleet and Logistics were busy finishing up year-end projects and preparing for the new year.

Personnel Updates

Chief Perry, Director Christian and I interviewed candidates for the financial specialist position. Two qualified candidates were identified and job offers were made to both candidates.

The Community Relations Coordinator, Lydia Camarillo has started in her new position. The corresponding memo is attached.

The internal EMT class passed their Didactic portion of the EMT course. Awesome job by the Professional Development and EMS Divisions.

Commendations and Thank You Letters Received for the Month

- A thank you letter was received for Captain Aaron Davidson, Firefighter Andrew Garcia and Firefighter Alec Cameron
- A thank you letter was received for Captain Steve Drury, Engineer Thomas Mathews, Paramedic Justin Flynn, Firefighter Derek Grotkier, Firefighter Justin McMurrich and Firefighter Sam Schoepf
- A green sheet was received for Paramedic Randy Scholey, Engineer Rudy Santacruz, Paramedic Ryan Sather, Firefighter Marc Armenta, , Firefighter Brendan Peeler and Probationary Firefighter Chase Miller

- For the holiday season I sent the following message to personnel:

As we enter in the Christmas Holiday, I'd like to say thank you to the entire GRFD Team! Your dedication to the community we serve is exceptional! It has been a crazy couple of years but through it all, we have worked together to enhance this organization as a premiere Fire/EMS provider! I couldn't be prouder to be part of this great team!

I wish each of you and your families a very Happy Holiday Season and a most prosperous New Year! Take care of each other, have fun and know that you are part of Fire Family that values each and every one of you! You have made a difference in many people's lives! Remember the reason for this wonderful season and continue to "pay it forward!"

Happy Holidays everyone!

Notable recognitions for 2022:

- **Top Gun for the Year-** Tom Logan ran 894 calls in 2022
- **Fastest turnout time average for the year-** Jim Hansel 74 seconds
- **There were two code saves:**
 - Crew 380 C- Captain Stevens, Engineer Mathews, Paramedic Romer, Firefighter Lughbaugh and Firefighter Madsen. The crew got the pulses back and advised the facility staff they did a great job setting up the scene for a positive outcome.
 - Crew 374B- Captain Smith, Engineer Alexander, Paramedic Drake and Probationary Firefighter Mintzer
- **Technical Rescue Team (TRT) Rescue-** Station 377 units were involved in a search and rescue/EMS call with Department of Public Safety (DPS) Rangers, Pima County Sheriff's Office & Southern Arizona Rescue Association (SARA) in Charouleau Gap. GRFD UTV's were utilized to transport members to search for a PT deep into the Cherry Tank area. The incident was an overall success in communication and working seamlessly with our regional partners. No injuries were reported.

Ortiz, Shannon

From: John Flynn <johnflynn@azfireadvisor.com>
Sent: Monday, December 12, 2022 7:13 AM
To: AFDA Admin
Subject: [EXTERNAL]: AFDA Weekly Legislative & Political Report - 12/12/22

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

Holiday Break: The AFDA Weekly Legislative & Political Report will be on hiatus for the Holiday Season beginning this week and will return on Tuesday, January 2, 2023. I hope everyone has a safe and happy holiday season with family and friends and wishing you all the best in the New Year!

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

56th Arizona Legislature – 1st Regular Session – Pre-filed Bills: The 56th Arizona Legislature will convene on Monday, January 9, 2023 (28 days). Pre-filed bills of interest to the Arizona Fire Service will be listed here beginning January 2, 2023.

Legislative / Regulatory / Elections / Political Calendar

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

Upcoming at AFDA

January 5, 2023 – AFDA Board Meeting – Arizona Fire & Medical Authority Offices & ZOOM – 18818 N. Spanish Garden Drive, Sun City West, AZ, at 10:00 a.m.

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

John Flynn, Executive Director
Arizona Fire District Association
johnflynn@azfireadvisor.com
(480) 313-0442



Golder Ranch Fire District

Regular Memo 22-119

Date: December 29, 2022

To: All Suppression Personnel

From: Adam Hastings – Captain of Professional Development

Subject: Engineer Development Pathway

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

Driver Operator/Aerial Operator (DO/AO)

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

Engineer Task Book Module I

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

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



Golder Ranch Fire District

Regular Memo 22-119

Engineer Promotional Process (EPP)

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

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

Engineer Task Book Module II

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

Completed Driver Operator (DO) Task Books

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

GRFD vs TFD & NWFD Fleet Position Comparisons

Organization: GRFD					Organization: NWFD				Organization: TFD					
GRFD Position Title	Beginning	Top of Range	GRFD Grade	# Steps	Beginning	Top of Range	# Steps	Job Title	Beginning	Top of Range	# Steps	Job Title		
Parts Specialist	19.58	26.43	11	10	16.52	24.09	15	Flt Svc Supp Spec	16.60	26.31		Parts Specialist		
	40,723.93	54,977.30			34,361.60	50,107.20		(do data, input inv, parts run)	34,528.00	54,724.80				
Fleet Maint Tech - EVT Apprentice	20.95	28.28	12	10	17.68	25.78	15	EVT Trainee				N/A		
	43,574.60	58,825.71			36,774.40	53,622.40								
Fleet Maint Tech I	22.42	30.26	13	10	18.91	27.58	15	EVTI	19.42	26.11	Level I	EVT Tier I		
	46,624.83	62,943.51			39,332.80	57,366.40		No Amb Certs	40,393.60	54,308.80				
Fleet Maint Tech II	23.98	32.38	14	10	20.96	30.59	15	EVTII	25.22	30.27	Level II	EVT Tier II		
	49,888.56	67,349.56			43,596.80	63,627.20			52,457.60	62,961.60				
Fleet Maint Tech III	26.38	36.94	15	10	24.05	35.07	15	EVT Master I	29.12	32.70	Level III	EVT Tier III		
					50,024.00	72,945.60		All EVT w/o Amb	60,569.60	68,016.00				
	54,877.42	76,828.39							31.37	35.04	Level IV	EVT Tier IV		
					26.45	38.57	15	EVT Master II	65,249.60	72,838.20				
					55,016.00	80,225.60		All EVT w/Amb	33.62	37.15	Level V	EVT Tier V		
									69,929.60	77,272.00				
Fleet Maint Tech Lead	29.02	40.63	16	10	26.48	39.76	15	Fleet Svc Supervisor	22.83	42.39	Levels I-V	Emer Veh Tech Super		
	60,365.16	84,511.23			55,078.40	82,700.80			47,486.40	88,171.20		Utilize similar 5-step cert program (see above)		
EVT Supervisor Tier	35.12	49.16	18	10	36.86	49.53		Fleet Div Manager	26.71	50.00	Levels I-V	Emer Veh Tech Fleet Supt		
	73,041.85	102,258.58			76,668.80	103,022.40			55,556.81	104,000.00		Utilize similar 5-step cert program (see above)		

See page 2 for key for # Steps from City of Tucson.

Key for # Steps from City of Tucson:

Example from H-2: (see pic below)

Tier 1 starting hourly pay: \$19.42
Tier 1 plus T4 certification: \$20.22 (\$19.42 + \$0.80)
Tier 1 maximum hourly pay: \$26.11

Tier 1	Minimum	Maximum
Annual	\$40,393.60	\$54,308.80
Hourly	\$19.42	\$26.11

Skill Levels	Per Hour Increase
T4 Brakes	\$0.80
T5 Suspension & Steering	\$0.80
T6 Electrical/Electronic	\$0.80
A5 Brakes	\$0.80
F1 Maintenance, Inspection & Testing	\$0.80
F5 Aerial Fire Apparatus	\$1.00
EO Maintenance, Inspection & Testing	\$0.80



Golder Ranch Fire District

Regular Memo 22-117

Date: December 28, 2022

To: All GRFD Personnel

From: Human Resources

Subject: New Hire – Community Relations Coordinator

Congratulations to Lydia Camarillo, who was recently hired as the new Community Relations Coordinator with Golder Ranch Fire District. Please join us in welcoming her to the organization. Lydia's first day was Monday, December 26, 2022.



11.28.22

To the Four Five men who
Came to my home in Saddle Brook
in the pre Dawn Hour of [REDACTED]

[REDACTED] I am grateful to you
And thank you very much. I
Am. I Appreciate your professional
Skills and Humanistic Approach
To Healthcare. I wish you All the Best;
Warmest personal regards. [REDACTED]

PHOENIX AZ 852

29 NOV 2022 PM 10 L



THANKS FOR A
COUPLE OF ER
CALLS FOR MY
HUSBAND, [REDACTED]

[REDACTED] AND THAT
YOU DO FREE BATTERY
CHANGES IN FIRE
DETECTORS.



The greatest casualty is being forgotten.
woundedwarriorproject.org

GOLDER RANCH FIRE DEPT.
3885 E GOLDER RANCH DRIVE
CATALINA, AZ 85739



85739-979785



Ortiz, Shannon

From: GolderRanchFireDistrict <noreply@grfdaz.gov>
Sent: Thursday, December 22, 2022 7:33 PM
To: Ortiz, Shannon
Subject: Merry Christmas



Name

John Alese

Phone

[REDACTED]

E-mail

[REDACTED]

Message Subject

Merry Christmas

Message

I wish EVERYONE at Golder Ranch Fire District a MOST Merry Christmas and a Happy New Year. THANK YOU for ALL you do.

Sent from [Golder Ranch Fire District](#)



GOLDER RANCH FIRE DISTRICT

RECORD OF EXCEPTIONAL PERFORMANCE

Employee Name

Date Prepared

Division or Section

Classification

Initiator of Commendation

Description and Date of Exceptional Performance

First Level Supervisor's Comments

Second Level Supervisor's Comments

Supervisor Signature _____

Employee Signature _____

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Pat Abel, Assistant Chief

DATE: January 17, 2023

SUBJECT: PLANNING ASSISTANT CHIEF'S REPORT

ITEM #: 7B

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.



ASSISTANT CHIEF'S REPORT

Assistant Chief Of Planning – Patrick Abel

December 2022

Assistant Chief's Activities for the Month

Meetings Attended & General Information

- The chiefs and I participated in the Fire Chief's Monday morning command staff meeting.
- I participated in the first Tuesday of the month Fire Chief status meetings with managers and division chiefs.
- Planning, Logistics Division (Fleet, Facilities & Fire Supply) – Our division along with others throughout the district are currently working diligently in meeting the requirements and deadlines for the accreditation process that were set forth by Chief Perry to meet our goals.
- Lee Barbeau (Fleet Lead Technician) announced his retirement. His last day is Jan 31, 2023. We are putting together a process to fill his upcoming vacancy. We will keep you posted.
- I continue to attend and serve on the following teams and committees:
 - Arizona Fire Chief's Association (Pima County Regional Representative)
 - Arizona Mutual Aid Committee
 - Optimist Club
 - IMPACT of Southern AZ - Board Member (Vice Chair)
 - GRFD events planning group
 - Arizona State Local Assistant State Team (LAST)
- Chief Karrer and I attended a firefighter retiree Breakfast at the Bear Down kitchen. In attendance were past retired fire personnel from around the area, including Chief Fink.
- Participated in a GRFD Strategic planning workshop with all Division heads.
- Participated in our annual administration holiday gift exchange. This was well attended by members from Training, EMS, Fleet, Facilities, Supply and all the other support personnel in admin and a few board members. It was a great time enjoyed by all those that attended.
- Station 378 (SaddleBrooke Ranch) – As you can imagine, during the holidays not much was accomplished as sub-contractors and contractor were all enjoying their holiday season away from work. Lloyd Construction continues to work with the subcontractors on the Gross Maximum Price (GMP) for the SaddleBrooke Fire Station project.

Grant Cesarek-Deputy Chief

- Attended all staff meetings for the month, minus one during leave time
- Assisted with the district holiday breakfast, including securing sponsorships

- Reviewed and developed two board agenda items, 378 CC&R and Aerial Purchase
- Assisted Logistics with KME engine process
- Assisted FLS with accreditation documents
- Reviewed all accreditation areas assigned to planning
- Enjoyed the holiday season with our staff and family

Hanley Update

- Permits paid for and released to start construction phase
- Lloyd Construction with staff on site starting HVAC and Electrical work, on the 19th
- Adjustments to electrical design made with WSM and Lloyd

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

- Service Desk used for repair or service requests: October
 - Fleet: 49 requests
 - Facilities: 31 requests
 - Supply: 7 requests
- Board Approval for Aerial Ladder Purchase: Pierce 107' Ascendant Aerial
- Accreditation Meeting
- BC/DC Meeting
- Procured new RFID machine for employee badges
- New KME Engine arrived in Arizona; Currently at H&E in Phoenix for final touches

Facilities

District Stations:

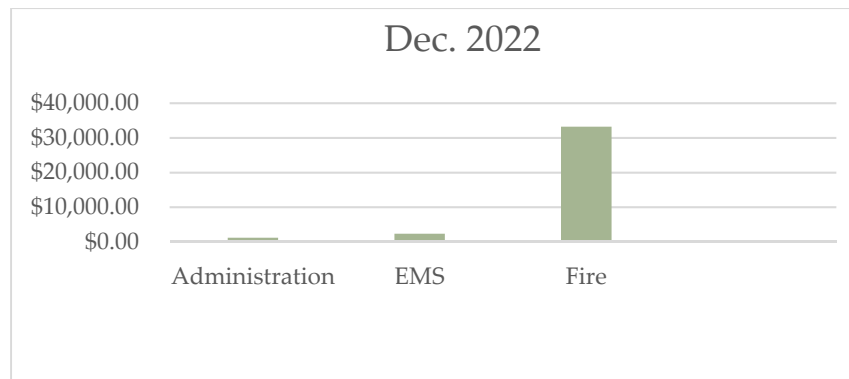
- 374 Machine cleaned all tile and grout
- 376 Repaired and installed new sections of overhead doors. SW door. New light bulbs were purchased and installed in station bunk rooms above beds
- 379 25 compact fluorescent ballasts and replacement light bulbs were purchased. Dishwasher was repaired. New drawer for kitchen has been ordered for repair
- 470 Purchased new printer for employee ID cards. Assisted with decorating, hanging banner, set up and tear down for Christmas Holiday Breakfast. Tore down back drop and transported it for storage

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

Fleet

Monthly vehicle parts Costs

- Administration - \$2,122
- EMS – \$3,068
- Fire – \$58,077



Procurement Specialist

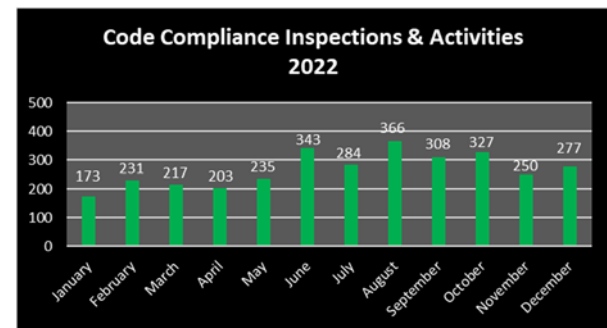
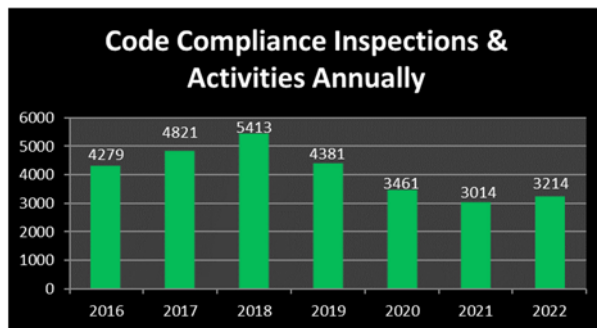
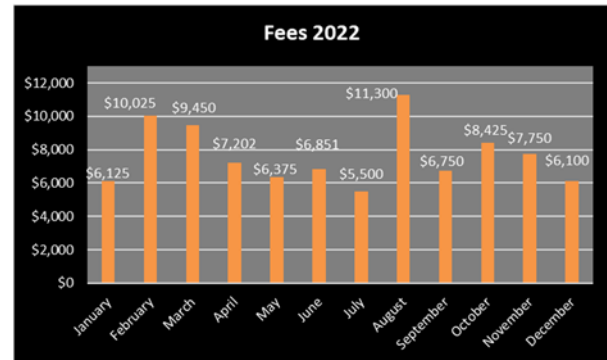
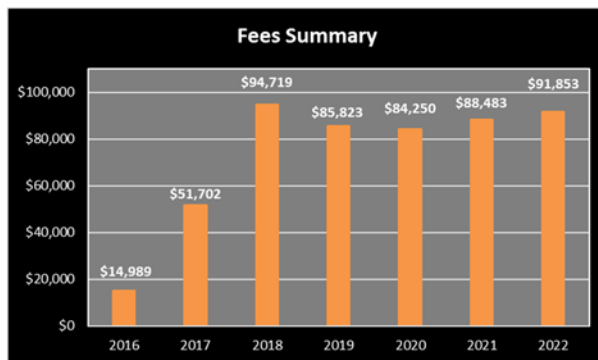
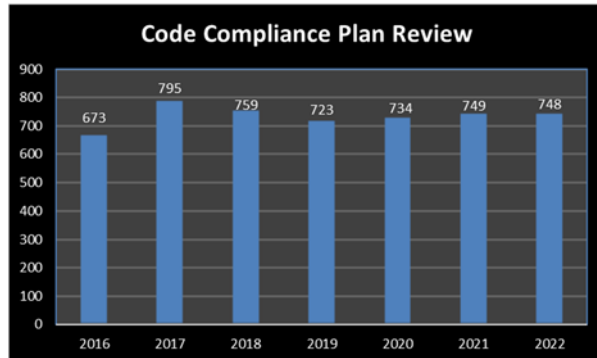
Procurement

- Received \$12,463.57 worth of Purchased Fire Supplies
- Ordered 31 more sets of Bunker Gear
- Purchased \$4229.27 worth of Admin Supplies

Inventory Management

- Completed cleaning and inspection of Bunker Gear for PPE Exchange Program
- Completed (1200) Inventory adjustment transactions for assets residing in Fire Supply HQ

Fire and Life Safety Services



Top 3 Inspections	Quantity
Prevention/re-inspection	114
Residential	62
Commercial	25

Commercial Projects Summary

ZONE 1 Stations 378, 372, 373, 370, 374	ZONE 2 Stations 375, 377	ZONE 3 Stations 376, 379	ZONE 4 Stations 380
Sonoran ENT T.I. 2506 E Vistoso Commerce Ste 180	Design Center T.I. 8454 N Oracle	Montessori Learning Center F.A. 7251 N Meredith	Canyon Community Bank T.I. 7981 N Oracle
Splendido Remodel 13500 N Rancho Vistoso	Freddy's CO2 11143 N Oracle	Davis Pediatric T.I. 10520 N La Canada	Shell Building L.I. 7315 N Oracle
Desert Palms PT T.I. 12142 N Rancho Vistoso	ROCHE Building 3 T.I. 1910 E Innovation Park	Fry's T.I. 3770 W Ina	Sprouts T.I. 7665 N Oracle
Sun City Activity Center T.I. 1495 E Rancho Vistoso	Oro Valley Dental Group T.I. 750 E Pusche View	Overton Self Storage 2925 W Overton	Saffron T.I. 7607 N Oracle
Nicos T.I. 15665 N Lupine	Basis Administration T.I. 10134 N Oracle	Goodwill T.I. 10560 N La Canada	Dr. Chin Dentistry T.I. 7520 N Oracle Ste 200
The Motive Wellness 2530 E Vistoso Commerce	Beaming at LA Fitness 8850 N Oracle	The X Noodle T.I. 11931 N First Ste 102	AMG Medical Aesthetics T.I. 7356 N La Cholla
Golder Ranch Vineyard 64496 E Edwin	Flex Gymnastics T.I. 11085 N Oracle	Beautiful Savior F.A. 7570 N Thornydale	Casa Linda Apartments T.I. 699 W Magee
Dairy Queen T.I. 16054 N Oracle	Trusting Connections T.I. 1880 E Tangerine Ste 150	Circle K T.I. 10410 N La Canada	United Urology Medical T.I. 7470 N Oracle Ste 202
Shell Building T.I. 1826 E Innovation Park	PRCA MPR 9500 N Oracle	Velvet Hound Groomery T.I. 11941 N First Ste 141	United Urology Surgical T.I. 7470 N Oracle Ste 201
Pima Eye Institute T.I. 1884 E Innovation Park	Stacks Book Club T.I. 1880 E Tangerine Ste 140	Resurrection Lutheran T.I. 11575 N First	Guadalajara Grill T.I. 7360 N Oracle
Camp Bow Wow Fire Alarm 16725 N Oracle	Linda Vista Luxury Rentals 375 E Linda Vista	Athletico PT T.I. 11941 N First Ste 151	Landlord Improvement 7350 N La Cholla
Thin Blue Line T.I. 1171 W Rancho Vistoso Ste 159	Walmart T.I. 2150 E Tangerine	Long Realty T.I. 8580 N Oracle Ste 180	Beltone T.I. 7725 N Oracle Ste 121
Fairfield Homes Sales Office T.I. 3355 E Haswer	Steam Pump Pusch House 10901 N Oracle	Fry's T.I. 10450 N La Canada	Arroyo Verde Apartments 8020 N La Cholla
Harbor Freight T.I. 13005 N Oracle	Steam Pump Garage T.I. 10901 N Oracle	TOV Community Center T.I. 10555 N La Canada	Eege's T.I. 7911 N Oracle
	Aspen Dental T.I. 10580 N Oracle Ste 100		Cabali Tiki T.I. 8195 N Oracle Ste 125
Who Received Project Final Inspection	TOV Pusch Ridge Golf T.I. 10000 N Oracle		Cold Beer & Cheeseburgers T.I. 7315 N Oracle Ste 141
The Dollhouse Salon T.I. 1335 W Lambert Ste 135	Bailey Vet T.I. 10140 N Oracle		Brutal Doodle Tatoo T.I. 7980 N Oracle Ste 100
Omni Tucson National T.I. 2727 W Club	Lewis & Ivey Salon T.I. 1880 E Tangerine Ste 160		
Lifepoint Church T.I. 3137 E Everett	Sola Salon T.I. 2040 E Tangerine		
	NW Urgent Care 10568 N Oracle Ste 110		
	NW Primary Care 10568 N Oracle Ste 150		
	Steam Pump BBQ/Bunk 10901 N Oracle		
	Greenspring Inspire Spa 10556 N Oracle		
	B&B Urgent Care T.I. 11015 N Oracle Ste 121		

Fire Marshal Akins

- Attended Steam Pump Garage and Pusch House fire inspection.
- Attended TOV ribbon cutting for the Steam Pump Garage.
- Attended refresher class with The Compliance Engine.
- Attended Accreditation meeting for the physical resource group.
- Attended meeting with the State Fire Marshal regarding a state food truck database.
- Met with resident of La Cholla Airpark regarding access near runway.
- Met with Chief Perry regarding accreditation.
- Attended TOV pre-construction meetings.
- Attended Safety meeting.
- Attended Joint Fire Investigation meeting.
- Attended Fire Chief Status meeting.
- Attended the monthly BC/DC meeting.
- Attended Chief Planning and Logistics meeting
- Attended the GRFD board meeting.
- Attended Development Review Committee meetings with TOV and applicants.
- Conducted FLS monthly meeting.

Education/Committees/Training Activities

- DFM White and Horbarenko and Inspectors Filener, Ross, Helvig, Hurley, and Druke attend the refresher class with The Compliance Engine.

GRFD Fire Investigations

Date	Type of Call	Property Use	Estimated Property Loss	Estimated Content Loss	Estimated Property Save	Estimated Content Save
01/18/22	Dumpster Fire	Multi-family Dwelling	\$1,200	\$0	\$0	\$0
01/19/22	Building Fire	Multi-family Dwelling	\$14,659	\$25,653	\$718,289	\$340,821
02/16/22	House Fire	One-Two Family Dwelling	\$210,950	\$105,475	\$0	\$117,030
03/05/22	House Fire	One-Two Family Dwelling	\$35,250	\$17,625	\$317,251	\$158,626
03/28/22	Mobile Home Fire	One-Two Family Dwelling	\$15,000	\$6,750	\$0	\$0
04/01/22	Mobile Home Fire	One-Two Family Dwelling	\$25,000	\$30,000	\$0	\$0
05/04/22	House Fire	One-Two Family Dwelling	\$259,738	\$116,882	\$0	\$12,987
05/07/22	House Fire	One-Two Family Dwelling	\$71,183	\$32,356	\$144,523	\$75,497
05/08/22	House Fire	One-Two Family Dwelling	\$2,490	\$1,245	\$246,487	\$123,244
06/18/22	House Fire	One-Two Family Dwelling	\$428,169	\$214,085	\$0	\$0
06/26/22	Vehicle Fire	Vacant Lot	\$20,000	\$10,000	\$80,000	\$0
07/16/22	Mobile Home Fire	One-Two Family Dwelling	\$3,017	\$754	\$4,483	\$2,996
07/21/22	Building Fire	Multi-family Dwelling	\$18,050	\$9,025	\$1,786,949	\$893,474
08/09/22	House Fire	One-Two Family Dwelling	\$371,000	\$185,500	\$0	\$0
09/02/22	House Fire	One-Two Family Dwelling	\$14,333	\$0	\$128,994	\$71,663
09/08/22	Building Fire	Commercial	\$0	\$2,000	\$8,464,918	\$4,230,459
09/22/22	House Fire	One-Two Family Dwelling	\$40,681	\$10,170	\$366,127	\$193,234
11/01/22	Vehicle Fire	One-Two Family Dwelling	\$6,000	\$100	\$0	\$0
11/06/22	Mobile Home Fire	One-Two Family Dwelling	\$131,000	\$98,000	\$138,000	\$36,000
11/24/11	Building Fire	Business	\$3,552	\$5,000	\$174,024	\$85,000
		TOTAL	\$1,671,272	\$870,620	\$12,570,045	\$6,341,031

- On December 9, 2022, a residential fire was reported in the Northwest Fire District.
 - GRFD provided assistance with scene documentation.
- On December 12, 2022, a commercial fire was reported in the Northwest Fire District.
 - GRFD was canceled en-route.
- On December 16, 2022, a commercial fire was reported in the Northwest Fire District.
 - GRFD provided assistance with scene documentation.

Can you spot the violation?



Answer to last Month:



Remove the towel from the doorway.

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Assistant Chief of Essential Services

DATE: January 17, 2023

SUBJECT: ESSENTIAL SERVICES ASSISTANT CHIEF'S REPORT

ITEM #: 7C

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.



ASSISTANT CHIEF'S REPORT

Essential Services – Tom Brandhuber

December 2022



Assistant Chief's Activities for the Month

- Chaired the monthly AzAA board of directors meeting
- Met with AZDHS leadership and AzAA board of directors
- Attended Chief Karrer's direct reports meetings
- Attended the Leadership Meeting
- Held direct reports meeting with my staff
- Participated in the Children's Christmas Breakfast at station 370
- Attended Paramedic Refresher
- Held a couple of discussions with Pima County providers on ER delays at local hospitals

Essential Services

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

- 1) Center for Public Safety Excellence Accreditation Progress
 - a) Three documents needed
 - i) Community Risk Assessment – Standards of Cover Project:
 - (1) Complete – [click here to review](#)
 - ii) Strategic Plan
 - (1) Conducted a Strategic issues workshop to review our plan and ensure we are addressing current strategic issues.
 - (2) Goals/Objectives are being developed to address the remaining time frame of the Strategic Plan.
 - (3) This strategic plan addendum should be ready for board approval in February or March.
 - iii) Self-Assessment Manual
 - (1) Writing is in process by multiple subject matter experts agency-wide.
 - (a) This portion of accreditation requires us to review all aspects of the agency and address in writing how we meet requirements and our plan for improving in:
 - (i) 11 Categories
 - (ii) 46 Criterion
 - (iii) 250 Performance Indicators
 - b) The benefit of accreditation is that these documents will require ongoing annual appraisals of programs and will help embed the continuous improvement process into the organization's culture.
 - 2) ISO upgrade project:
 - a) We are focusing on accreditation (and the inherent continuous improvement process it entails) to assist us with our ISO level.
 - i) ISO focus is very specific on **ONLY** structure fire capability.
 - ii) Accreditation focus is on the continuous improvement of **ALL** programs in the agency.
 - 3) Work Process Improvements: None currently
 - 4) Lexipol Policy Project:
 - a) A project management system for completing tier 2 and below policies has been developed.
 - i) Each division owns their applicable policies and is responsible for authoring and submitting to Essential Services for the review process before board approval.
 - ii) It will hopefully allow us to complete lower-level policies/procedures more expeditiously by crowdsourcing the authoring of each policy.
 - 5) Other Projects:
 - a) Job description for 2022-2023 budget approved Essential Services position – in process, hope to hire early next year.
 - b) Job description for community risk reduction position, budgeted as public educator, in the review process, hope to hire early next year.

Board Services

2022 Board Services in Review:

- In 2022, the Records Specialist responded to 224 external records requests made by District residents, patients, law firms, media, etc. The requests consisted of medical, fire, environmental, statistical and other miscellaneous reports.
- Assured Document Destruction shredded 39 boxes of records on site. Per Arizona Revised Statute, the Records Specialist submitted their corresponding certificates of destruction to the Arizona State Library of Archives.
- In the past calendar year, the Governing Board held twelve regular session Board meetings and five special session meetings.
- The District board adopted eleven resolutions. These resolutions are sealed in the District's official seal and submitted to Pima and/or Pinal County Recorder's Office to be recorded.

Fingerprinting and i9's: 343 sets of fingerprints and 48 verify i9 were taken at the front desk in December.

Finance Report

CyberRisk Part 3: Know the basics

What are the most important assets GRFD needs to protect?

Quantify the Risk

It would be difficult if not impossible to make an informed decision about the trade-offs between investing in controls and purchasing insurance without quantifying the risks. "Risk" can be defined as the chance of the occurrence of an loss, disaster, or other undesirable event multiplied by the magnitude of the loss. This definition implies that risk is a quantifiable thing.

There are many methods to perform qualitative risk analysis, but the risk matrix is one of the most commonly used. Below is an example:

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Severe
Almost Certain	Medium	Medium	High	High	Extreme
Likely	Medium	Medium	Medium	High	Extreme
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

This problem with analyzing risk using a matrix like this is that categories like “rare”, or “almost certain” are subjective and open to interpretation based on unique experiences. On the other hand, specifically quantified probabilities such as a ‘10% Chance’ of data breach is more objective and leads to a better communication of the nature of the risk. Instead of ‘severe’ consequences, a range of monetary costs such as ‘\$100,000-\$250,000’ can be more useful for understanding what specifically is at stake.

Start with your average costs and losses....

Evaluation based on Averages

Option	Costs (what you budget plus cost of capital)				Losses & Insurance Payouts			Reserves		
	Controls	Cost of Capital	Insurance	Total	Cyber Losses Average	Insurance Payout	Losses Net Payout	Reserves (self-insurance)	Remaining Reserves	Losses Absorbed?
Do Nothing	\$ -	\$ -	\$ -	\$ -	\$ (14,576)	\$ -	\$ (14,576)	\$ -	\$ (14,576)	NO
Controls only	\$ (61,000)	\$ -	\$ -	\$ (61,000)	\$ (5,890)	\$ -	\$ (5,890)	\$ -	\$ (5,890)	NO
Controls + Self Insurance (cost of capital only)**	\$ (61,000)	\$ (35,000)	\$ -	\$ (96,000)	\$ (5,890)	\$ -	\$ (5,890)	\$ 700,000	\$ 694,110	YES
Controls + Self-Insurance + Commercial Insurance	\$ (61,000)	\$ (35,000)	\$ (50,000)	\$ (146,000)	\$ (5,890)	\$ 843	\$ (5,047)	\$ 700,000	\$ 694,953	YES
Insurance + Commercial Insurance, No New Controls	\$ -	\$ (35,000)	\$ (100,000)	\$ (135,000)	\$ (14,576)	\$ 2,793	\$ (11,784)	\$ 700,000	\$ 688,216	YES

This analysis is more exact to reveal the extent of losses at various levels of action (Or inaction).

Human Resources

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

Recruitments

- In Process External/Internal:
 - Systems Administrator-LAN
 - Utilizing an external recruitment company for assistance with this difficult to fill position.
 - Fire Chief
- Recently Closed:

- Lateral EMT FF and Paramedic FF
 - January concluded the Chiefs Interview – conditional offers are being made, background and physicals will be taking place
- Future Upcoming:
 - Budget Analyst
 - Community Risk Reduction Specialist
 - Fire Accreditation Project Manager
 - Records Specialist
 - Fleet Maintenance Tech (level TBD)

Congratulations!

- New Hires:
 - Lydia Camarillo, Community Relations Coordinator
 - Tina Brookshier, Finance Specialist
- Promotions:
 - Shannon Ortiz, Board Services Supervisor

Projects

- Shannon Ortiz, Emily Noland, Freddy Rodriguez, and Debbie Fisher, from HR and Board Services provided exceptional support for all the District holiday functions. It takes an amazing team to be an amazing organization!
- The HR was very busy in December with recruitments for many different departments and levels.
- The new accreditation process has kicked off. The HR and Board Services Team are looking forward to participating and learning new things.
- Paycom Implementation (replacing ADP):
 - Paycom is fully implemented.
 - Next items:
 - Moving forms into Paycom (SRI, disciplinary documents, etc)
 - Assessing changes to the current performance evaluation process and implementing the new process in Paycom
- New Performance Evaluation committee – has begun
 - We are currently identifying participants
 - Evaluating performance evaluation options
 - Assessing what electronic performance evaluations will look like in Paycom
- Job Descriptions being moved to Procedure Handbook in Lexipol
- Policy reviews and updates – *please see policy section of board packet*

Employee Recognition

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



GRFD Employee Years of Service Recognition -January		
EE Name	HireDate	Yrs of Service
VALENCIA, ALFREDO	01/08/1999	24
FIMBRES, LENNY	01/09/2006	17
LESLIE, MICHAEL ALLEN	01/09/2006	17
PETERSEN, RONNIE SCOTT	01/09/2006	17
SCHOLEY, RANDY WAYNE	01/09/2006	17
CARLSON, TREVOR JOHN	01/09/2012	11
GAMEZ, IGNACIO ERNESTO	01/09/2012	11
LUNDEBERG, ADAM MICHAEL	01/09/2012	11
MARTINEZ, DANNY	01/09/2012	11
PORT, COLIN MARCUS	01/09/2012	11
WRIGHT, STEVEN K	01/29/2016	7
CHAVEZ, REYMUNDO ANDRES	01/24/2022	1
MACE, MYLES	01/24/2022	1
MILLER, JAMES CHASE	01/24/2022	1
MOFFITT, BRETT ANDREW	01/24/2022	1
MUSCARELLA, SHAY MITCHELL	01/24/2022	1
TROWBRIDGE, MATTHEW ALAN	01/24/2022	1

Volunteer Recognition

Congratulations on your Golder anniversary, and thank you for your support!

GRFD Volunteer Years of Service Recognition -January		
Volunteer Name	Volunteer Service Date	Yrs of Service
WRIGHT, STEVEN K	01/29/2016	7

IT Applications Group Activities/Projects

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

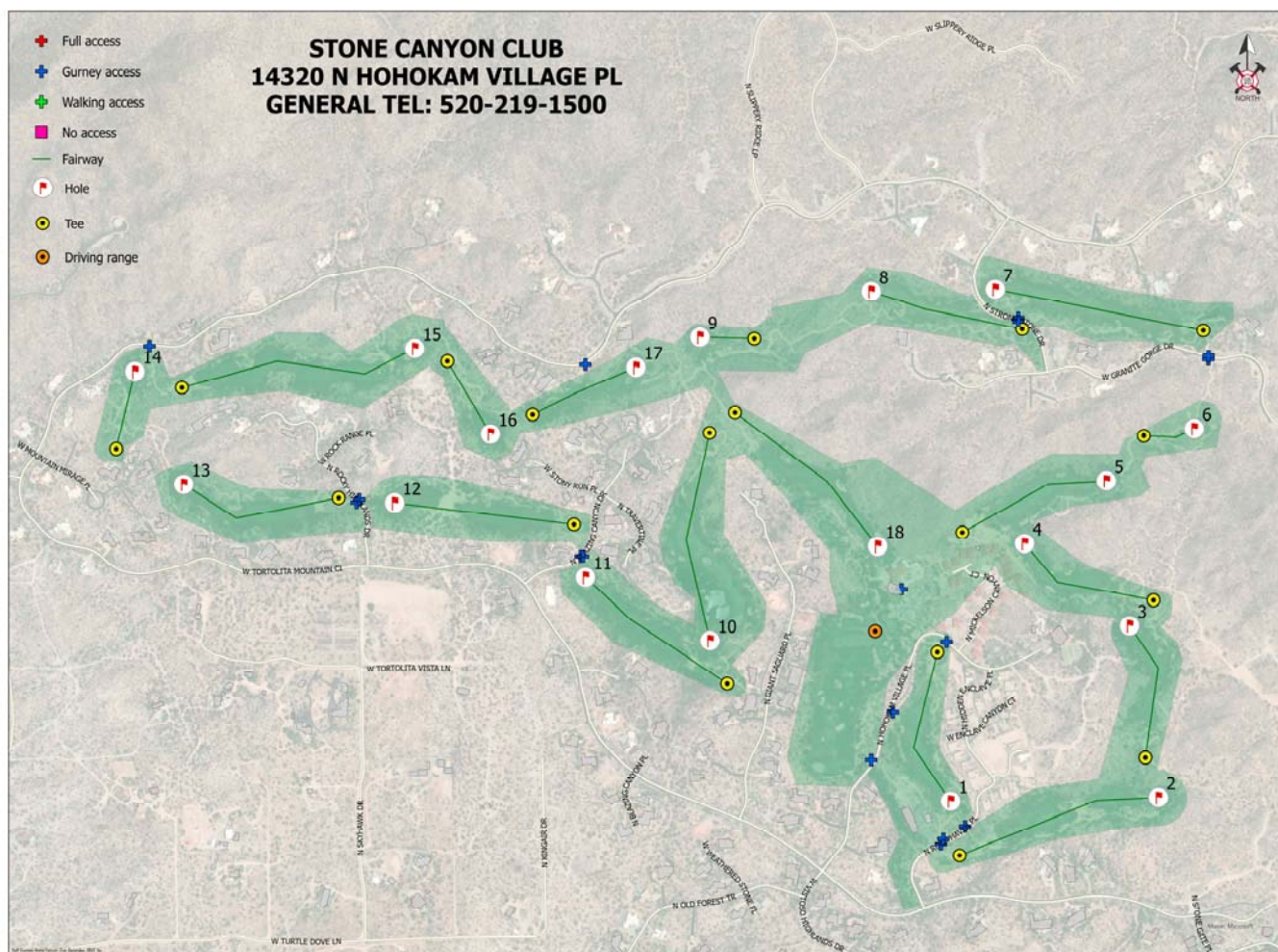
- The application group has been focused on dealing with ongoing tickets, doing regular maintenance, and dealing with documentation on new issues.
- Finance Abila software has been fully upgraded to the latest version and the latest 1099 forms for this year.

- The 8 new fire graduates have been entered into our EPCR system and FireRMS, they are ready to start in the field.

IT GIS Activities/Projects

- Chief Perry's accreditation project update
 - Finished the 90th percentile statistical analysis for all target times for EMS, Fire, Technical Rescue, Hazmat, and Wildland for Mow, Medium, High, and Max Risk categories for rural and urban areas
 - FEMA National Risk Index map request to show heat wave, lightning, and wildfire risk areas within our district boundary
 - Map attached
 - Ongoing project
- Emergency Response Zones (ESZ) boundaries project
 - Changes to boundaries per Johanna's feedback to ensure all areas have coverage for dispatch
- The golf course pre-plans project continuing
 - Scott Petersen has been using the Survey123 data collection app to go to each golf course and collect access data; processed this data into the database to create maps and created maps showing the best staging access for crews to review.
 - Sample map attached
 - Ongoing project
- Attended data workshops with Tucson Fire, Public Safety, and Northwest Fire GIS folks; working on streamlining pulling data from dispatch and automating this process.
- Pre-plans improvement project
 - Attended preplans meetings with Tucson Fire (TFD) and Northwest Fire (NWFD) to review 2 vendors to improve our preplans system
- Swift water rescue project
 - Continue working with GIS folks from NWFD, TFD, and Pima County Regional Flood Control District (RFCD) to create a Field Maps app hosted by RFCD which will allow crews to add points into the database for potential rescue staging areas.
 - Ongoing project
- Trails – best staging access
 - Began Honeybee Canyon Loop Trail system map to show the best staging access areas per technical rescue folks
- Miscellaneous requests:
 - District map to hang outside the reception office
 - Work with NFORS on the new ERF updates and calculations
 - Finish OSHA training in Target solutions
 - Holiday district map for chiefs

-  Full access
-  Gurney access
-  Walking access
-  No access
-  Fairway
-  Hole
-  Tee
-  Driving range



GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

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

DATE: January 17, 2023

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

ITEM #: 7D

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.



ASSISTANT CHIEF'S REPORT

Emergency Response/Professional Development – Scott Robb

December 2022



EMS

EMS Training

- EMS Division has assisted Professional Development in the development and proctoring of the EMS portion of the assessment center for the 2023 Lateral Academy
- EMS Division is in full swing with instructing an Initial EMT Course (EMTC) to the remaining 8 members of Recruit Academy 22-02
 - All 8 members have completed the class successfully
 - All 8 members have completed the NREMT Psychomotor Skills successfully
 - All 8 members are scheduled to take their NREMT written on January 3rd
- EMS Division has developed January's Skills Lab. Please ref. Reg. Memo 22-116 [Quarterly EMS Skills Lab](#)
- EMS Division has developed the Compliance presentation for the upcoming annual OSHA/Compliance training for 2023

Other Items of Interest

- [ZOLL-EPCR Workgroup](#) Phase I is now completed and the workgroup continues to work on Phase II.

- GRFD's O2 replacement program has been finalized with Matheson and the program should begin by mid-February.
- All oxygen racks and lifts have been ordered.
- The ARCR is finalized and has been submitted into AzDHS
- The EMS Division has received the Banner University Medical-Group Contract for Administrative Medical Direction to review and make corrections prior to going in front of the Board of Directors for approval.

2022 Cohort Paramedic Program

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

40-Hour Paramedic Program

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

EMS Team

- Emergency Department wait times have crept up; however, we are staying in tight communication and working with hospital liaisons to find efficient ways of maintaining quick patient transfers. Please Ref. Ops. Dir. 22-010 [Hospital ED Wait Times and Patient Transfer of Care](#)
- Continued collaboration with all hospital partners and EMS agencies.
- Continued monthly meetings with the EMS Team to continuously improve communication across all three shifts with EC talking points. These talking points allow the on-duty ECs and Admin ECs to spread the same message to all three shifts in real time.

- The Administration EC's and I met with our future Medical Director and Deputy Director from BUM-G to plan a road map for GRFD's transition in AMD from OVH to BUM-G. Go live date is set for February 9, 2023.
- AG review with B-UMG, NWFD, and TFD is completed, changes to our AG's will be effective in January 2023.
- Handtevey has been updated to reflect new AG updates.

Monthly EMS Stats

Month of December Details

Transports+/- From Last Month

Interfacility +/- From Last Month

MD372	0	0	0	0
MD376	0	0	0	0
MD379	0	0	0	0
PM370	81	20	0	0
PM371	0	0	0	0
PM372	1	1	0	0
PM373	82	5	0	-1
PM374	0	0	0	0
PM375	99	-1	0	-6
PM376	97	0	0	-2
PM377	104	8	0	-3
PM379	0	0	0	0
PM380	121	3	0	-1
PM381	17	17	0	0

Transports+/- for the Month

Interfacility +/- for the Month

Total Transports for the Month to Date: 602

Total Interfacility for the Month to Date: 0

+/- From Last Month 53
 Total Responses 614
 Transport % 98%

+/- From Last Month -13

Fiscal Year Details for 2022-23

Transports

Fiscal Year to Date:	3453
Last Fiscal Year to Date:	3436
+/- From Last Year:	17
Total Responses:	3496
Transport%	99%

Interfacility

Transports Fiscal Year to Date:	60
Last Year to Today Last Year:	87
+/- From Last Year:	-27

Professional Development

Courses/Training

- Preparing for upcoming Driver Operator/Aerial Operator course

2022-01 Probationary Year

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

Academy 2022-02

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

2022-02 Probationary Year

- Module I books are due March 20, 2023
- Module I testing will take place March 27-29, 2023

Academy Onboarding 2023-01

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

Miscellaneous

- Updating the Engineer Task Books

Car Seat Program

- Four car seat installs in the month of December

Health and Safety

Activities for the Month

- Physical Fitness, Wellness Health and Safety
 - GPAT early spring 2023
 - Academy 23-01 applicants completed
 - Return to work process being completed on 4 LD personnel
- Outfitting all front line apparatus with approved collapsible road cones (DOT regulations)
 - 7/10 stations up to par on front-line apparatus
- 1582 schedule coordination
 - Remainder of personnel unable to attend appointments being scheduled in January for second appointment
 - Scheduling applicants for 2023-01 Academy for January 16-20
- ACE certification-determining need for recerts and new certifications
 - In contact with TFD/Tucson Fire Foundation about coordination of certification class, tentatively waiting on dates from Tyler McKendrick (TFD Peer Fitness Coordinator)
 - Will need additional peer fitness trainers for implementation of 90-day improvement plan
- PPE Committee established – meeting scheduled January 17th
- Safety Committee meeting January 12th
- CLEAN CAB concept- developing standards and distribution of information, received specs of our newly purchased apparatus (SOP being developed/reviewed)
- TIMS (Traffic Safety Incident Management) coordination with Cat-Tow
 - Still looking for scheduled class for Train the Trainer
- Proposal for weekly info: Wellness Wednesday (FDSOA) and Training tips (FDNY)
- Research on “What If” cancer policy (Galleri)
- PPE maintenance/cleaning program implementation (7-8-month delivery on new turnouts)
 - Inspection check sheet on OPIQ adjusted
 - Collection/inventory/inspection and cleaning being completed
 - Stock AP379 with adequate loaner sets/stock for supply shed
 - MUST utilize for upcoming 2023-01 Academy
- Covid/Flu monitoring – positive cases monitored (numbers decreased, seasonal sickness up)

Wildland

Assignments

- No personnel currently on assignment.

Training

- 12/6/22 – Captain Port assisted with the instruction of the S-215 class being held at Corona de Tucson FD.

Upcoming Events

- 1/9/23 – Captain Waldorf will be assuming WL Deputy IC and is being assigned to Station 370 A-shift Captain. To balance the shifts, Captain Sicurello has temporarily been operationally placed on B-shift. Captain Sicurello will return to his bidded spot after the probationary captain vacates his spot.
 - BC Leslie and Captain Port to meet with Pinal County Wildland Team this month to discuss upcoming season and new PCWT Chair and Co-Chair.
- 1/3/23-1/11/23 – Wildland Team Red Card Pack Testing

Honor Guard/Pipes and Drums

Expenditures

- Honor Guard
 - 1 expenditure this month (Glover): Monthly Total: \$21.95 (expenditure made last month that was on this month's statement)
 - District credit card and Honor Guard budget is all squared up
- Pipes and Drums
 - 0 expenditures this month: Monthly Total: \$0

Events

- Honor Guard
 - 12/3 – Oro Valley Christmas Tree Lighting
 - 12/9 – Monthly meeting
- Pipes and Drums
 - No events for the month of December

Special Operations

Training:

- In December, GRFD hosted the Pima County Regional Hazmat End of Year Drill. This drill was held at the Port of Tucson Facility, located near Kolb and I-10. Along with all of our partners from around the region, teams had the opportunity to work alongside members from Poison Control, multiple Toxicologists and Physicians from Banner, and even representatives from the National Weather Service. The Special Operations Team members completed Hazmat training on three consecutive shift days which took place December 6th -8th. This year's scenario comprised of a chemical spill in a warehouse with life safety concerns. In order to mitigate the emergency, crews had to demonstrate multiple tactics and skills, some of which included techniques in rescue and decontamination, chemical research, and chemical spill mitigation. A lot of planning and hard work was put in by GRFD to make this drill successful. Hats off to Captain Miller, Captain Johnson, and Paramedic Sam Garcia for putting on such an

elaborate and lifelike drill that received great feedback and many compliments from our regional partners.

- The weeks of December 12th -23rd, members of our special operations team traveled the district to all the stations and conducted an in person Hazmat Refresher, which included an in service on our new Qrae 4-gas monitors that will soon be placed on six of our front line engines. Along with the gas monitor training, this year's Hazmat Refresher focused on:
 - ERG and NIOSH review and practice
 - Review of the updated FRO Hazmat Sheet
 - Review of All Hazards Binder, located on all suppression apparatus

Calls:

- On Wednesday December 28th, 377 units were involved in a search and rescue/EMS call with DPS Ranger, Pima CSO & SARA in Charouleau Gap. Both GRFD UTV's were utilized to transport members to search for a PT deep into the Cherry Tank area. The incident was an overall success in communication and working seamlessly with our regional partners. No injuries were reported.

Goldier Ranch in the Community

Activities for the month:

- Reached out to the community regarding the following:
 - Our "Community First" commitment to the community
 - Our December schedule of events
 - Toy drives and lunches with residents
 - TRT training
 - Our Red Cross blood drive hosted at 380
 - Hiring of open positions
 - Adult holiday party pictures
 - Hiring of our new Community Relations Coordinator, Lydia Camarillo
- Lydia has hit the ground running with great social media interaction and attending several events. She will be added to several local committees this month.
- Identified some additional funds in our budget to help with the lateral hiring.
- Ongoing improvements to our website.



Golder Ranch Fire District Call Load Breakdown

December 2022

CALL TYPE	370	372	373	374	375	376	377	378	379	380	TOTAL
Aircraft											0
Brush / Vegetation						1					1
Building							1				1
Electrical / Motor											0
Fires - All Other	1				1						2
Gas Leak											0
Hazmat											0
Trash / Rubbish					1						1
Unauthorized Burning	1										1
Vehicle						1				1	2
Total Fire	2	0	0	0	2	2	1	0	0	1	8
Animal Problem											0
Animal Rescue											0
Assist -Other	16	3	45	18	10	10	10	12	7	5	136
Battery Change	3	8	15	5	17	3	1	12		2	66
Bee Swarm		1									1
Defective Appliance											0
Invalid Assist	8	1	25	9	24	9	6	5	9	15	111
Snake	2		3	4	13	6	6	7	5	5	51
Lockout	1										1
Fire Now Out											0
Total Service Calls	30	13	88	36	64	28	23	36	21	27	366
Alarms (Fire, Smoke, CO)	5		3	1	12	3	6	5	3	7	45
Cancelled / Negative	7	1	7	3	7	2	7	1	7	17	59
Smoke / Odor Invest.	1		1	1	1	1	1	3	1	1	11
Total Good Intent	13	1	11	5	20	6	14	9	11	25	115
Motor Vehicle Accident	4		3	1	5	6	8	3	3	10	43
Rescue-high, trench, water				1	1						2
Interfacility Transport											0
All Other EMS Incidents	100	12	126	88	139	77	142	23	117	200	1024
Total EMS Type	104	12	129	90	145	83	150	26	120	210	1069
TOTAL ALL	149	26	228	131	231	119	188	71	152	263	1558
Percentage of Call Load	10%	2%	15%	8%	15%	8%	12%	5%	10%	17%	100%
Average Calls Per Day	4.81	0.84	7.35	4.23	7.45	3.84	6.06	2.29	4.90	8.48	50.26
Patients Transported			602								
Last 12 Month Call Load			19110								
Last December Call Load			1465								

GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Division Chief of Essential Services

DATE: January 17, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION TO ACCEPT AND APPROVE THE FIRST EDITION GRFD COMMUNITY RISK ASSESSMENT-STANDARDS OF COVER DOCUMENT

ITEM #: 8A

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

This draft Community Risk Assessment-Standards of Cover document has been in progress for over a year and has incorporated input from both community and Fire District stakeholders at multiple levels. It represents a comprehensive evaluation that identifies, prioritizes and defines the risks that pertain to the community served by the Golder Ranch Fire District. In addition it presents a systematic approach to determining the distribution and concentration of GRFD fixed and mobile resources that is based on community risk and the communities performance expectations. Staff will be providing a brief presentation to provide more information, and are available to answer any additional questions you may have.

RECOMMENDED MOTION

Motion to approve Resolution #2023-0001 formally adopting the Golder Ranch Fire District Community Risk Assessment and Standards of Cover document as presented.



GOLDER RANCH FIRE DISTRICT

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

Chief Randy Karrer

RESOLUTION NO. 2023-0001

A RESOLUTION OF THE GOVERNING BOARD OF THE GOLDER RANCH FIRE DISTRICT ADOPTING THE 2023 COMMUNITY RISK ASSESSMENT-STANDARDS OF COVER (CRA-SOC)

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

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

WHEREAS, the Governing Board has reviewed the 2023 Community Risk Assessment – Standards of Cover (CRA-SOC) and finds that it was conducted in compliance with the recommendations of the Center for Public Safety Excellence and as such represents a best practice for guiding the distribution and concentration of the district's fixed and mobile resources based on community risk and performance expectations.

WHEREAS, the Governing Board finds that adopting and implementing the CRA-SOC is in the best interest of the District and its residents.

NOW, THEREFORE, BE IT RESOLVED, that the Golder Ranch Fire District Governing Board hereby adopts the 2023 GRFD Community Risk Assessment-Standards of Cover.

FURTHER RESOLVED, that District officers are authorized to take all steps necessary and proper to implement the CRA-SOC.

ADOPTED AND APPROVED on this 17th day of January 2023, at a duly noticed public meeting of the Golder Ranch Fire District Governing Board.



GOLDER RANCH FIRE DISTRICT

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

Chief Randy Karrer

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

ATTEST:

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

DRAFT

GOLDER RANCH FIRE DISTRICT

COMMUNITY RISK ASSESSMENT – STANDARDS OF COVER

**First Edition
January 2023**



Mission Statement

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.

District Mottos

Community First.

Serving with strong hands and caring hearts.

Vision Statement

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

Value Statement

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 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 words and actions.



Community Risk Assessment/Standards of Cover

First Edition – January 2023

Golder Ranch Fire District
Fire Chief Randy Karrer

Accreditation Manager
Division Chief Eric Perry

As adopted by the Golder Ranch Fire District Board on _____.

Resolution No. _____

CRA-SOC Update Log

Description	CRA-SOC Team Facilitator	Signature	Fire Chief	Signature	Date
2023 CRA-SOC	Eric Perry		Randy Karrer		
2024 Update					
2025 Update					
2026 Update					
2027 Update					

The CRA-SOC is designed to be a dynamic document and shall be updated on an annual basis.

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MESSAGE FROM THE FIRE CHIEF

Reflecting on the journey that brought Golder Ranch Fire District (GRFD) to completing this Community Risk Assessment - Standards of Cover (CRA-SOC) document, I immediately think of the mottos of “Strong hands and caring hearts” and “Community First.” These are foundational statements of why GRFD is known for providing exceptional customer service. Customer service is deeply embedded into the culture of this organization, and our employees exhibit that daily.

The CRA-SOC document provides specific information about how we operate as a fire district.

Identifying areas of improvement and providing transparency to the public we serve is critical to effectively managing the services we provide. For example, this analysis identified that a third of District residents are over 65. However, our current public education program targets grade school levels, which clearly indicates a need for public education geared toward our older demographic.

The District has experienced explosive growth over the past ten years, further inflating its long slender geographical boundaries. As population and call load increase, it becomes challenging to maintain appropriate coverage. Identifying and quantifying the risks specific to our community is critical to maintaining our high level of service.

I want to thank the community for their input in sharing service expectations, and Ironwood Strategic Solutions for guiding us through a proven and effective process that unveiled some “ah ha” moments that will drive the future of this organization. I also want to thank Division Chief Eric Perry, whose collaborative approach, attention to detail, and vast knowledge of our systems and processes produced an exceptional result that will forever change GRFD.

As I pass the baton to a new Fire Chief of GRFD, I find comfort in knowing that the District has embarked on this critical analysis of the services currently provided and dared to ask the tough questions to identify the future needs of the District. The transparency of our performance and the improvement goals identified will translate into a more effective and efficient level of service and provide the incoming Fire Chief a clear road map to success. Most importantly, it will save countless lives.

Respectfully,

A handwritten signature in black ink, appearing to read 'Randy Karrer'.

Randy Karrer

INTRODUCTION

This is the first edition of the Golder Ranch Fire District (GRFD) Community Risk Assessment-Standards of Cover (CRA-SOC). The development of a CRA-SOC represents the next step in GRFD's continuing efforts to become a more methodical, systematic and data-driven organization. This document is part of accreditation that GRFD is pursuing through the Commission on Fire Accreditation International.

The two core elements of this document may be defined in the following ways:

- **Community Risk Assessment** is a comprehensive evaluation that identifies, prioritizes and defines the risks that pertain to the overall community.¹
- **Standards of Cover** consists of a systematic approach to determine the distribution and concentration of fixed and mobile GRFD resources that is based on community risk and the community's performance expectations.

A CRA-SOC accomplishes the following elements for GRFD:



¹National Fire Protection Association. (2020). NFPA 1300 Standard on Community Risk Reduction and Community Risk Reduction Plan Development.

The development of the CRA-SOC generally followed the process as outlined by the Commission on Fire Accreditation International.² NFPA 1201, Standard for Providing Fire and Emergency Services to the Public was referenced as a check and balance to compare GRFD's current service delivery organization structure against a national consensus standard. A table illustrating GRFD's fire and emergency service delivery to its community – compared to NFPA 1201 standard elements is in **Appendix A.1**.

GRFD utilized a consultant to facilitate the process. It also utilized district resources for various elements of the document. GRFD and City of Tucson Public Safety Communications databases were used to analyze response time data. Internal and external resources were used to develop relevant GIS maps. In addition, public and third-party resources were consulted for demographic and other relevant information.

As part of the CRA-SOC development process, gaining external and internal stakeholder input was a high priority for GRFD. Information and survey results from two external stakeholder meetings held in February 2022 were incorporated into this process.

This CRA-SOC document supports the following goal of the GRFD 2021-2024 Strategic Plan:

- Goal 4 – Develop a formal, sustainable community risk reduction plan (CRR) that is reviewed and measured on an annual basis.



²Center for Public Safety Excellence. (2020). Quality Improvement for the Fire and Emergency Services. Chantilly, VA.

The report is organized into seven sections.

- **Section 1** provides an overview of the structure and management of GRFD and community characteristics.
- **Section 2** includes an overview of the service programs currently delivered, both nonemergency and emergency.
- **Section 3** represents the community risk assessment portion of the document. It includes assessment of large-scale, potentially districtwide risks as well as fire, EMS, hazmat, technical rescue and wildland fire risks in the community. The risk assessment process also includes the development of critical tasks that in turn determine the associated effective response forces to respond to and mitigate different levels and categories of risk.
- **Section 4** describes the current deployment of fixed and mobile resources and the performance of emergency services provided with an emphasis on response time elements.
- **Section 5** provides an evaluation of the current deployment and performance goals and objectives for future performance – based on community expectations and GRFD performance goals.
- **Section 6** presents the district's six-step plan for maintaining and improving response capabilities.
- **Section 7** outlines key findings and associated recommendations resulting from development of the CRA-SOC.

Along with the CRA-SOC, a current strategic plan and a response to approximately 250 performance indicators are required documents for accreditation status. A reference table of CRA-SOC-related performance indicators is located in **Appendix A.2**.

The command staff and representatives from IAFF Local 3832 have reviewed the data collected and performance objectives developed during the many months of the CRA-SOC preparation and are committed to maintaining and improving service delivery performance.

The CRA-SOC is designed to be a living, dynamic document that will be reviewed and updated on a yearly basis by a standing district committee to ensure that the most effective and efficient fire and emergency services are delivered to GRFD residents, business owners and visitors.

DRAFT

SECTION 1 – DISTRICT AREA CHARACTERISTICS



Golder Ranch Fire District (GRFD) is located in southeast Arizona. It is approximately 12 miles north of the center of Tucson and serves the Town of Oro Valley, portions of unincorporated Pima and Pinal Counties and a small section of the Town of Marana. GRFD's service area includes 244 square miles and a population of 99,238.³ The Town of Oro Valley has 47,979 residents⁴ which represents 48% of the district's total population.

LEGAL BASIS FOR EXISTENCE AND DESCRIPTION OF GOVERNANCE MODEL

Golder Ranch Fire District GRFD was formed in 1977 by residents living in the unincorporated Golder Ranch area of Pima County. The Pima County Board of Supervisors officially approved the formation of GRFD on November 8th, 1977, under Resolution 1977-186. The district operates under the requirements of Arizona Revised Statutes (ARS) §48-803, §48-804 and §48-805.

GRFD is administrated and directed by a governing board that consists of five elected board members who serve staggered four-year terms. The governing board approves an annual budget, reviews and approves policies and reviews and approves services provided by the district. Arizona Revised Statute 48-804 requires that the governing board meet monthly. The GRFD governing board meets the second Tuesday of each month. Meetings are open to the public.

GRFD operates under the guidance of mission, vision and value statements as outlined earlier in this document.

Golder Ranch Fire District Governing Board



Steve Brady
Vice Chair



Sandra Outlaw
Member



Vicki Cox-Golder
Chair



Richard Hudgins
Member



Wally Vette
Clerk

³Source – Pima Association of Governments

⁴U.S. Census Bureau. 2021 population estimate. <https://www.census.gov/quickfacts/orovalley-townarizona>

DISTRICT HISTORY

The Golder Ranch Fire District (GRFD) began as a volunteer fire district in November 1977, with one fire station in the unincorporated area of Catalina, Arizona. In 1980, the district signed a contract to provide fire coverage for the Catalina Fire District in the northern part of the Catalina area. In 1981, GRFD was granted membership in the regional MEDS dispatching system, and as the district grew, it changed from volunteer to paid on call – to career with reserves to supplement the career staff.



Golder Ranch Fire District Fleet – Late 1980's

In 1989, GRFD joined the Public Safety Personnel Retirement System for its career staff. The complete transition to a career-only agency was in August of 2001.

The district's boundaries grew through a 1996 consolidation of the Catalina Fire District and the Oracle Junction Fire District, and in 1999 GRFD joined a communications consortium that contracted for dispatching by the City of Tucson Public Safety Communications.

GRFD began ambulance service in 1980 with one ambulance. The district currently holds a Certificate of Necessity (CON #56) from the State of Arizona, allowing ambulance transport services within district boundaries and an additional area of 145 square miles in unincorporated southern Pinal County.

Throughout the years, multiple additional annexations led to the growth of the district, and a 2017 consolidation of the Mountain Vista Fire District added 19 square miles to the boundaries.

GRFD is an all-career agency serving 99,238 people within its approximately 244-square-mile boundary and 389-square-mile ambulance service area, including the communities of Saddlebrooke, Saddlebrooke Ranch, Catalina and the Town of Oro Valley.



Engine 370 – C Shift Crew

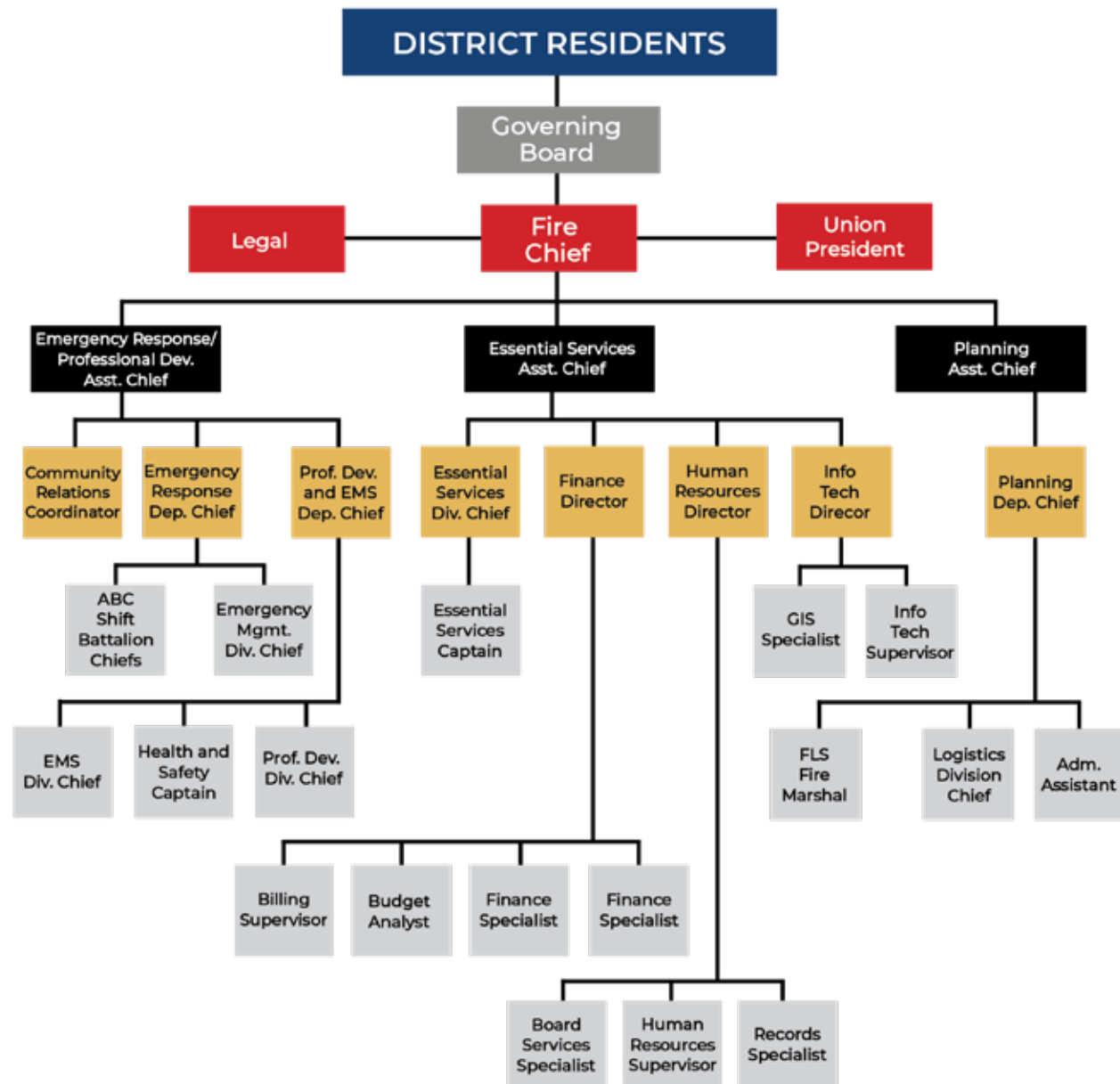
Coverage is maintained out of ten strategically placed fire stations with a full-time staff of 275 employees. Since the inception of the fire district, there have been four fire chiefs including current fire chief, Randy Karrer.

In 2017, the Golder Ranch Fire District signed an automatic aid agreement with the Northwest Fire District. This agreement was the first automatic aid agreement in the Tucson area, and in 2020, the City of Tucson Fire Department joined GRFD and NWFD in the automatic aid agreement.

The district was founded as a volunteer fire district with one fire station on November 15, 1977. Bob Murray was GRFD's first fire chief.	1977	The first fire station was located at 15780 N. Oracle Road at Chief Murray's house.
The fire station moves to 3535 E. Hawser on land donated by Lloyd Golder.	1979	First ISO Classification of 8 awarded.
First ambulance placed in service.	1980	Contracted fire service for the Catalina Fire District.
Golder Ranch joined the PSPRS for uniformed members.	1989	
	1996	Consolidated with Oracle Junction Fire District and Catalina Fire District.
October – Dispatch service with City of Tucson. Joins consortium with Avra Valley and Northwest.	1999	
	2001	August – Last reserve firefighter shift.
October – CON expands to new boundaries.	2002	
	2003	November – Copper Creek annexation.
August – GRFD enters IGA with Town of Oro Valley for Fire Marshal services.	2004	
May – Station 370 and new campus opens on 3885 E. Golder Ranch Dr. Hawser location shut down as a station.	2006	December– Palisades annexation.
May – Villages of La Canada annexation.	2007	
Meet and Confer agreement signed with IAFF Local 3832.	2009	La Reserve and Town of Oro Valley Annexations.
January – Gabby Giffords mass shooting at Ina and Oracle on the 8th.	2011	May– La Cholla AirPark annexation.
GRFD awarded Premier EMS Provider designation from AZDHS.	2014	
CIHP program recognized as a Treat and Refer EMS agency.	2016	GRFD receives a Class 2 ISO rating.
May – GRFD, MVFD, NWFD begin auto aid.	2017	July – Mountain Vista Fire District and Golder Ranch Fire District consolidate (CON and district expanded to encompass remaining area of TOV).
	2019	Premier EMS Provider designation renewed.
March – The district addresses the COVID 19 pandemic.	2020	June – GRFD was the initial attack on what eventually became the Bighorn Fire.
Tucson Fire joins the automatic aid agreement.		
On November 29, Jennifer Akins was appointed GRFD Fire Marshal. She is the first female to become fire marshal at GRFD and the first female chief officer at GRFD.	2021	Commission on Accreditation of Ambulance Services (CAAS). GRFD is the fourth agency accredited in Arizona and the only fire district accredited.
	2022	The building was purchased at 1600 E. Hanley, and work began to transform it into a new fire administration center.

Golder Ranch Fire District has a fire chief who serves the governing board on a contractual basis. **Figure 1.1** represents the organizational structure for GRFD.

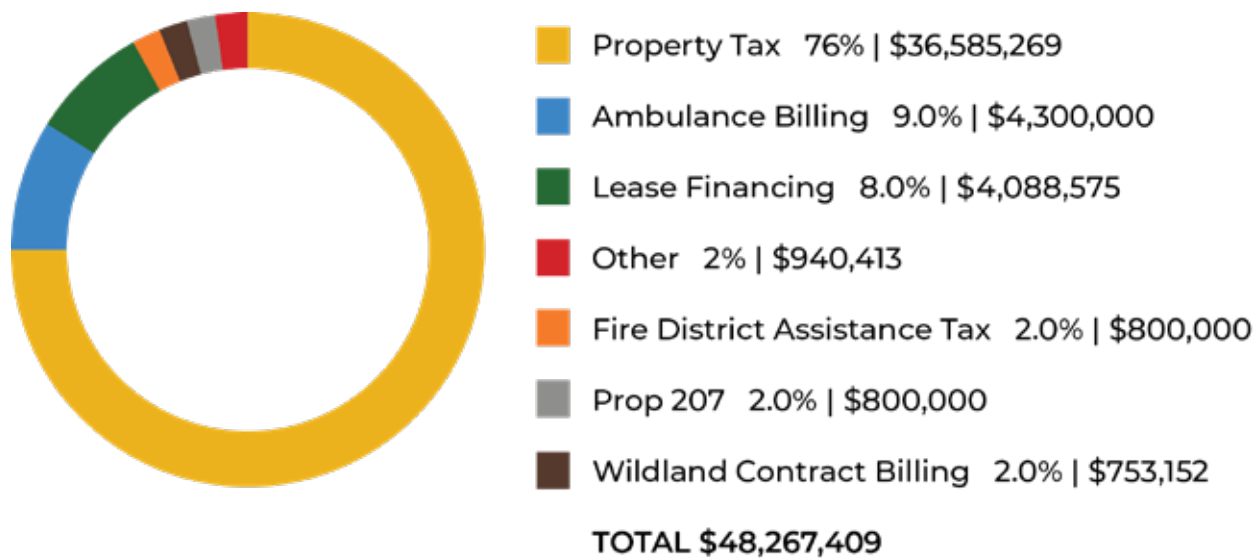
Figure 1.1 Organizational Structure



FUNDING SOURCES

GRFD is considered a political subdivision of the State of Arizona. It is authorized to levy a property tax within the geographical boundaries of the district. The tax serves as the district's primary funding source. The following figure presents all funding sources for GRFD.

Figure 1.2 FY22/23 Budgeted Revenue



Note: Percentages are rounded to the nearest whole number.

As indicated in **Figure 1.3**, GRFD receives most of its funding from property taxes that are derived from total assessed valuation of property within the district. The following figures show GRFD's 10-year history of assessed value and tax rate. Total assessed value has increased 51.5% the past ten years.⁵

Figure 1.3

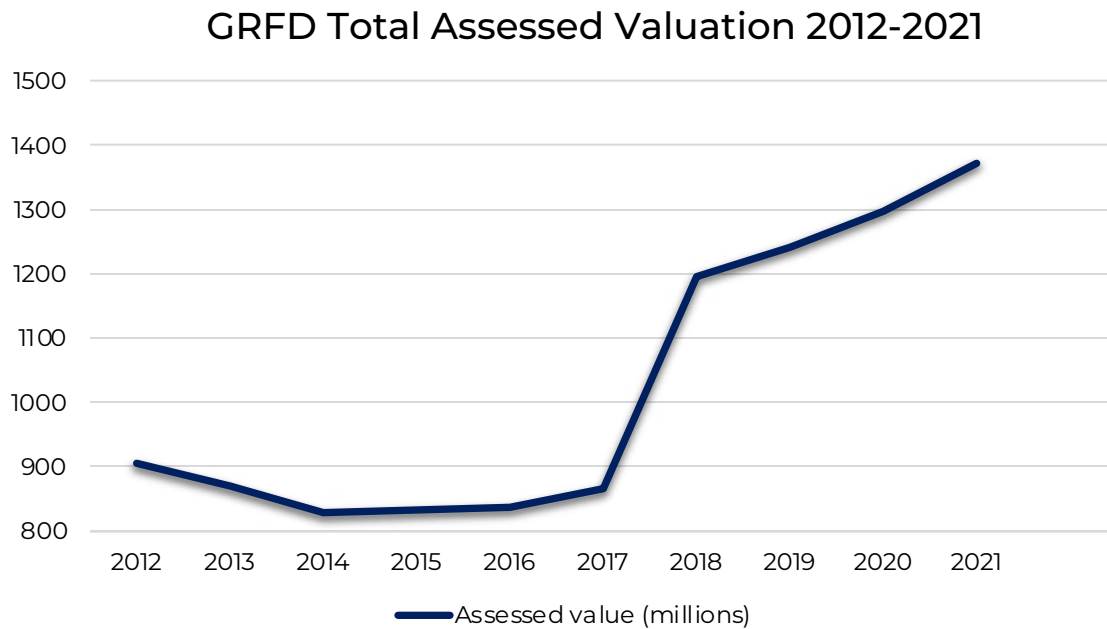
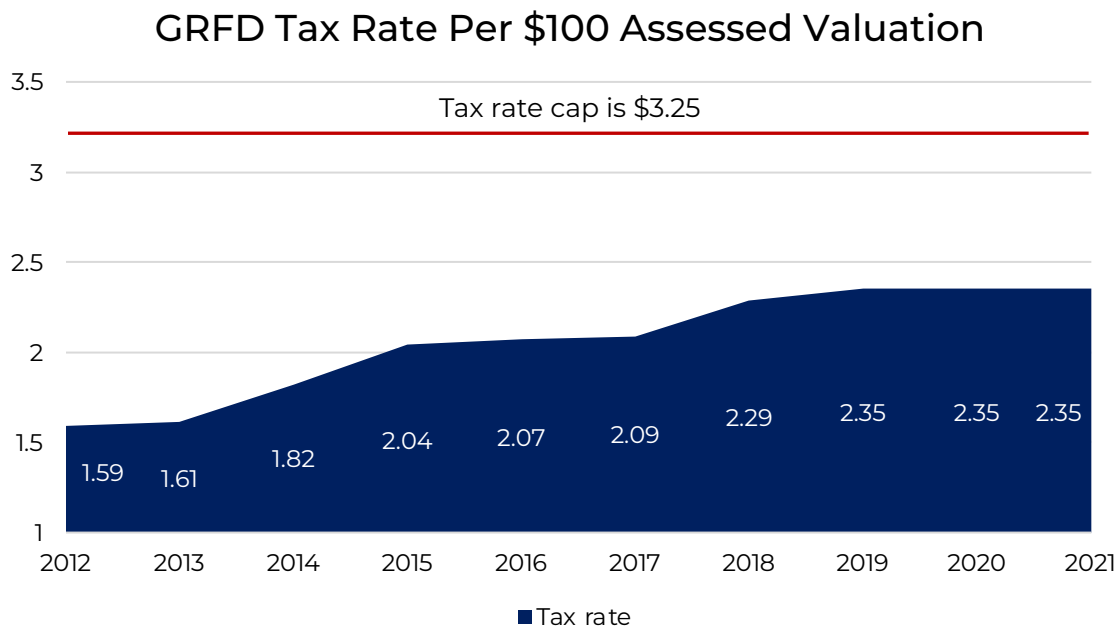


Figure 1.4



⁵Source – Pima County Assessor's Office

CLIMATE

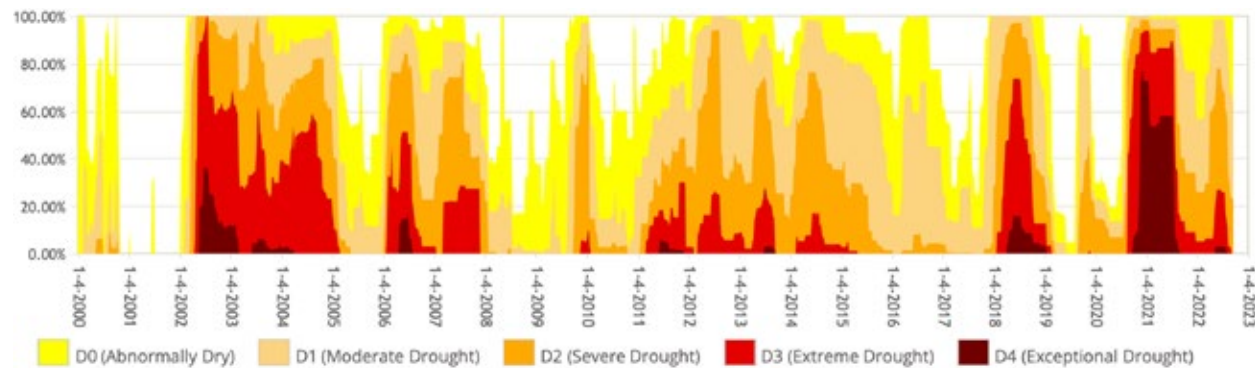
According to the Köppen Climate Classification,⁶ the area that GRFD serves is classified as a hot semi-arid climate. The area receives approximately 12 inches of rain annually, with slightly more precipitation in the Santa Catalina foothills. August is the wettest month. The driest month is May. Late June to early September is when the area receives well over half of its annual rainfall. This period is known as the monsoon.

The GRFD service area rarely receives snowfall during the winter months. When it does snow, it is often limited to the Santa Catalina foothills but can occur in the valley areas as well. Snowfall accumulation is generally only a few inches and usually dissipates within a day or two.

According to the Arizona State Climate Office, Arizona is currently in the 27th year of a long-term drought. “Drought in the West is a long-term concept, which means that a single dry year does not constitute a drought in Arizona. Since Arizona has an arid and semi-arid climate, extremely variable precipitation is normal. Drought is instead characterized by a string of dry years, occasionally interrupted by a wet year or two.”⁷

The graph below shows the Arizona percent area in U.S. Drought Monitor categories since the year 2000.

Figure 1.5 Historic Arizona Drought

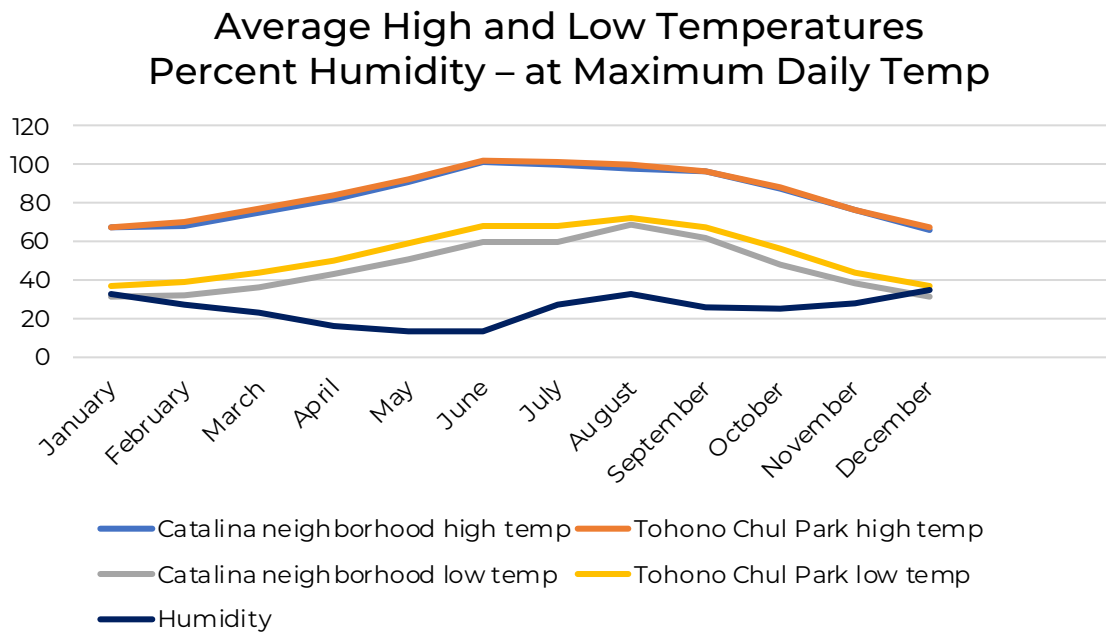


Source: U.S. Drought Monitor

⁶The Köppen climate classification is the most widely used system to catalog climate types. It has five climate types – tropical, arid, temperate, continental and polar. These are further categorized into finer units – primarily on temperature and to a lesser degree – rainfall.

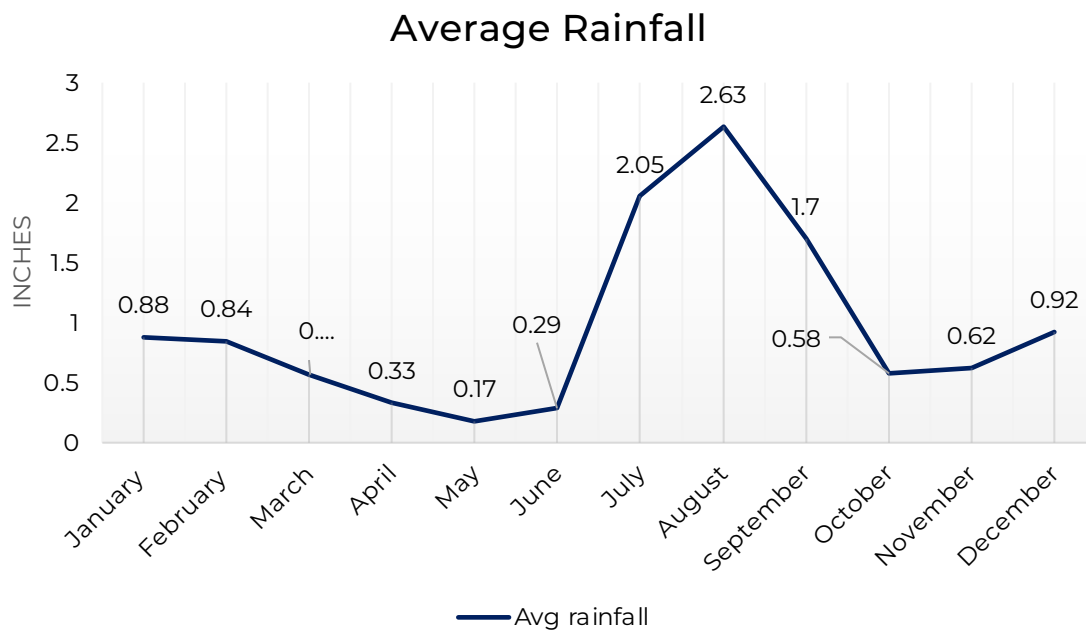
⁷<https://azclimate.asu.edu/drought/>

Figure 1.6



Source – National Weather Service

Figure 1.7



Source – National Weather Service, University of Arizona campus

TOPOGRAPHICAL DESCRIPTION AND FEATURES

A wide range of topographical features exist in Golder Ranch Fire District. Elevations within the district range from approximately 2250 to 3500 feet above sea level. Elevation gradients vary from gentle hills to nearly vertical rock faces in the Tortolita and Santa Catalina Mountains within the district.

The major drainage feature is the Cañada del Oro (CDO) Wash that transects the district from near the northeast corner to the southwest corner of the service area. The majority of the year the CDO Wash is dry but can produce heavy volume flows with high velocity after heavy rains, particularly during the summer monsoon months. There are many drainage washes that are dry most of the year. However, larger washes including the CDO that cross unbridged roadways can cause significant swift water rescue risks during heavy periods of rain, as further described in Section 3.



Cañada del Oro Wash at First Avenue

GEOLOGY

Much like the topography, Golder Ranch Fire District has a broad spectrum of geology. GRFD includes part of the Tortolita Mountains and foothills that primarily consist of diorite and medium-to-fine-grain granite. The eastern boundary area of GRFD includes the western edge of the Catalina Mountains that consist primarily of granite with areas of schist and quartzite near the Cañada del Oro Wash in various stages of weathering.⁸

Moving from east to west in GRFD, granite and closely-related geology give way toward more weathered features such as conglomerate and the much more predominant alluvial fan features.⁹ These fans are dissected by drainage features that are deeper cut in areas of more prominent elevation gradients. The alluvial fans become finer grained with a higher percentage of silt and clay as the elevation gradient decreases in a general northeast to southwest direction.

The Federal Emergency Management Agency (FEMA) classifies the seismic design category for the GRFD service area as B, the second lowest risk category; A being the lowest, E being the highest. There are no active faults within GRFD. However the Santa Rita Fault located approximately 45 miles to the south is categorized by the United States Geological Survey as an active Late Quaternary fault capable of producing an earthquake of a magnitude six or seven.^{10, 11} **Appendix 1.1** is a map of the FEMA seismic hazards that includes the GRFD service area.

The closest earthquake of significant magnitude to occur in the relatively recent past was the 1887 Sonoran earthquake in Sonora, Mexico that was approximated as a magnitude 7.6 It resulted in some structural damage to buildings in Tucson and caused many residents to flee into the streets.

⁸Arizona Geological Survey, University of Arizona. <https://geomapaz.azgs.arizona.edu/>

⁹Alluvial fans are fan-shaped deposits of water-transported material. They typically form at the base of topographic features such as mountain ranges where there is a marked break in slope. Consequently, alluvial fans tend to be coarse-grained soils at their bases, becoming finer grained at their edges.

¹⁰United States Geological Survey. U.S. Quaternary Faults. <https://usgs.maps.arcgis.com/apps/webappviewer/index.html?id=5a6038b3a1684561a9b0aadf88412fcf>

¹¹Arizona Geological Survey video. (2015). https://www.youtube.com/watch?v=_K_irMbt6HQ&t=11s

VEGETATION

Much of GRFD's service area contains native vegetation on larger residential lots and undeveloped land. The lower elevations are typical of Sonoran Desert vegetation that includes mesquite, ironwood and palo verde trees, triangle leaf sagebrush, brittlebush, annual and perennial grasses, and cactus of various types including saguaro, prickly pear and barrel cactus. The annual and perennial grasses are very moisture dependent and have a much greater presence during a wet winter or summer rainy season. The natural drainages generally contain a higher concentration of vegetation and often contain high densities of invasive species such as salt cedar and buffelgrass that have a high combustible potential.

The upper elevations on the eastern edge of GRFD have a transitional vegetative type that includes scrub oak, manzanita and alligator juniper along with annual and perennial grasses.



Near Tangerine Rd. and La Cholla Blvd.

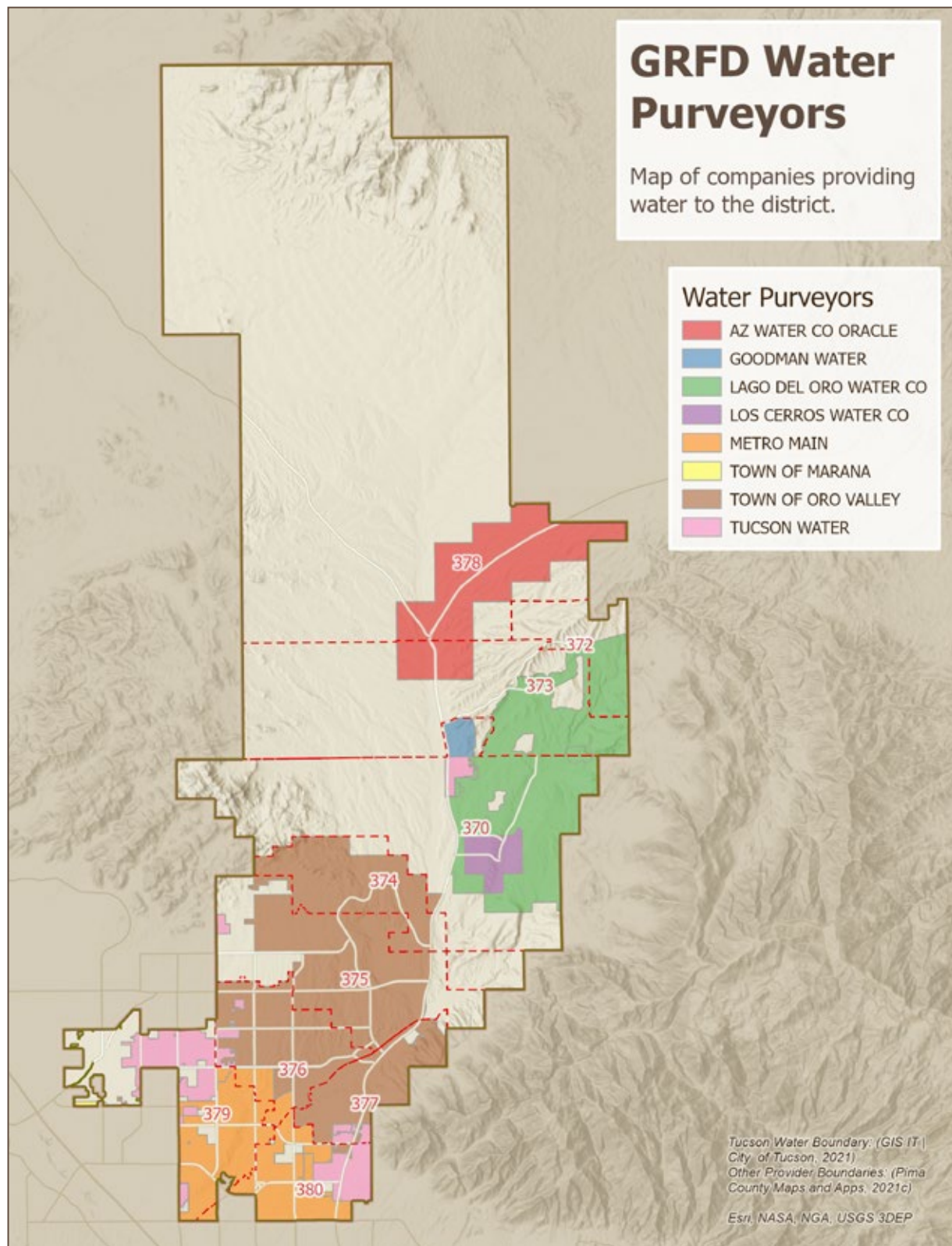
WATER RESOURCES

GRFD receives its water supply from eight water purveyors (public and private) within its boundaries. Most of these providers depend on groundwater for their source, however Tucson Water, Oro Valley Water, Marana Water and Metro Water supplement their groundwater supply with Central Arizona Project water whose primary source is the Colorado River.¹²

Figure 1.8 shows areas served by the various water purveyors.

¹²<https://www.cap-az.com/>

Figure 1.8 Water Purveyors Within Golder Ranch Service Area



There are 4,509 hydrants in Golder Ranch Fire District. Hydrant maps specific to the ten geographic planning zones (first due areas) are located in **Appendix 1.2**.

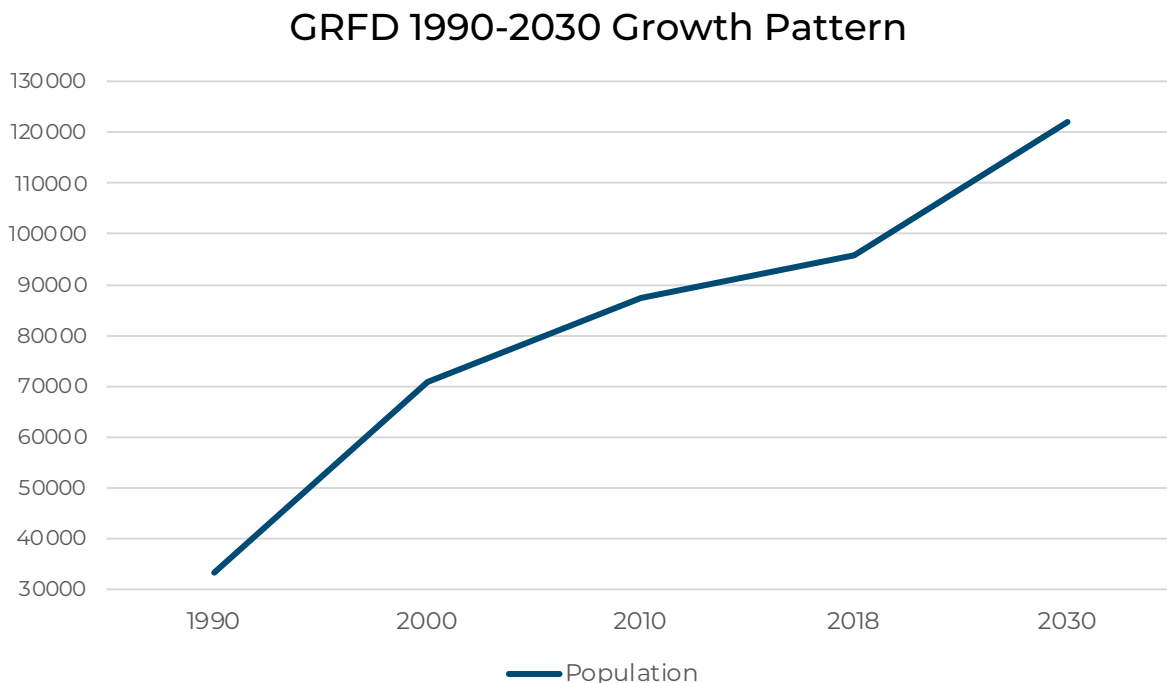
GRFD scored 34.6 out of a possible 40 points in the most recent Insurance Services Organization (ISO) water supply section rating (2018), equating to a water resources percentage score of 86.5%. GRFD's ISO rating is further discussed in Section 4.

POPULATION, DEMOGRAPHICS AND HOUSING DATA

As noted in the beginning of this section the population within the GRFD boundaries is 99,238 with 47,979 residing within Oro Valley town limits. The population in Oro Valley increased 17% from 2010 to 2021. The annual growth rate during the last five years of that time period was approximately 1.5%. Similar increases occurred in the unincorporated areas that GRFD serves.

Figure 1.9 illustrates the population growth trend throughout the service area since 1990 and projects continued growth through 2030.

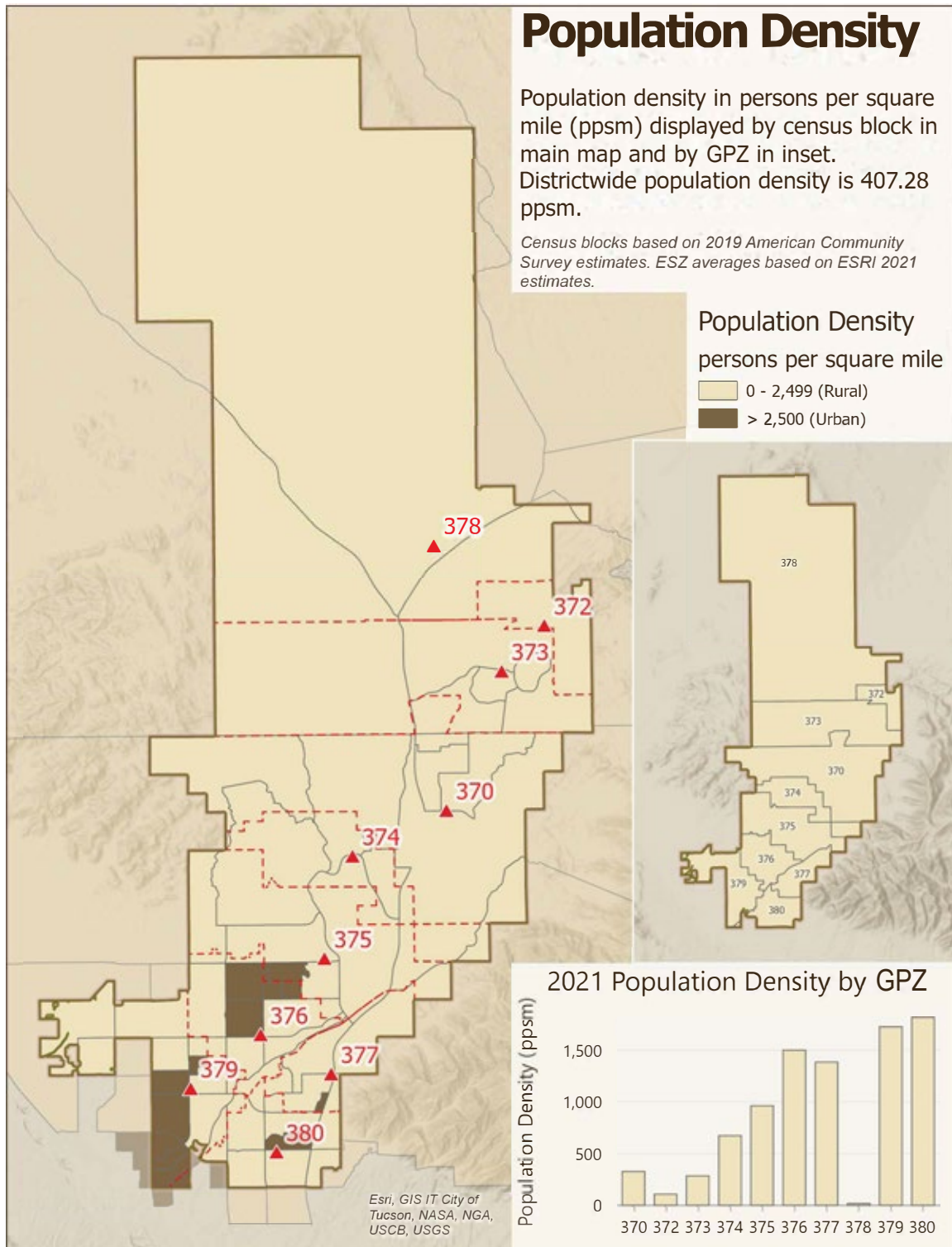
Figure 1.9



Source – 2010 U.S. Census and 2017-2021 five-year ACS.

District population density based on urban and rural densities is shown in **Figure 1.10**.

Figure 1.10



The table below represents present and anticipated population as well as housing data by geographic planning zone (GPZ). GPZs are the same as station first due areas. Individual GPZ maps that indicate urban and rural population densities¹³ are presented in Section 3.

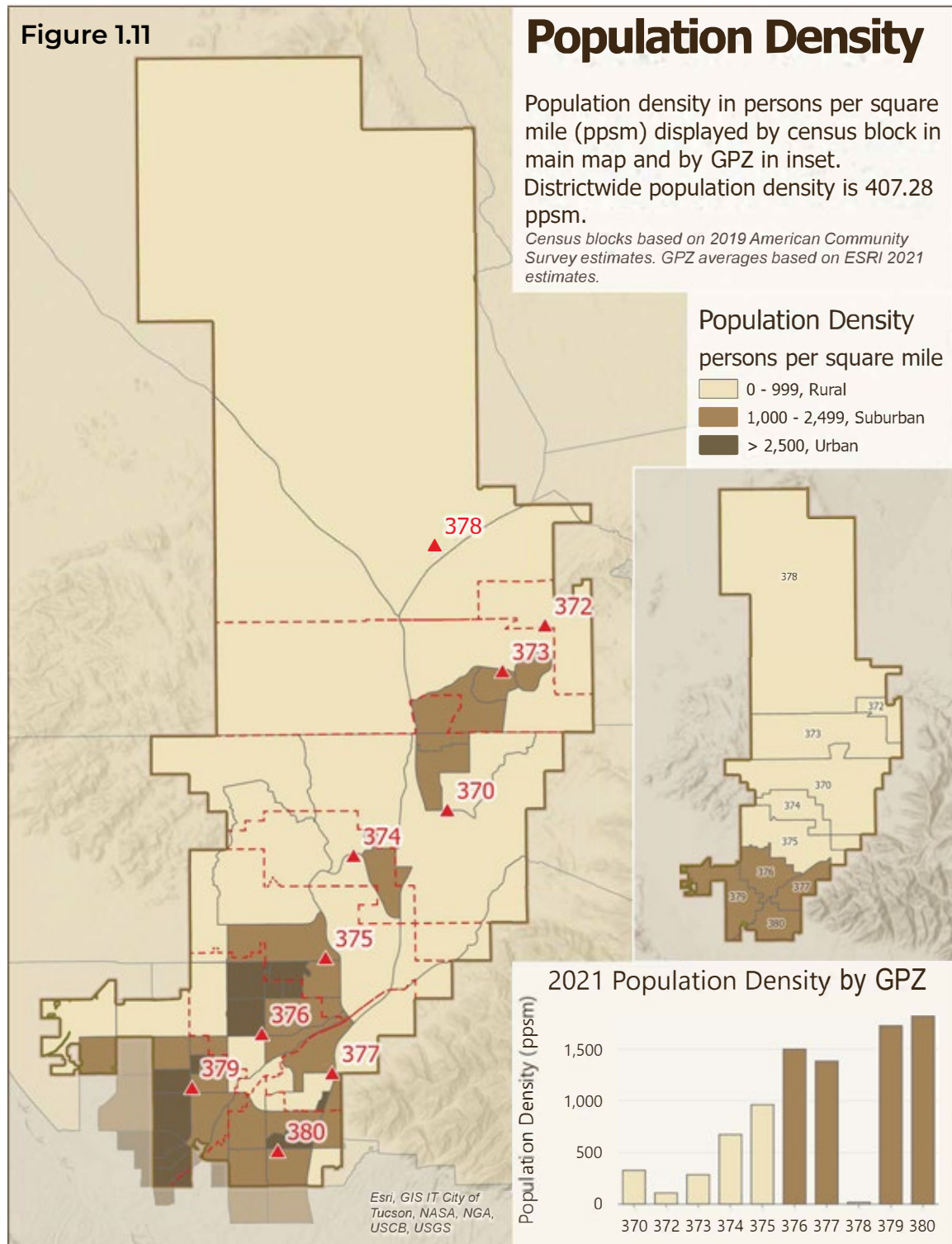
GPZ Population and Residential Occupancy Statistics				
GPZ	Population	Housing units	Percentage of total housing units in GRFD	Median Home Value
370	10,705	4,690	9.8%	\$311,724
372	543	307	0.6%	\$399,724
373	7,617	4,715	9.9%	\$408,153
374	6,771	4,132	8.7%	\$363,410
375	16,346	7,117	14.9%	\$401,227
376	13,121	5,519	11.6%	\$370,680
377	8,399	5,026	10.5%	\$427,994
378	2,134	1,184	2.5%	\$352,679
379	21,266	8,926	18.7%	\$248,364
380	12,336	6,108	12.8%	\$341,107



Looking west – N. Paseo del Norte & W. Chapala Dr.

¹³Urban and rural densities are defined as per the U.S. census definition. Urban density = >2500 population per square mile; rural density = <2500 population per square mile.

To further analyze the population density, GRFD has chosen to create a third population density classification; suburban. This involved redefining the characteristics of rural and urban densities. A breakdown of the three population density classifications is shown in the map below.



Additional demographic and other pertinent data relating to the fire district service area are listed below. Information is compiled from U.S. census data.

Description	GRFD Service Area
Population	99,238
Population per square mile	407.7
Percent female	52%
Percent male	48%
Median resident age	54
Persons under 5 years	3,694
Persons under 18 years	14,796
Persons 65 years and older	31,414 (2019)
With a disability	11,765
Education – bachelor's degree or above	20,255
Home ownership percentage	82%
Percentage living in poverty	5%

Ethnicity percentages in GRFD and the Town of Oro Valley are presented in **Figure 1.12**.

Figure 1.12

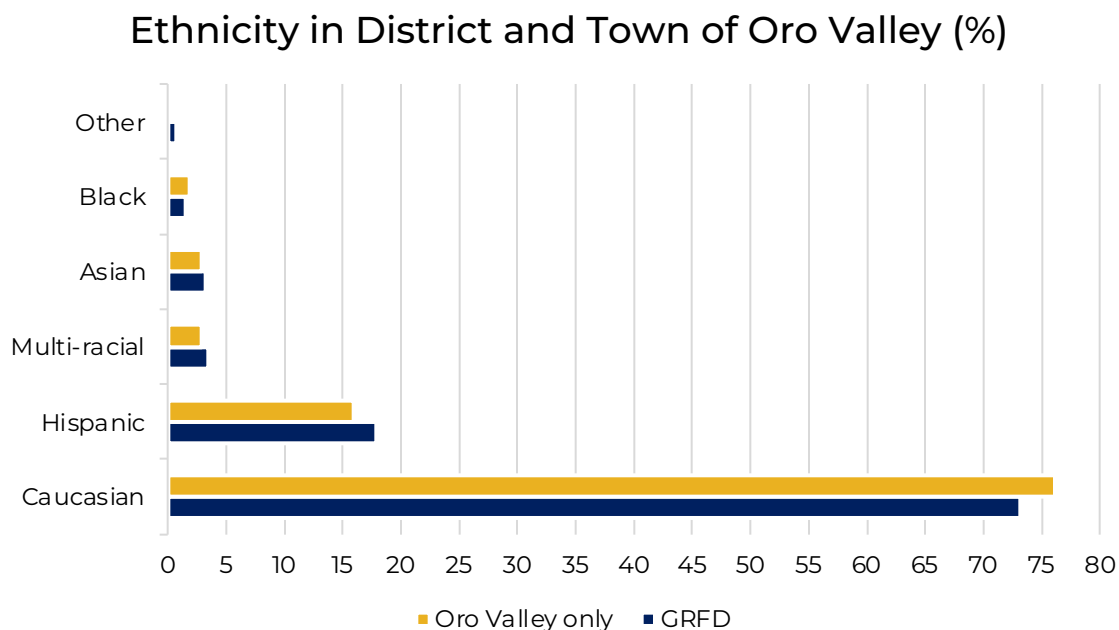
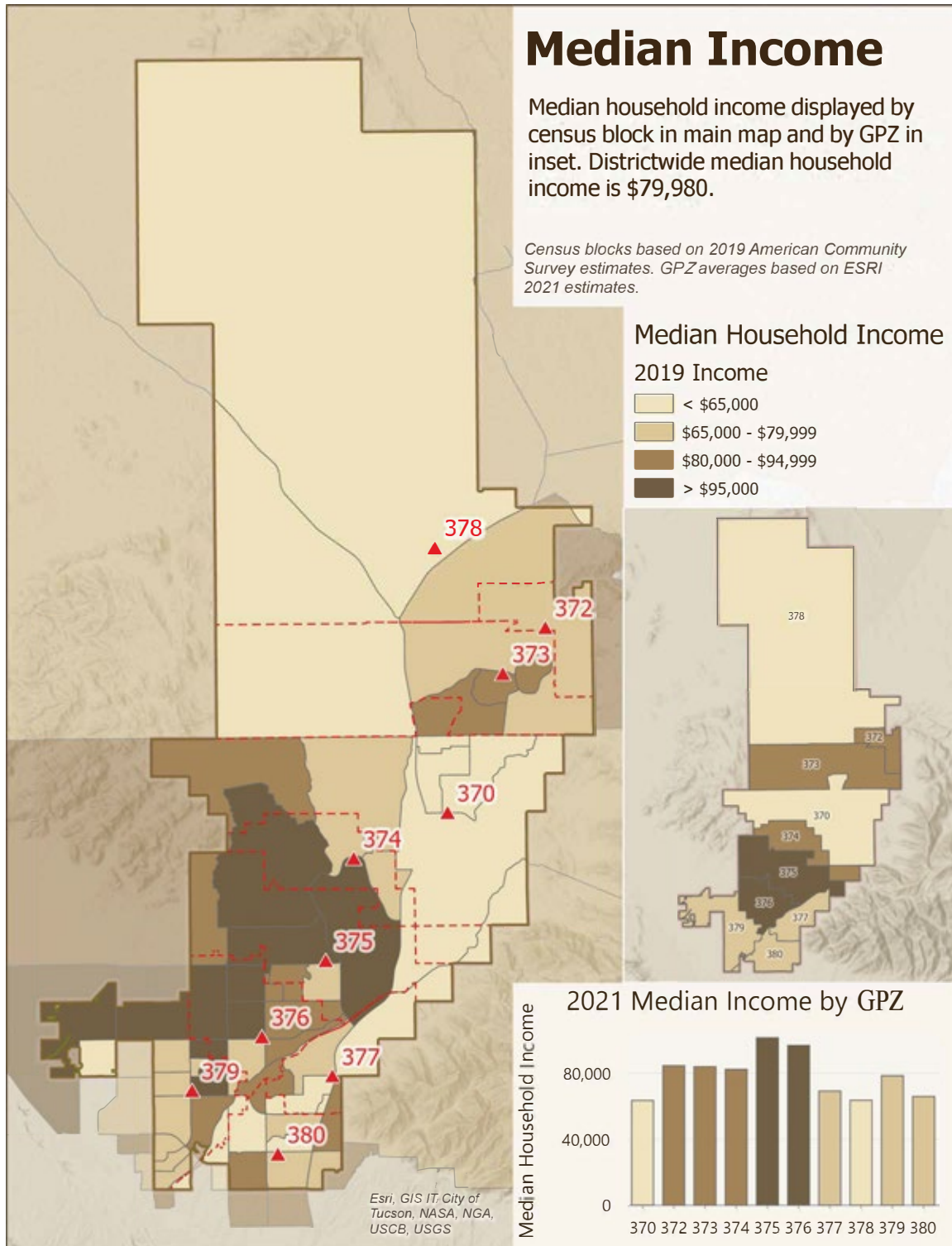


Figure 1.13



AREA ECONOMICS

The largest employment categories in GRFD are technology, health care, education, local government, tourism and retail. The largest employers within the district are listed in the table below.

Employer	Employees who work within the district
Roche Tissue Diagnostics	1,710
Oro Valley Hospital	700
Honeywell Aerospace	631
Amphitheater School District	600
Town of Oro Valley	590
Miraval Arizona	374
El Conquistador Tucson	340
Walmart	330
Fry's Food Stores	300
Golder Ranch Fire District	275
Casa de la Luz Hospice	260

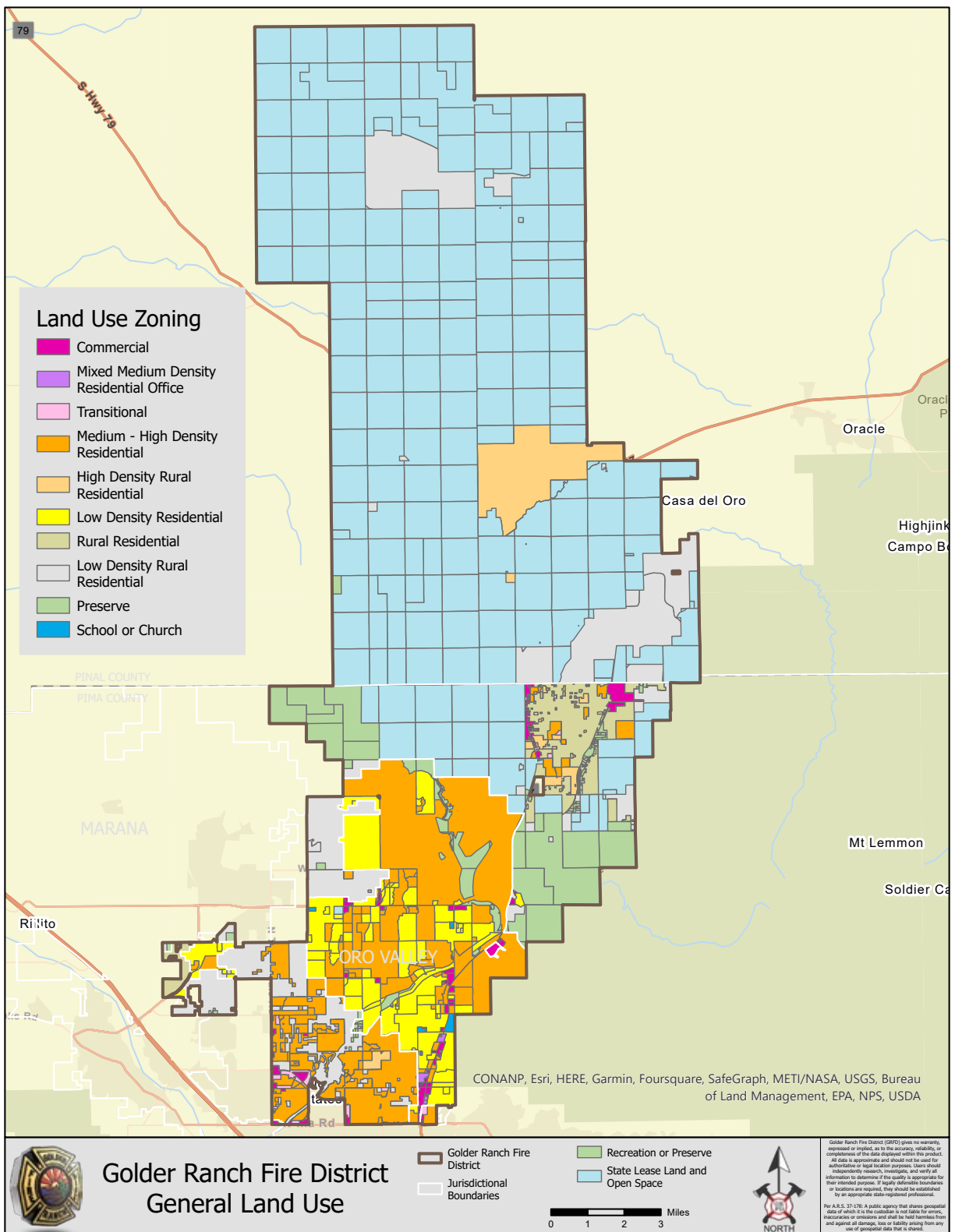
Sources – OroValleyAZ.gov., Pima Association of Governments, Miraval Arizona, Arizona Daily Star.



Roche Tissue Diagnostics – The largest employer in Golder Ranch Fire District.

LAND USE

Figure 1.14



GENERAL DESCRIPTION OF OCCUPANCIES

GRFD serves a primarily residential community along with industrial and commercial occupancies. The age range of residences in the district vary from newly-constructed homes to homes that are 50 to 60 years old. The majority of residences within GRFD are under 30 years old. There are very large homes, typically on several acres of land located in the Tortolita Foothills in the northwest area of the district. Many of these are occupied seasonally. There are numerous retail occupancies within GRFD. Many of the larger



retail occupancies are adjacent to Oracle Road. While there are several big box stores, the majority of retail occupancies are in single-story strip malls.

There are several large industrial occupancies in GRFD including Honeywell Aerospace, Roche Tissue

Diagnostics and Meggitt Securaplane. The majority of industrial occupancies are also adjacent or near the Oracle Road corridor. There are two-to-four-story large garden-style apartment complexes located throughout the district.

There is one hospital within GRFD. Oro Valley Hospital is a 146-bed, all private room acute care hospital located in the NE quadrant of GRFD. In addition to smaller extended care facilities scattered throughout the district, there are several large extended care facilities offering various levels of care. There are four public elementary schools, three public middle schools and two public high schools within GRFD. There are also several private and charter schools.

There are many faith-based occupancies throughout the district, varying in size from small to very large – able to accommodate over 1000 attendees.



SERVICE TYPE INFRASTRUCTURE

There are several high-voltage transmission lines that run through GRFD. Associated with these transmission lines are supporting substations. There are high-pressure, large-diameter natural gas transmission lines present in the far northern unpopulated area of the district and two major arterial gas lines. Location maps of the arterial lines are located in **Appendix 1.3**. The district maintains a list of other critical service and building infrastructure that is guided by the Federal Emergency Management Agency (FEMA) critical infrastructure definition.¹⁴ There are no major wastewater treatment plants in GRFD.

TRANSPORTATION INFRASTRUCTURE

There are no railways or interstate highways within GRFD. State Route 77, also known as Oracle Road is a six-lane major highway that traverses GRFD's service area north to south along the east side of the district. It has the highest traffic volume of roadways within GRFD.



State Route 77 – Oracle Rd.

There are other major arterial roadways that provide the basic vehicle transportation infrastructure for the area. Traffic volumes for some of the major arterials in GRFD are presented in Section 3. There are no new major roadways planned within the district in the near future.

Many of the arterial roadways have designated bike lanes or separated shared-use paths. A premier bike and pedestrian path follows the Cañada del Oro Wash through much of GRFD. The Regional Transportation Authority (RTA) provides public bus service utilizing several different routes in Oro Valley and unincorporated areas of GRFD.

¹⁴FEMA defines critical infrastructure as those assets, systems, networks and functions – physical or virtual – so vital to the United States that their incapacitation or destruction would have a debilitating impact on security, national economic security, public health or safety or any combination of those matters.



There is a single private airport within GRFD's service area. La Cholla Airpark is located in the northwest area of the district. It has a 4670-foot runway and is unique in that many of the residents of the airpark development have direct aircraft access to the runway

from their homes. One and two engine privately owned aircraft fly in and out of the airport.

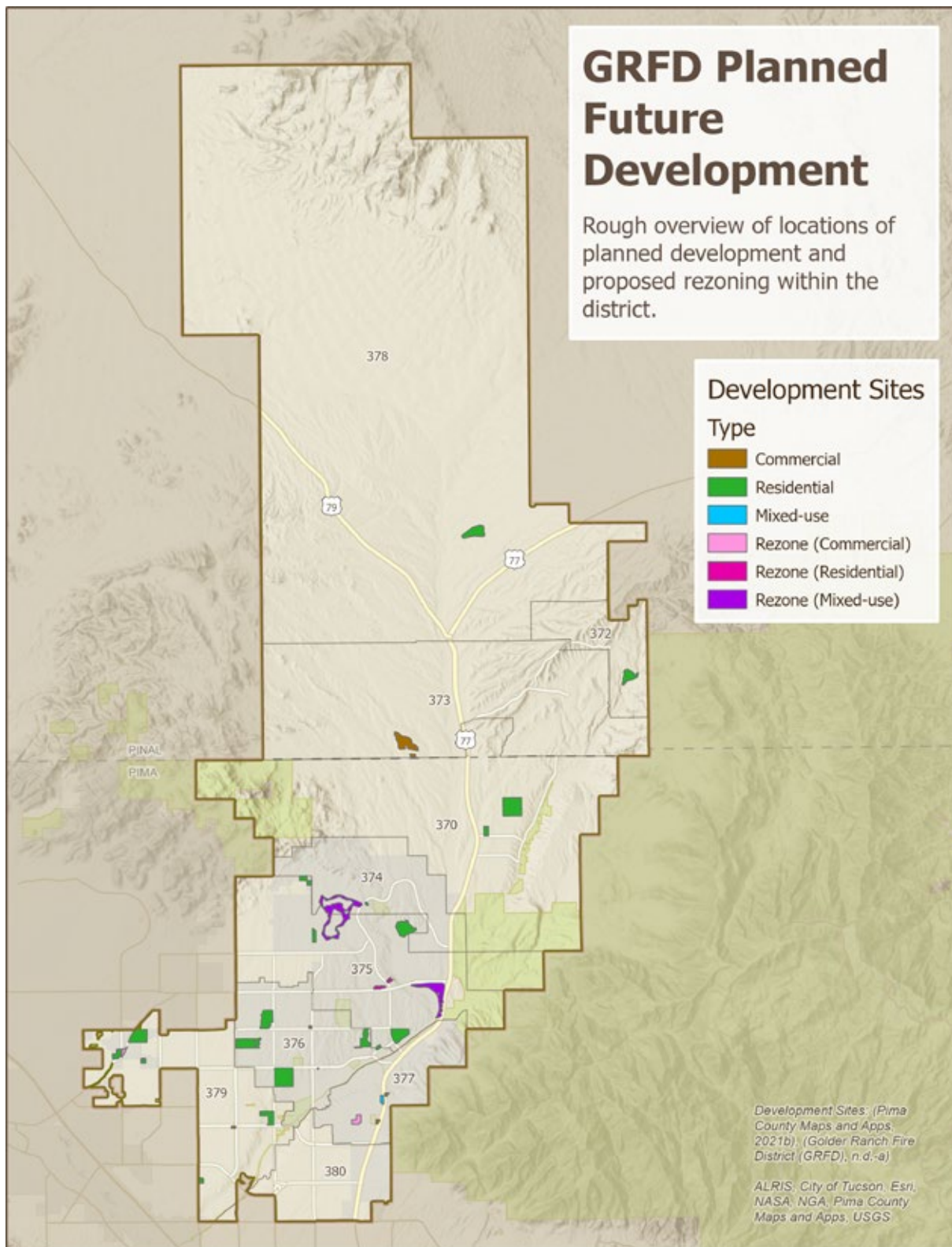
GROWTH

As noted earlier in this section, growth continues at a rapid pace in GRFD. The Town of Oro Valley anticipates 1,025 single family resident (SFR) permits in already-approved subdivisions in the next five years. This represents a strong indicator that growth likely will continue at or above the current growth rate. Similar growth rates are forecast for the unincorporated areas of GRFD. Areas of future development are identified in **Figure 1.15** on the following page.

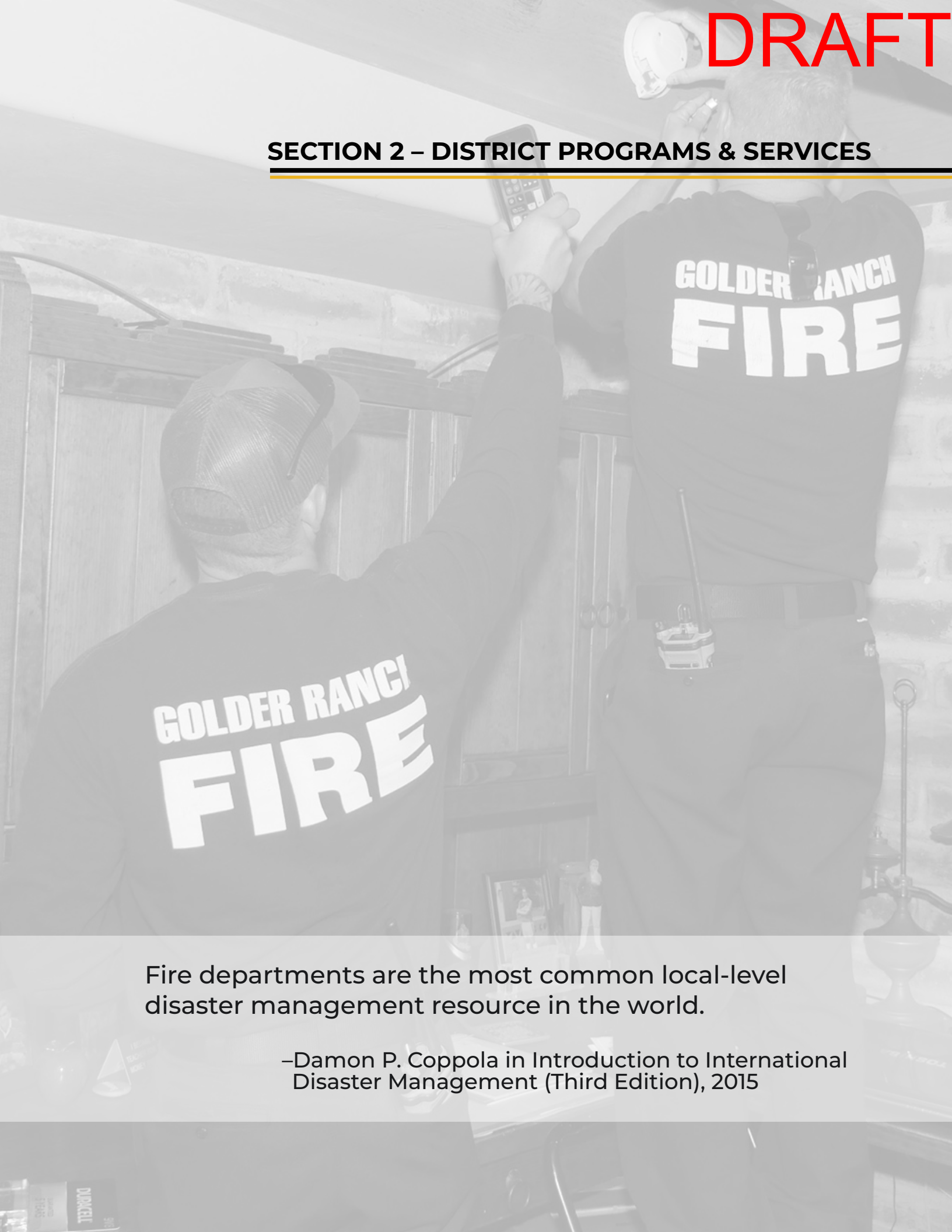


New development adjacent to La Cholla Blvd. & Naranja Dr.

Figure 1.15



SECTION 2 – DISTRICT PROGRAMS & SERVICES

A grayscale photograph of two firefighters from behind, working on a wooden structure. They are wearing dark shirts with 'GOLDER RANCH FIRE' printed in white. One firefighter is holding a radio to his mouth, and the other is holding a tool. The background shows a wooden wall and some equipment.

Fire departments are the most common local-level disaster management resource in the world.

–Damon P. Coppola in Introduction to International Disaster Management (Third Edition), 2015

FIRE AND LIFE SAFETY DIVISION

The Fire and Life Safety Division provides proactive service delivery, including fire inspections, building plan reviews and fire investigations. Periodic inspections on selected commercial occupancies are performed to check for compliance with fire prevention codes. Maintenance inspections ensure that exits, exit sign lighting, fire sprinklers and fire alarm systems are maintained and in good working order. Certified fire investigators perform an investigation of fires to determine origin and cause. Findings are utilized to prioritize fire inspections and develop focused public education programs to help minimize fire loss in the community.



PUBLIC EDUCATION

Public education is a vital part of how GRFD best serves the community. The goal of the GRFD's public education program is to provide every citizen within GRFD with the highest level of safety awareness training available. Public education programs currently being delivered include CPR training, child car seat safety, smoke alarm education and assistance, hazard safety inspections and elementary school fire prevention education.



NONEMERGENCY SERVICES PROVIDED BY SHIFT PERSONNEL

On-duty shift personnel provide several nonemergency services to the community. These include station tours, presence at community functions, smoke detector battery replacement and desert reptile removal.

FIRE SUPPRESSION

GRFD provides emergency response to a wide range of fire suppression-related incidents from small grass and dumpster fires to residential, commercial and industrial occupancy fires. The National Fire Protection Association (NFPA) Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments is utilized as a guide and planning resource.



The district maintains constant staffing of 53 firefighters who staff eight engine companies, two truck companies, six ambulances and one air/light/power apparatus. When staffing allows, the district will staff a seventh day ambulance, as well as two utility trucks and a hazmat technical rescue apparatus. Two shift battalion chiefs oversee daily operations and provide incident command on multi-company incidents, as well as one emergency medical captain who functions as a safety officer on emergency incidents. Additionally, three water tenders and seven brush trucks are cross staffed. All fire apparatus at the time of their manufacture date meet the requirements of NFPA 1901, Standard for Automotive Fire Apparatus.

EMERGENCY MEDICAL SERVICES

Emergency medical services make up 89% of GRFD's emergent call volume. GRFD provides all patient transports within the district with seven advanced life support (ALS) level ambulances. The district maintains an Arizona Department of Health Services Certificate of Necessity (CON) that permits transportation and cost recovery for both basic and advanced life



support patients. See **Appendix 2.1**. In addition, all first-due companies are staffed to provide ALS-level services. GRFD firefighters are certified EMTs at minimum, and 48% percent of shift personnel are certified as paramedics.¹⁵

The Emergency Medical Services division chief is responsible for the overall supervision, operational readiness and effectiveness of medical operations and administration. The EMS

Division chief also has regional responsibilities that include participation in pre-hospital care committees and liaison responsibilities with the district's medical director.

In addition to emergency medical response, the GRFD offers a Community Integrated Healthcare Program (CIHP) to reduce hospital readmission for patients discharged with diagnoses of congestive heart failure, chronic obstructive pulmonary disease, diabetes mellitus, myocardial infarction and pneumonia. Through partnerships with hospitals, primary care physicians and specialists, patients who live in the district are identified and offered enrollment when discharged. Community paramedics then work with the patient to assist them in understanding and managing their health conditions. Community paramedics have received 60 hours of additional training in nutrition, pharmacology, lab value interpretation, smoking cessation and disease-specific processes. GRFD has three CIHP certified paramedics.



¹⁵As defined by the Arizona Department of Health Services, Title 9 – Health Services, Chapter 25.

HAZARDOUS MATERIALS



GRFD maintains response capability for hazardous materials (hazmat) emergencies within the district. All GRFD firefighters are trained at the operations level per NFPA 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents and can mitigate basic hazardous materials emergencies such as small flammable liquid spills, carbon monoxide alarms, small to moderate diameter natural

gas line breaks and small pressurized vessel leaks. The district also maintains hazmat apparatus and a hazmat team consisting of 29 personnel trained to the technician level as defined in NFPA 472. For hazmat emergencies that extend beyond the capabilities of the GRFD Hazmat Team, Northwest Fire District and Tucson Fire Department are available to respond with additional technician-level personnel and equipment.

TECHNICAL RESCUE

GRFD responds to various types of technical rescue incidents in the community, including high and low angle, confined space, swift water, structural collapse and machinery extrication. All GRFD firefighters have awareness-level training per NFPA 1670, Standard on Operations and Training for Technical Search and Rescue Incidents, and there are 27 firefighters trained to the technician level as defined in NFPA 1670. The district also maintains a TRT apparatus and equipment trailers. GRFD can request assistance from Northwest Fire District and Tucson Fire Department for additional technician-level personnel and equipment.



WILDLAND FIRE

GRFD responds to wildland fires inside and outside district boundaries in cooperation with the State Department of Forestry and Fire Management. All GRFD firefighters are trained to the level of type 2 wildland firefighter. Members of the 40-person wildland team are trained to that minimum and are red carded through the National Wildland Coordinating Group (NWCG).



Many wildland team members also have more advanced certifications through the NWCG, such as engine and crew boss. The GRFD maintains a total of seven brush trucks, four type 6 and three type 3 engines as described by the NWCG. All wildland fire apparatus at the time of their manufacture date meet the requirements of NFPA 1906, Standard for Wildland Fire Apparatus.

SECTION 3 – ALL-HAZARDS COMMUNITY RISK ASSESSMENT



The essence of risk management lies in maximizing the areas where we have some control over the outcome while minimizing the areas where we have absolutely no control over the outcome.

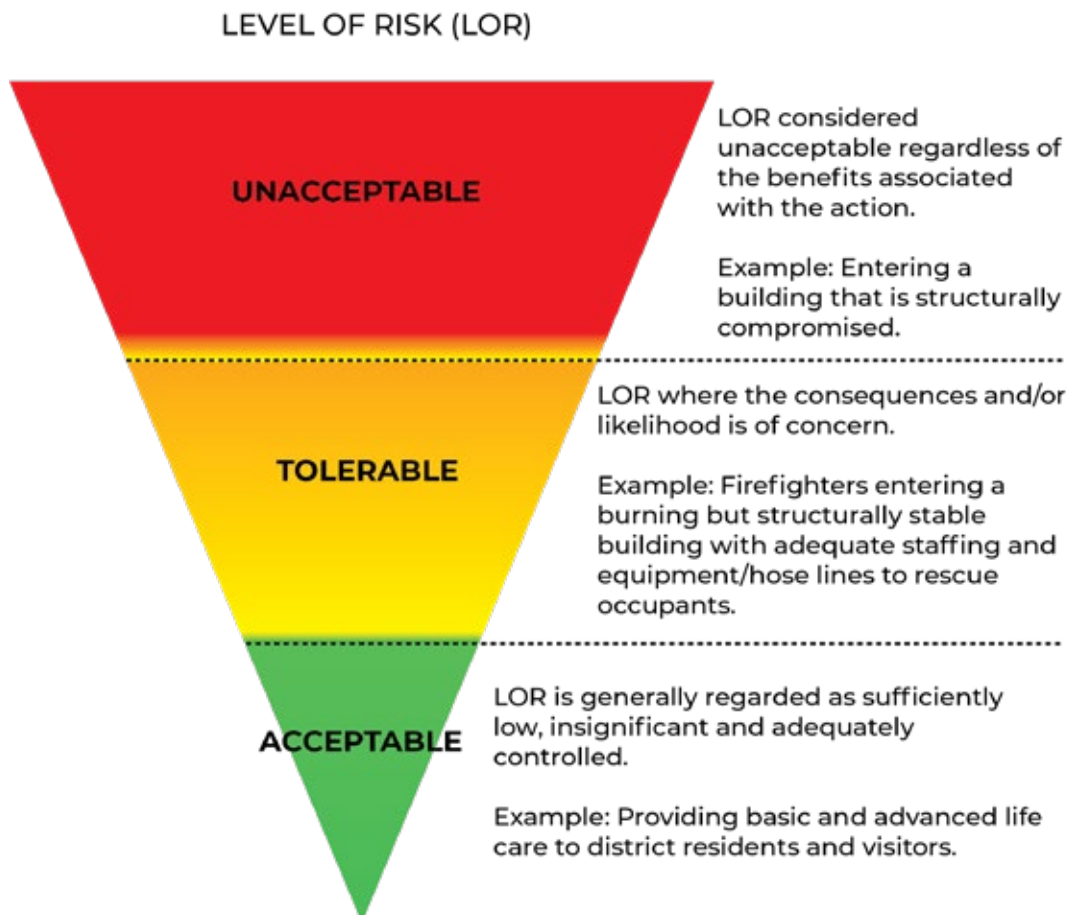
–Peter L. Bernstein

Hazards, in the context of this document, are any dangerous conditions with the potential to cause harm to people and loss to property, including fires, medical emergencies, the release of hazardous materials, entrapments and other hazards. Risk can be defined as an estimate of the probability of a hazard-related incident occurring and the severity, harm or damage that could result.¹⁶

It is important to note that there is always residual risk. It is not possible to eliminate all risk. The public's tolerance of risk as represented through the elected governing fire board and the fire chief's perspective of risk determine the allocation of risk and the acceptable level of residual risk to the community.

This generally follows the As Low as Reasonably Possible (ALARP) risk management concept – illustrated below.

Figure 3.1



¹⁶Manuele, Fred A. (2008). Advanced Safety Management, Hoboken NJ: John Wiley & Sons, p.113.

A comprehensive community risk assessment provides a focused and systematic approach for the district to develop risk management/reduction strategies and tactics. Vision 20/20 Community Risk Assessment: A Guide for Conducting Community Risk Assessment defines community risk assessment as “basically the identification of potential and likely risks within a particular community, and the process of prioritizing those risks. It is the critical initial step in emergency preparedness, which enables organizations to eventually mitigate (if possible), plan, prepare and deploy appropriate resources to attain a desired outcome.”¹⁷

Risk management can be defined as the identification and evaluation of risks, and the development, selection and implementation of control measures up front to lessen the probability of a harmful consequence.¹⁸

Quoting again from the Vision 20/20 document, community risk reduction (CRR), is a “desired outcome of a community risk assessment (CRA), and can be defined as a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact.”¹⁹

Both the National Fire Protection Association (NFPA) 1300 standard and Vision 20/20 document recommend that following the development of the CRA, a community risk reduction plan be constructed based on the findings of the CRA.

The GRFD community risk assessment process incorporated procedures from three best practice documents 1) The Vision 20/20 guide 2) Center for Public Safety Excellence (CPSE) Quality Improvement for the Fire and Emergency Services Model and 3) the NFPA 1300 Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition).

Figure 3.2 Vision 20/20 Model



¹⁷Stouffer, John A. Vision 20/20. Community Risk Reduction: A Guide for Conducting a Community Risk Assessment. Version 1.5 Rev. 02/16.

¹⁸Graham, Gordon. www.firenuggets.com.

¹⁹Stouffer, John A. Vision 20/20. Community Risk Reduction: A Guide for Conducting a Community Risk Assessment. Version 1.5 Rev. 02/16.

Figure 3.3 CPSE Quality Improvement for the Fire and Emergency Services Model

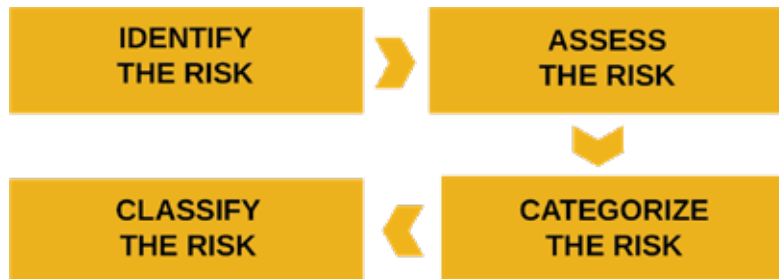


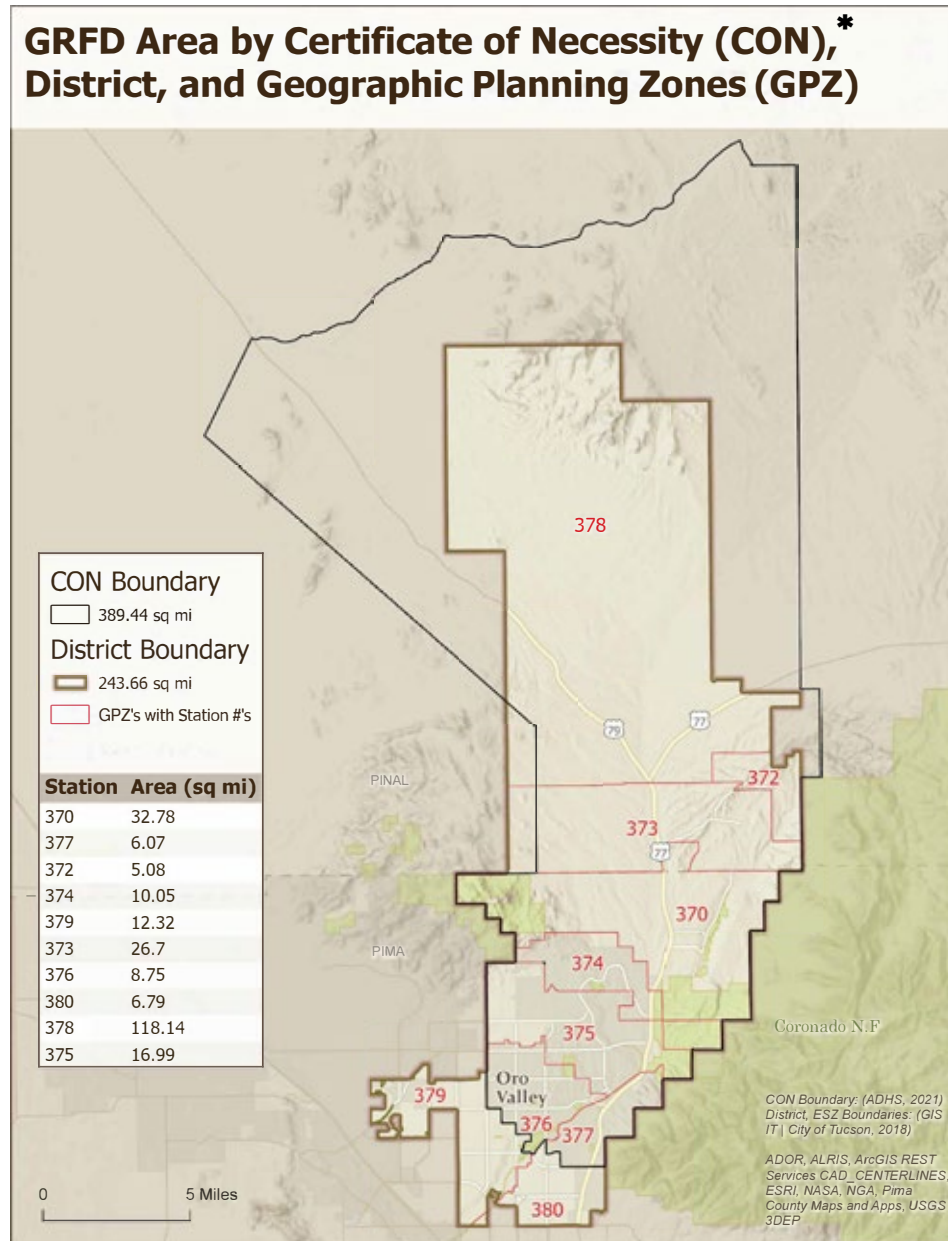
Figure 3.4 NFPA 1300 Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition)

STEP 1	Recognize the need to conduct a community risk assessment (CRA), and develop a community risk reduction plan (CRR) based on the CRA.
STEP 2	Define the problem by identifying the potential risks and their root causes, and develop programs that are appropriate to mitigate the identified risks that exist within the available categories.
STEP 3	Collect empirical data (verifiable and validated) regarding the community's demographics, building stock profile, geography, past loss history and potential likelihood or anticipated future events.
STEP 4	Analyze the data.
STEP 5	Identify gaps; areas where actual conditions vary from desired outcomes.
STEP 6	Validate the CRA by comparing the findings of the CRA with the available data, to ensure they are consistent with the community's level of acceptable risk, capabilities and resources. All risks considered in the CRA might not be addressed in the CRR plan.

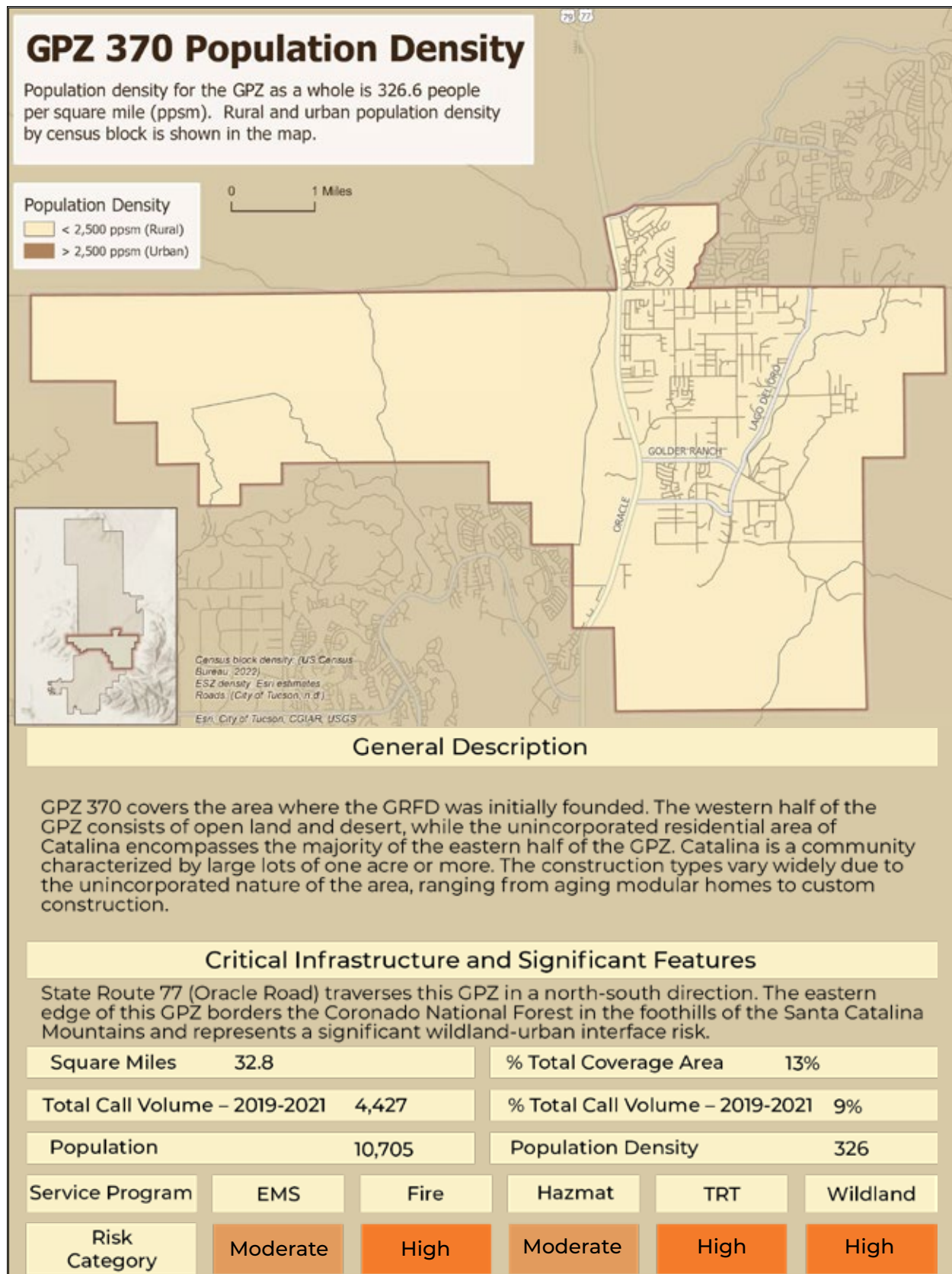
GEOGRAPHIC PLANNING ZONES

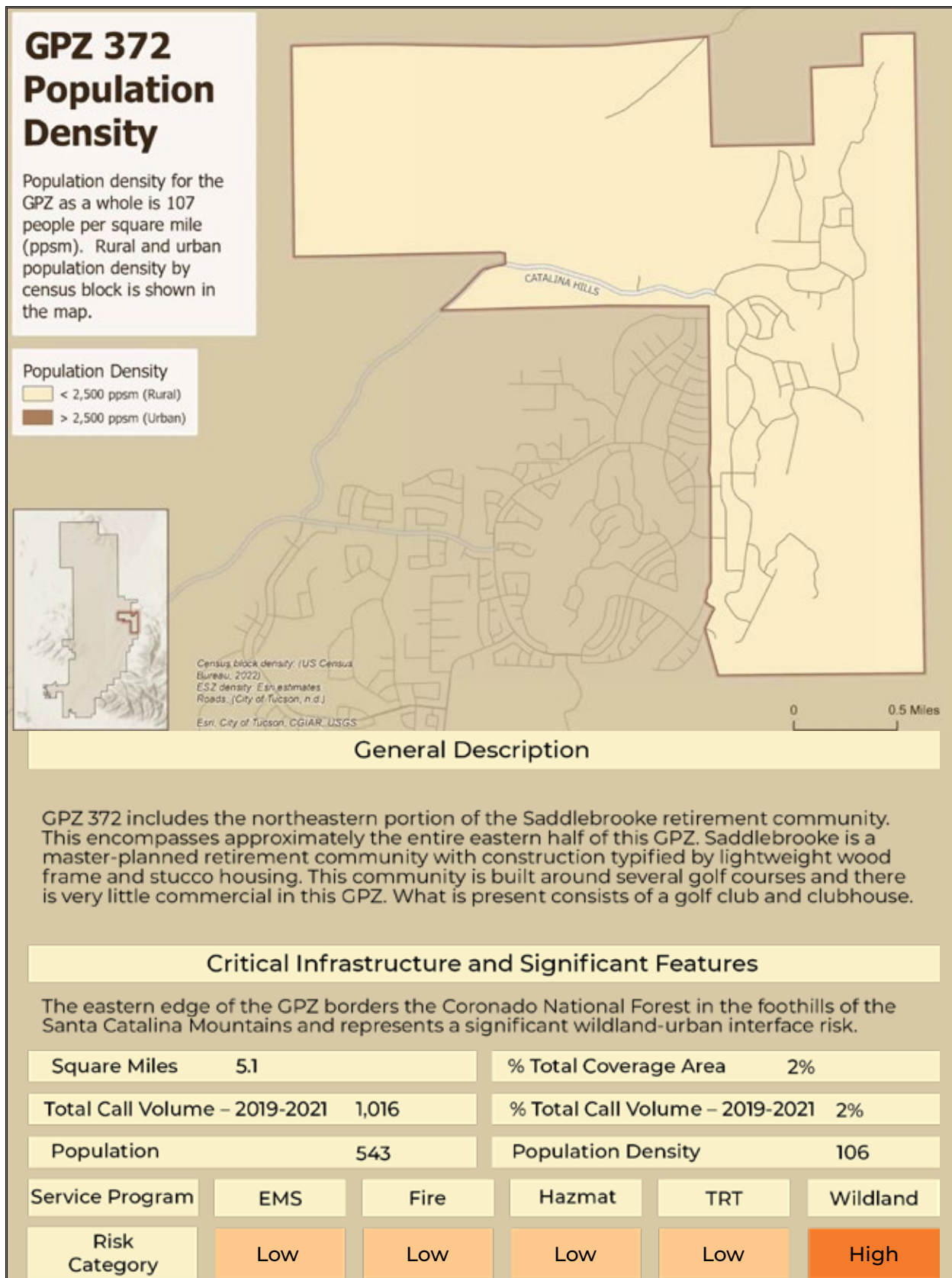
As part of the community risk assessment process, GRFD created ten geographic planning zones (GPZs) that align with current station first due areas. These zones were assessed to determine various risk factors in each zone such as population density, occupancies, incident history, travel time and other relevant risk factors.

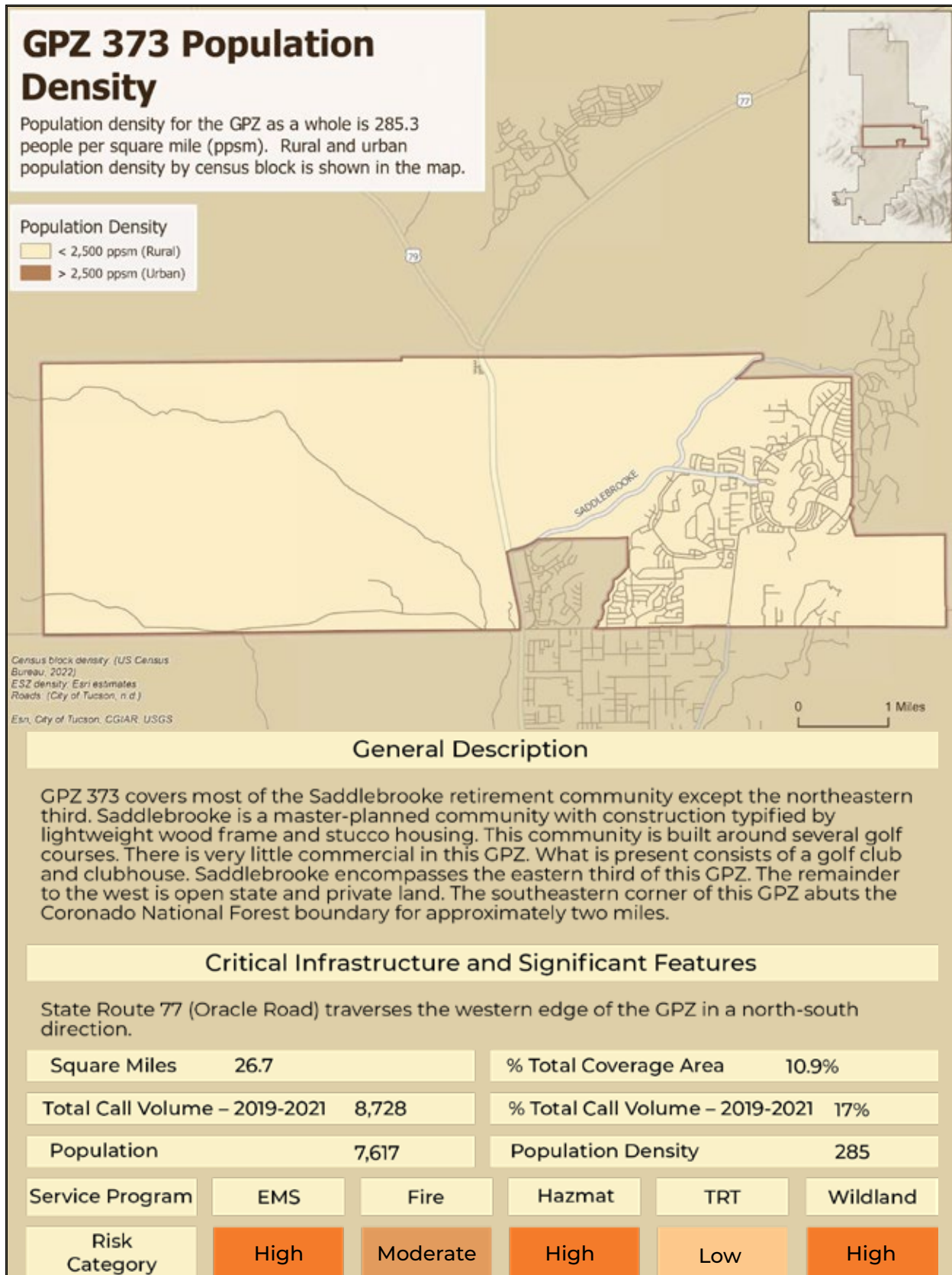
Figure 3.5

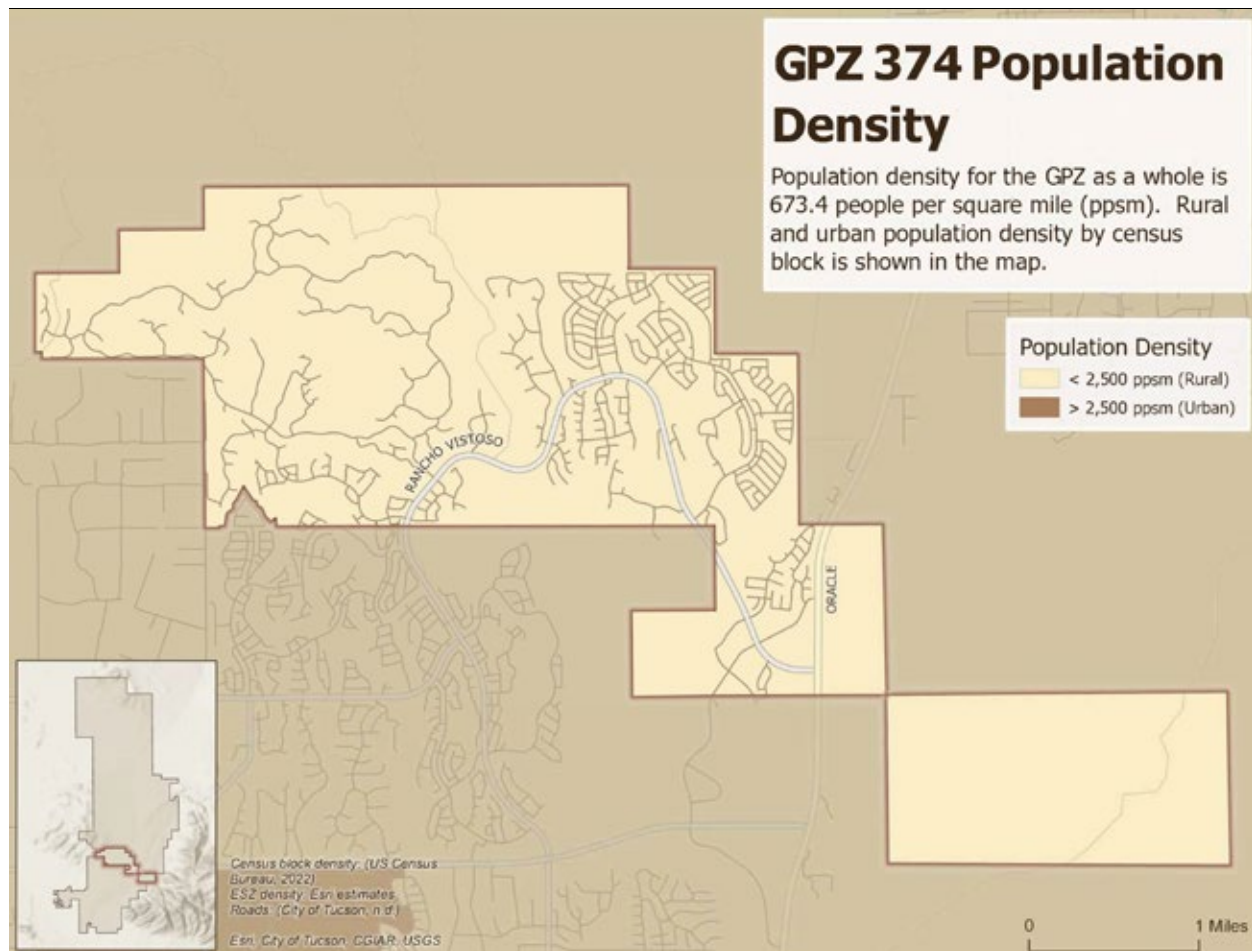


*The CON boundary includes GPZs 379 and 380, however, updated GIS data from the state is not yet available. GRFD is working with the state to ensure the new map reflects the actual CON boundary which includes all GPZs within the district.









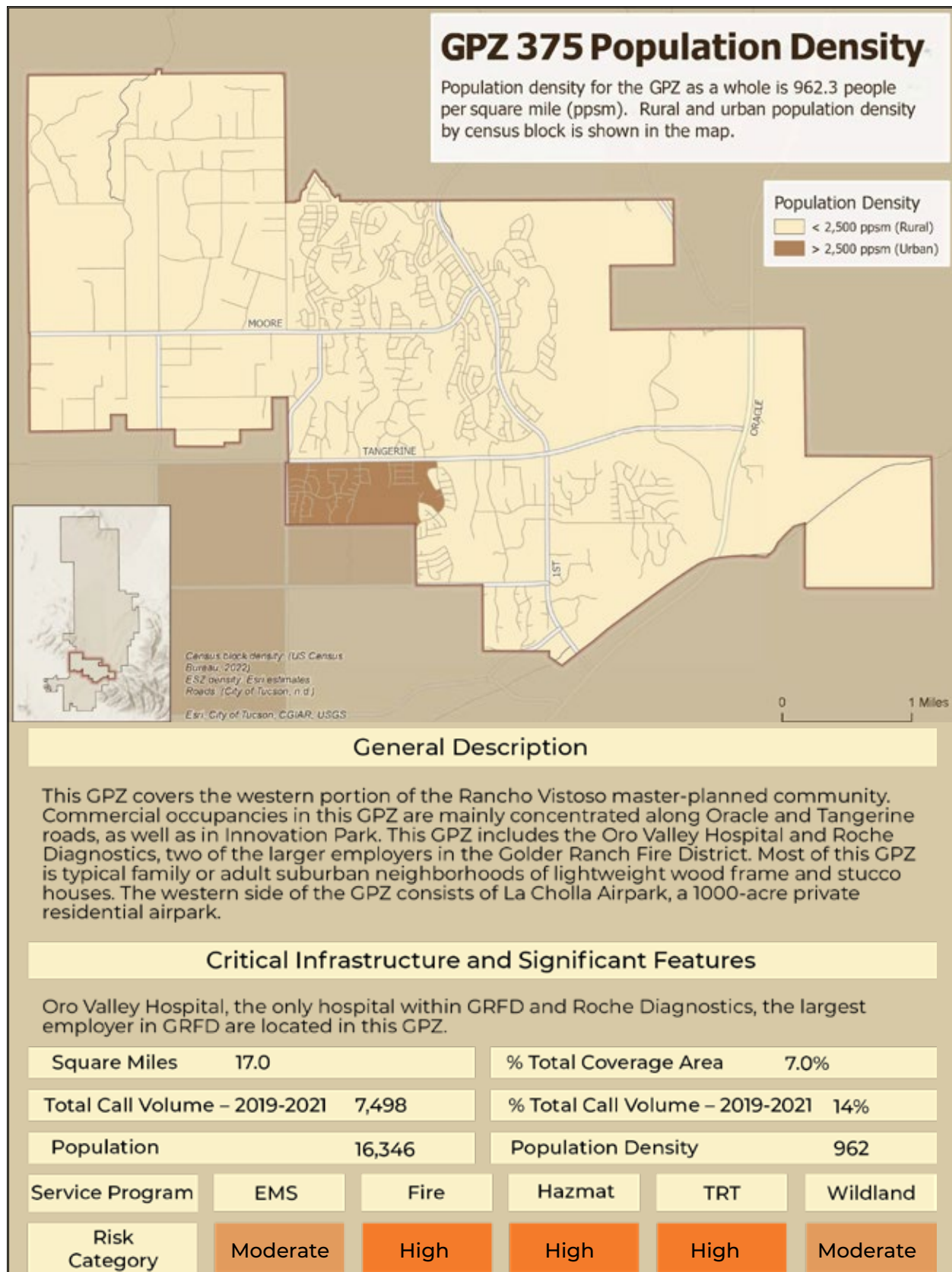
General Description

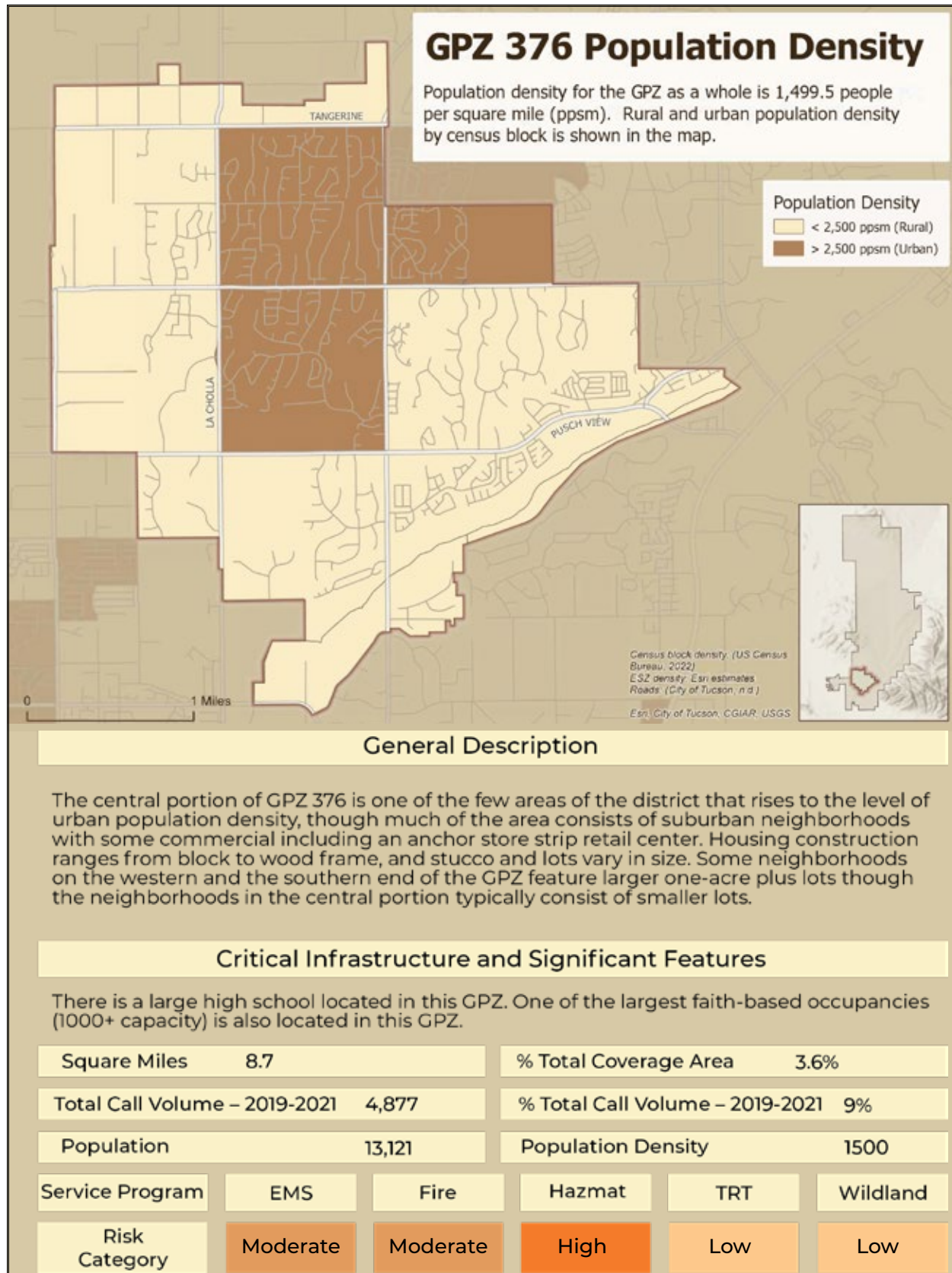
GPZ 374 encompasses Sun City and Honeybee Canyon Estates neighborhoods and a portion of Innovation Park, which contains most of the commercial occupancies. Sun City is a typical adult-living neighborhood characterized by 2000-square-foot homes of lightweight wood frame and stucco on small lots. Honeybee Canyon Estates is a gated community of approximately 50 large luxury homes on one acre plus lots in the Tortolita Foothills. These neighborhoods are part of the master-planned Rancho Vistoso community surrounded by open land preserved for recreational activities. The western side of this GPZ includes Stone Canyon; another gated and master-planned community.

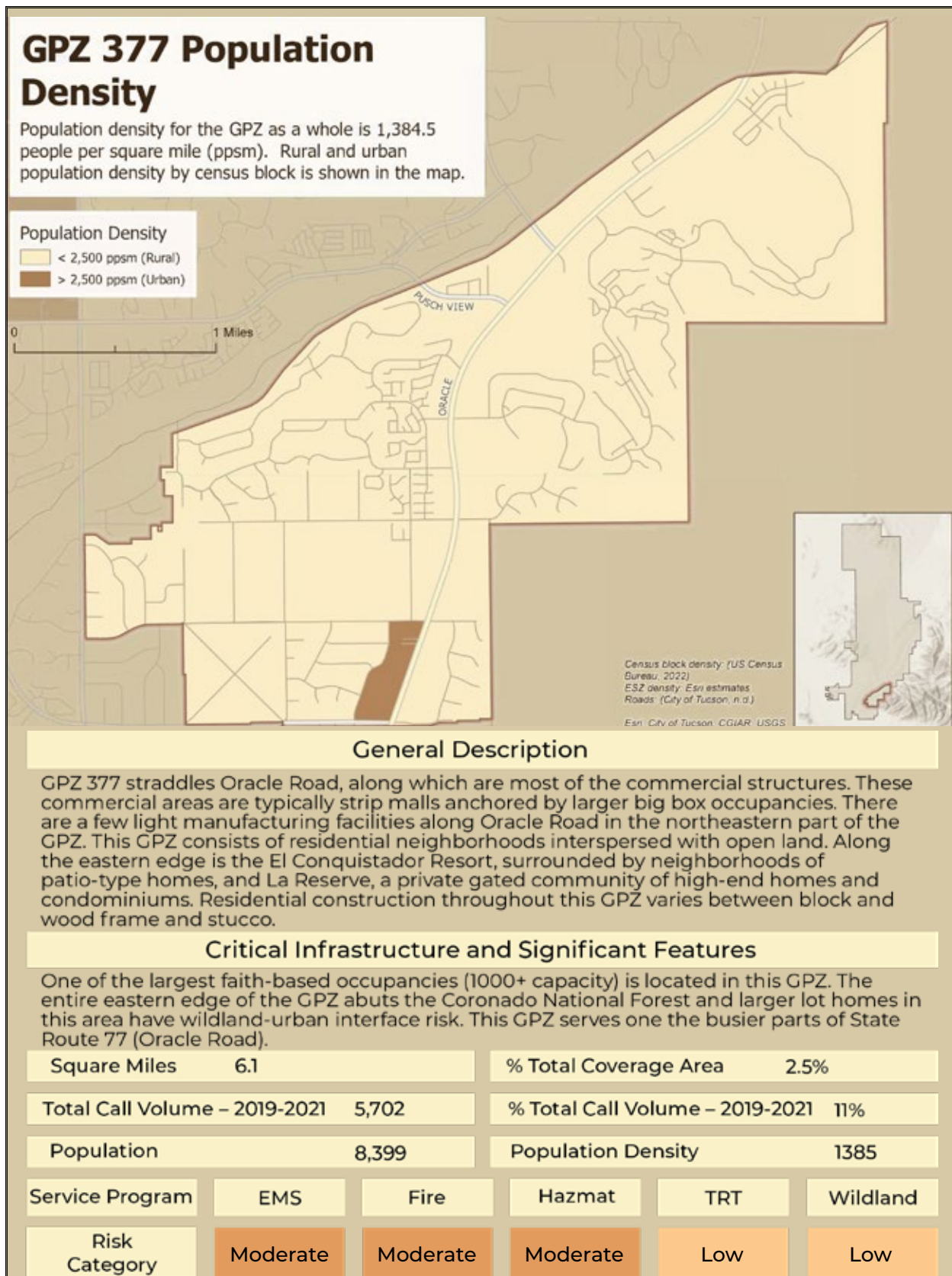
Critical Infrastructure and Significant Features

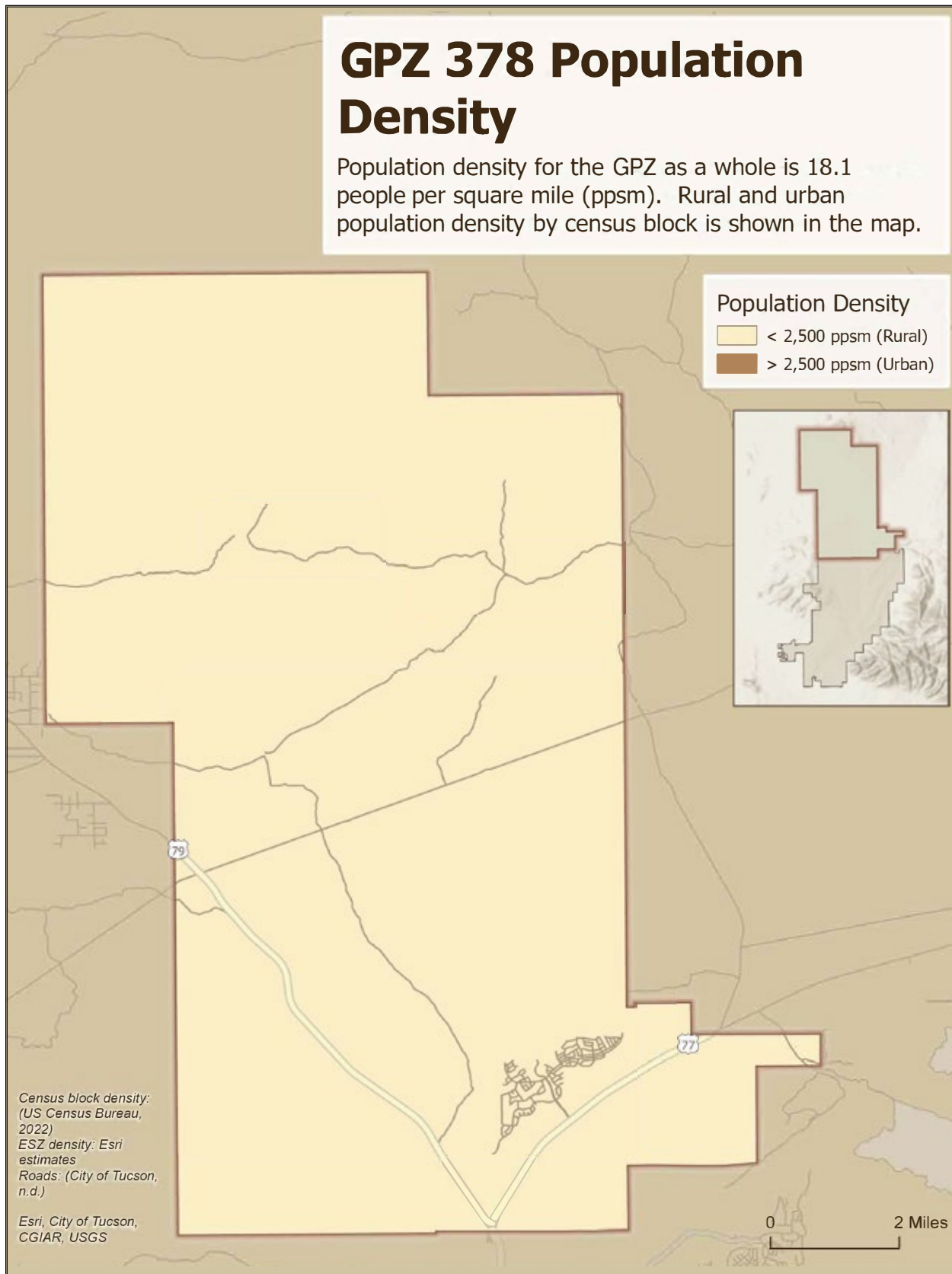
State Route 77 (Oracle Road) traverses the eastern edge of the GPZ in a north-south direction. There is a significant wildland/urban interface risk for homes located in the foothills of the Tortolita Mountains.

Square Miles		10.0		% Total Coverage Area		4.1%	
Total Call Volume – 2019-2021		4,301		% Total Call Volume – 2019-2021		8%	
Population		6,771		Population Density		673	
Service Program	EMS	Fire		Hazmat	TRT	Wildland	
Risk Category	Moderate	Moderate		Moderate	Low	Low	









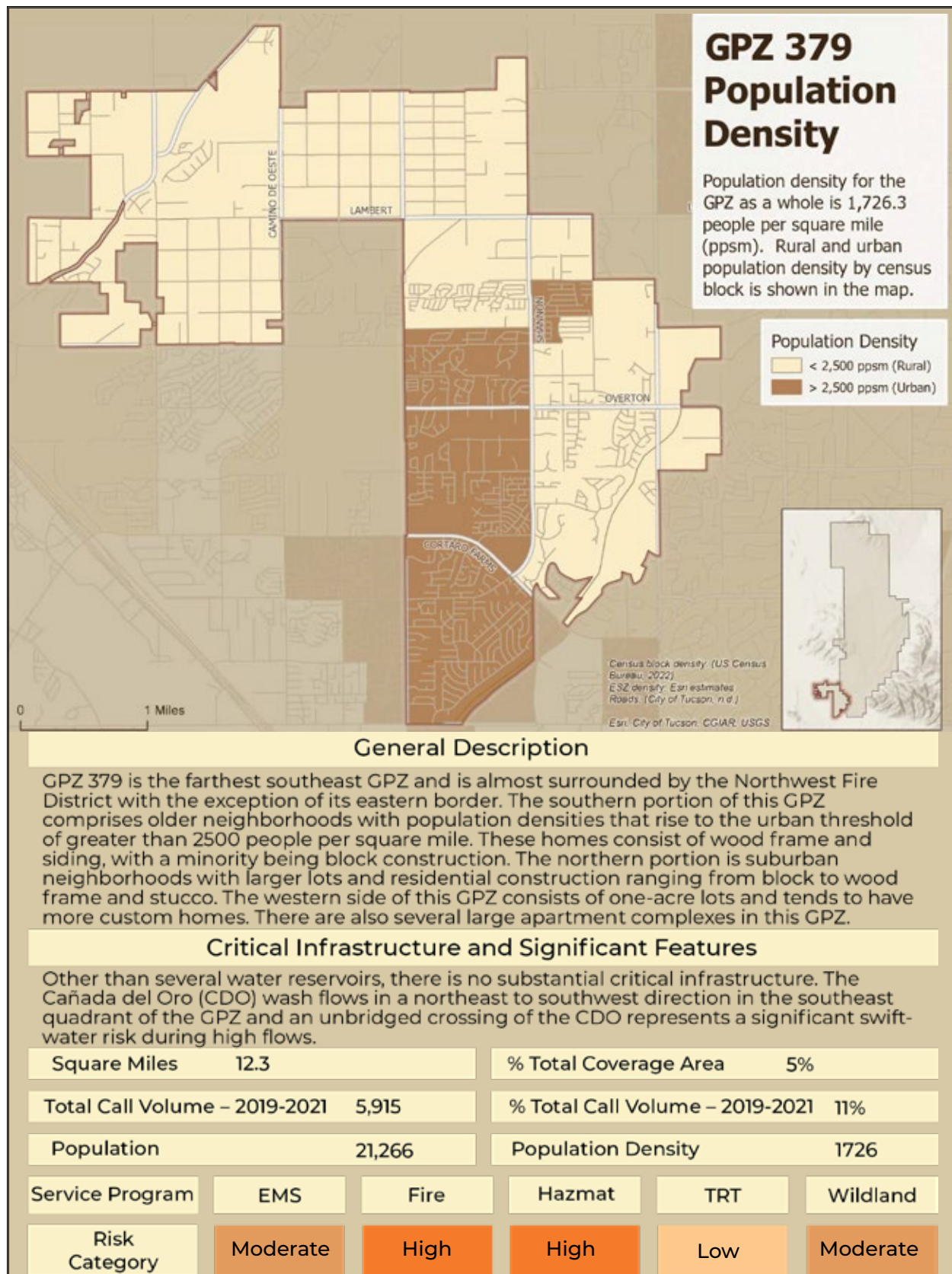
GPZ 378 General Description

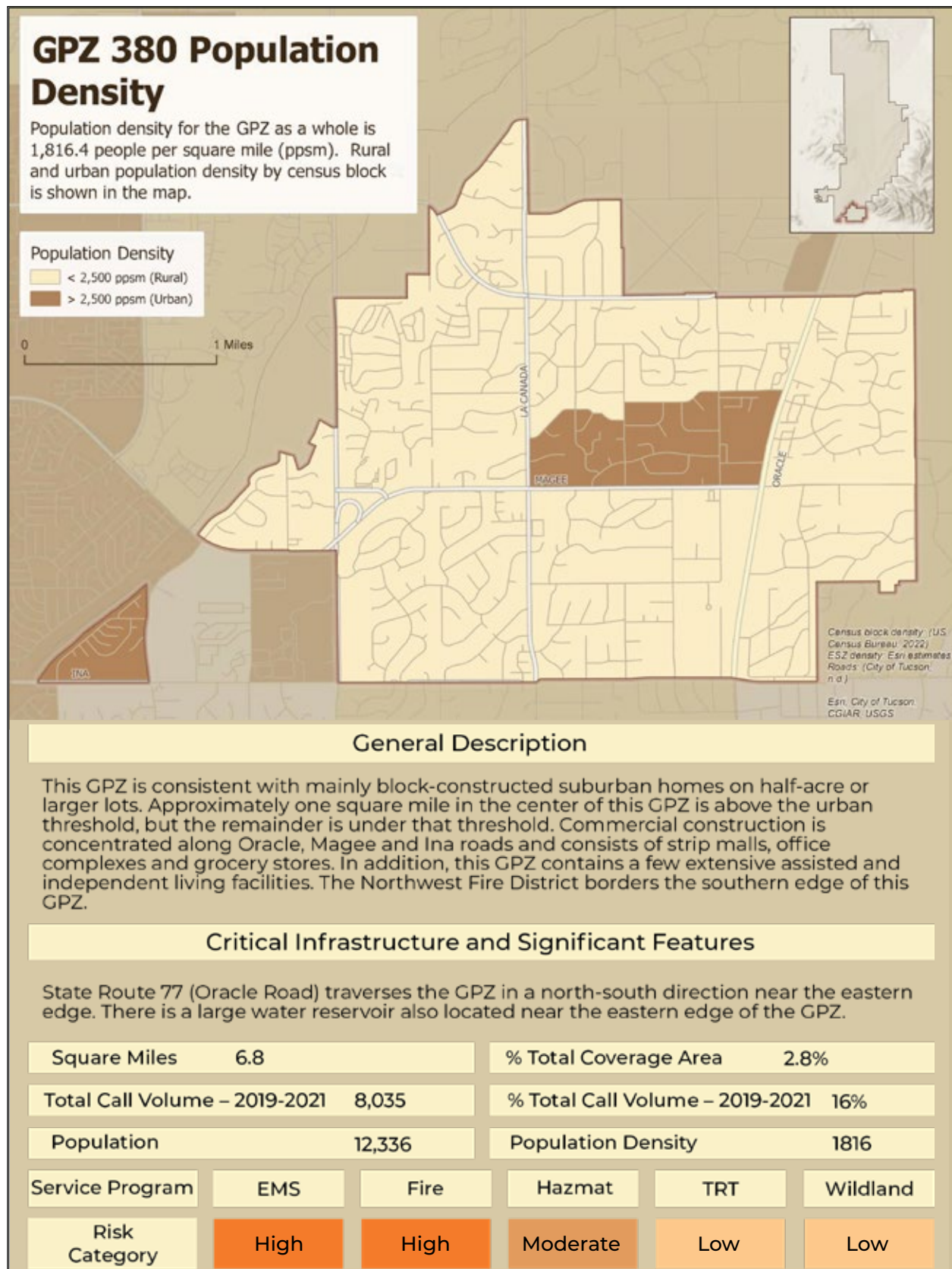
GPZ 378 is the largest of the district at 118.14 square miles but also the most sparsely populated. The only concentrated area of population is the Saddlebrooke Ranch Community. This community is a roughly two-square-mile 55+ active adult retirement community located in the southern portion of the GPZ off Highway 77, several miles north of the junction of Highways 77 and 79. The remainder of this GPZ consists of open desert, most of which is state trust land.

Critical Infrastructure and Significant Features

State Highway 79 traverses in a southeast to northwest direction in the southwest quadrant of the GPZ.

Square Miles		118.1		% Total Coverage Area		48.8%	
Total Call Volume – 2019-2021		1,647		% Total Call Volume – 2019-2021		3%	
Population		2,134		Population Density		18	
Service Program	EMS	Fire	Hazmat	TRT	Wildland		
Risk Category	Low	Low	Low	Low	Moderate		



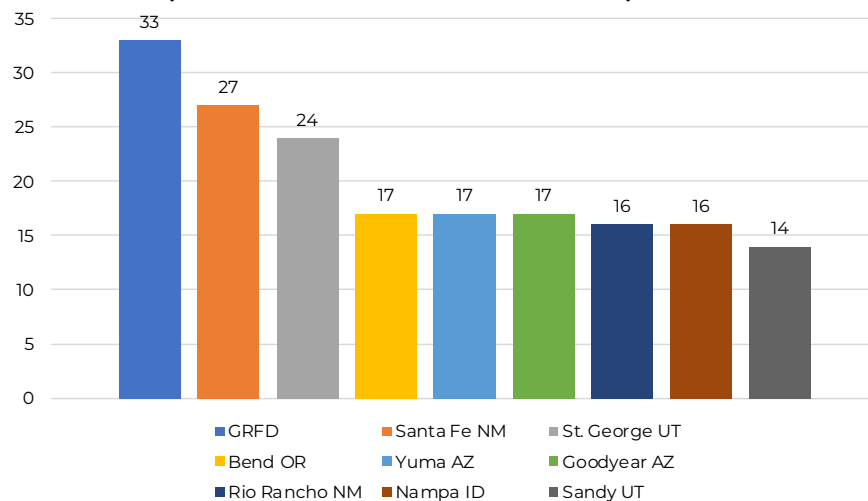


UNIQUE RISK FACTORS IN GOLDER RANCH FIRE DISTRICT

Senior Population Risk

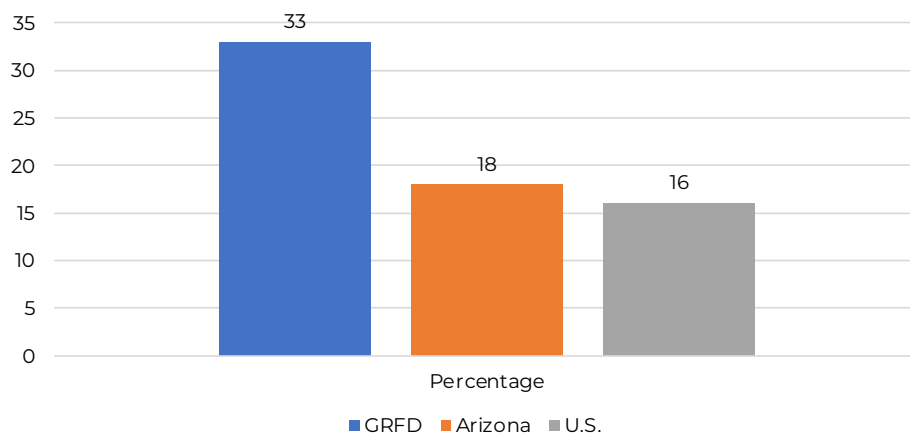
The over-65 population percentage in GRFD is 33%, a full third of the total residential population GRFD serves. This percentage is substantially higher than similar sized fire agency demographics. The influx of winter visitors each year raises this percentage even higher. **Figures 3.6 and 3.7** show the population percentage of over-65 residents in comparison to other similar sized regional fire/EMS agencies, as well as the State of Arizona and the U.S.

Figure 3.6 Percentage of Over-65 Population Compared to Similar Size Fire Departments*



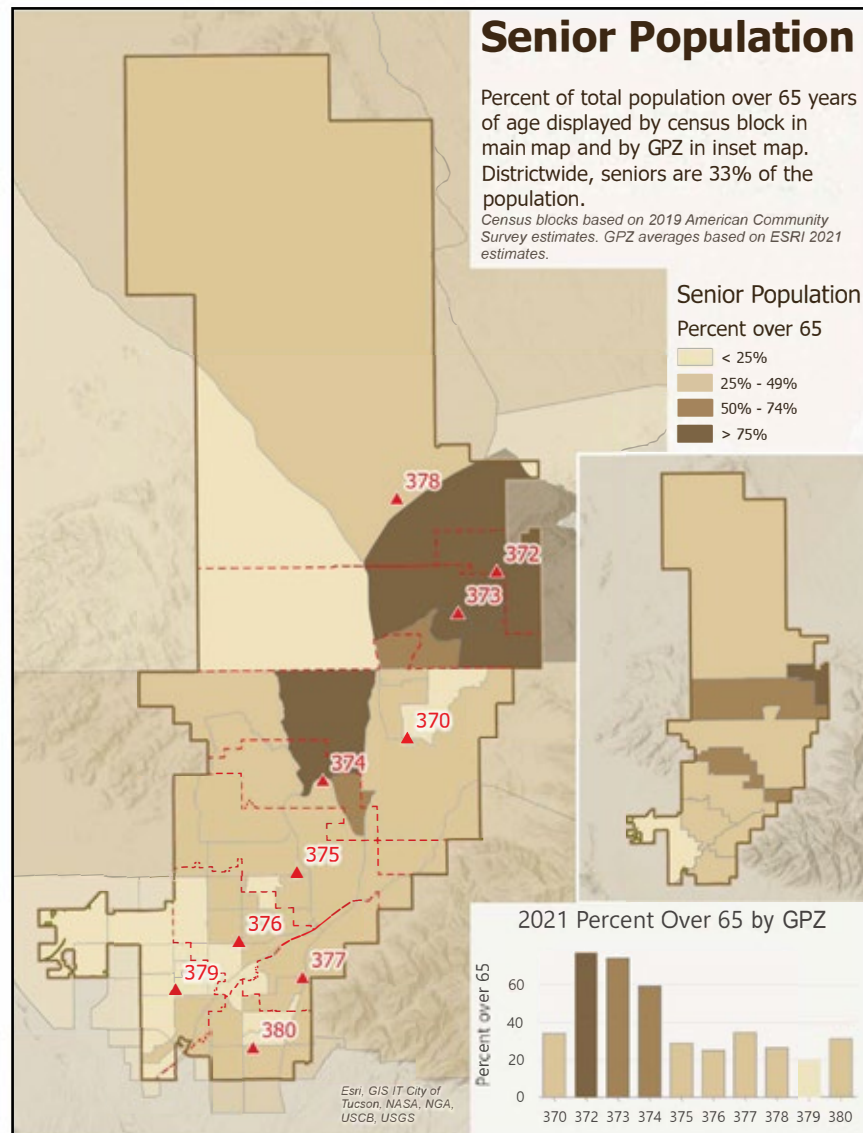
*Population range of selected fire departments was 95,814 (Yuma) to 154,853 (Santa Fe).

Figure 3.7 Percentage of Over-65 Population Compared to State of Arizona and U.S.



According to the United States Fire Administration,²⁰ older adults (65 years and older) experience a fire death risk 2.5 times higher than the general population. The National Fire Protection Agency (NFPA)²¹ reports that physical disabilities are a contributing factor in 15% of home fires. Of persons over the age of 65, 35% have a disability,²² thus further increasing the risk of injury or death in this age group.

Figure 3.8



²⁰USFA . (October 2021). Volume 21, Issue 8. Fire Risk in 2019. <https://www.usfa.fema.gov/downloads/pdf/statistics/v21i8.pdf>

²¹NFPA – Fire Analysis & Research. Physical Disability as a Factor in Home Fire Deaths Fact Sheet. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Fact-sheets/disabilityfactsheet.ashx#:~:text=NFPA%20estimates%20that%20physical%20disability,home%20fire%20deaths%20per%20year.>

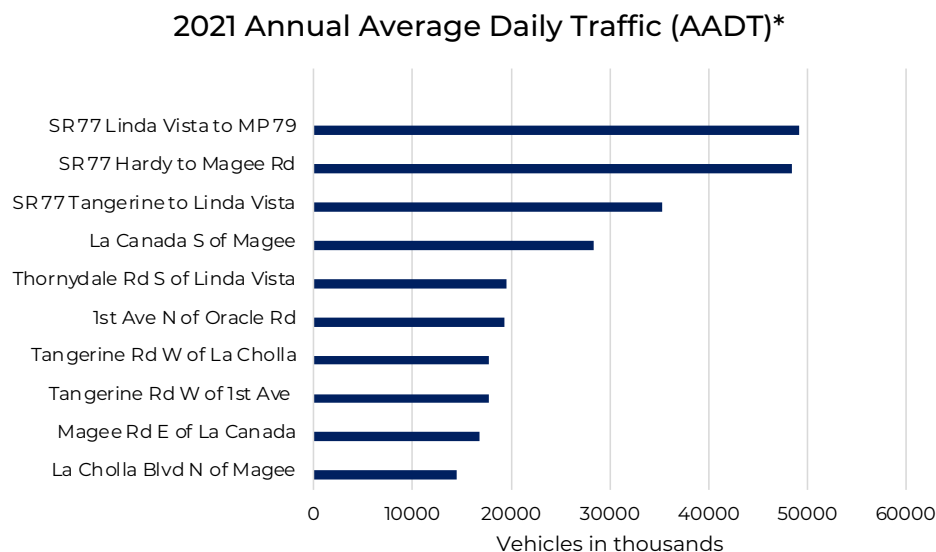
²²Rehabilitation Research and Training Center on Disability Statistics and Demographics. (2017).

Vehicle Traffic

Growth within the Golder Ranch Fire District service area is contributing to more congested roadways and resulting accidents. This negatively impacts GRFD in several ways. As traffic on the roadways increases, GRFD's travel response times increase. This is evident in the response time data in Section 4 of this document. GRFD has responded to an average of 315 motor vehicle collisions (MVCs) annually in the past five years. This call type volume contributes to longer response times for all call types. MVCs also present a significant risk to GRFD and all first responders due to the fact that these incidents require operating on an active roadway.

Below is a chart that illustrates the 2021 annual average daily traffic of some of the major arterial roadways and State Route 77 (Oracle Road). The data is reflective of the high volume of traffic that occurs in GRFD.

Figure 3.9



*Source – Pima Association of Governments and Arizona Department of Transportation. (SR 77 data.)

With projected population growth rates of nearly 2% per year expected in the next five years and with no significant mass transit projects planned in the foreseeable future, this particular risk for GRFD is expected to continue to increase.

Wildland Urban Interface

GRFD includes a significant percentage of area that has a high degree of wildland urban interface (WUI) risk. In its history the district has experienced several serious wildland fires that resulted in structures being lost or severely threatened. The most recent example is the sentinel Bighorn Fire that occurred June 5 to July 23, 2020. It consumed 119,978 acres, mostly outside of the district boundaries but threatened many homes along GRFD's eastern border. The extent of the fire and its proximity to GRFD is found in **Appendix 3.1**.



Bighorn Fire – Summer 2020

GRFD's wildland risk assessment team developed a WUI risk map that along with other analytical work is outlined later in this section. This risk is further addressed under the subsection titled Large Scale-Potentially Districtwide Event Risk Assessment.

Severe Thunderstorms And Microbursts

Southern Arizona experiences a seasonal change in the direction of the prevailing winds known as the monsoon. The season runs from mid-June to mid-September. The monsoon produces a pattern of intense thunderstorms and microbursts that can bring heavy amounts of rain and trigger flash flooding. Strong monsoon storms can lead to a multitude of swift-water rescues; a high-risk incident for victims and GRFD personnel.

Africanized Bees

Africanized bees have been in Arizona since 1993 and have become the dominant bee species in the state. They attack with much less provocation and in greater numbers than do the more docile European honeybees. They are especially sensitive to loud noises and vibrations that will often trigger an attack to the source of their detection and they will pursue a victim as far as a quarter mile. The life risk is from a victim receiving hundreds of stings that can result in death.

EMS RISK ASSESSMENT

EMS incidents are the most common emergency GRFD responds to – representing 89% of the total emergent call volume in 2021. Medical emergencies pose a risk to every resident and visitor in the district, from low acuity, non-life-threatening events to true life-threatening cardiac or traumatic injury events. Out of all the district's emergency service delivery programs, emergency medical services represent the greatest opportunity to save lives in the community.

As with any of the emergency services GRFD provides, time is of the essence. Two categories of EMS incidents are especially time sensitive; 1) traumatic injury resulting from penetrating or blunt trauma and 2) cardiac arrest. Early BLS and ALS treatment for trauma patients is essential for increasing the chances of survival.

Figure 3.10 illustrates American Heart Association's Chain of Survival for cardiac arrest.



Figure 3.10

Information Source: American Heart Association

GRFD has influence over four of the six critical links of this chain that include providing education about the importance of early activation of emergency response, high-quality CPR, defibrillation and advanced resuscitation. The first three links are associated with response times, necessitating the need not only for required resources for these emergencies, but for prompt response times to initiate care. Early initiation of defibrillation is essential in the chain of survival as indicated in **Figure 3.11**. EMS response time performance is discussed in Sections 4 and 5.

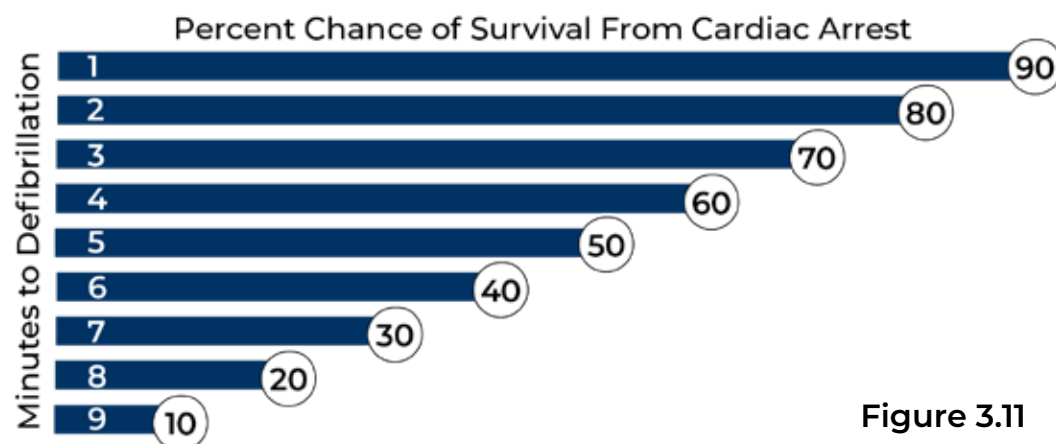
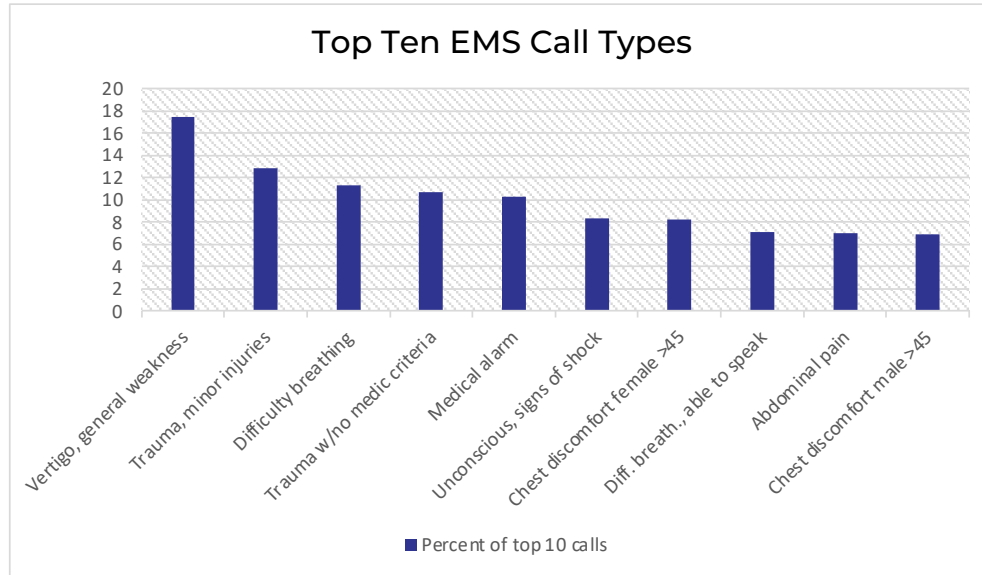


Figure 3.11

To better understand the EMS risk, GRFD determined the top 10 EMS call types for the period of 2019-2021.

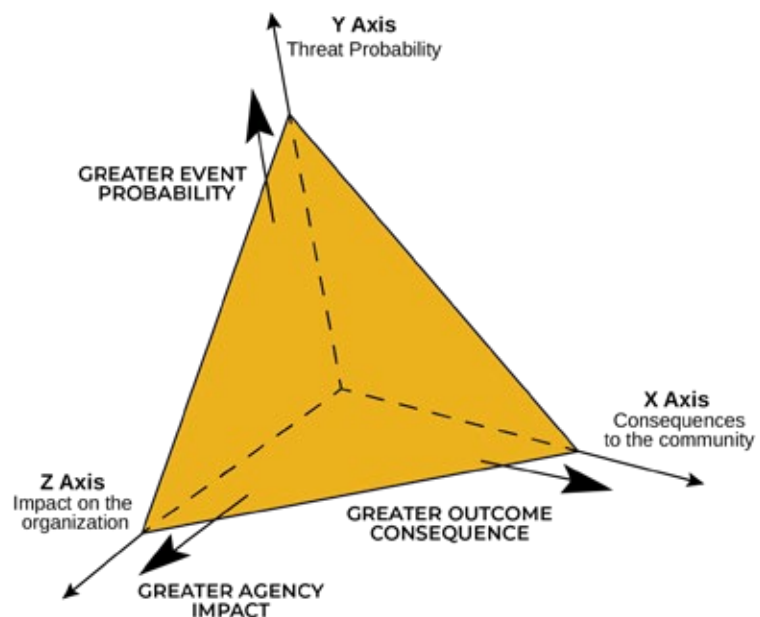
Figure 3.12



GRFD chose to use a three-dimensional risk model for EMS as well as for hazmat, technical rescue and wildland fire risk assessment scoring. This risk assessment model consists of frequency, severity and impact. These three factors are defined as follows:

- **Frequency** (also known as probability) is the chance or likelihood of a risk occurring.
- **Severity** (also known as consequence) is the effect of an incident has on the community and individuals. It also takes into account firefighter safety for the particular risk.
- **Impact** is the effect an incident has on GRFD as it pertains to the resources required to mitigate the emergency and the duration to do so.

Figure 3.13 Three-Dimensional Risk Model



Using the three-dimensional risk model each axis variable was scored on scale of 1 to 10 – one being the lowest risk – ten being the maximum possible risk. GRFD staff assigned a score to each axis; the X axis was based on subjective opinion and experience of senior GRFD staff; the Y and Z axis were based on incident history and the amount of GRFD resources and time needed to mitigate a particular risk.

Using Heron's formula, scores were calculated and a visualization of the resulting risk score was generated. The risk scores were used to develop risk categories; low, moderate, high and maximum.

Figure 3.14 Heron's Formula

$$\sqrt{\frac{(PC)^2}{2} + \frac{(CI)^2}{2} + \frac{(IP)^2}{2}}$$

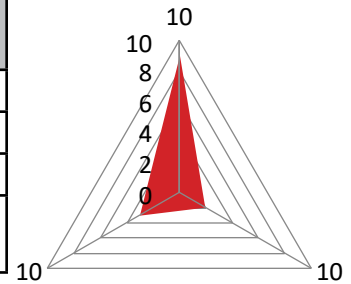
EMS Risk Level Categories	
Low	One patient emergent BLS and possible ALS level calls such as panic attacks, sick person, back pain, minor cuts and burns, pregnancy problems. This risk level is without airway, breathing or circulation complications. Transport needs determined on scene.
Moderate	One patient ALS level calls with possible life threat such as respiratory distress, overdose with conscious patient, active seizures, strokes and others.
High	One patient ALS level calls with imminent life threat such as code arrest, unconscious not responsive, drowning or near drowning, major traumatic injury such as GSW or stabbing.
Maximum	Multi-casualty incidents such as an active shooter, multi-patient traumas with imminent life threats. This does not include traffic accidents with multiple patients.

For each risk category critical tasks were identified to accomplish the desired performance goal.²³ This same methodology was applied to the other service classifications – fire, hazmat, technical rescue and wildland. The process allows the district to determine the resources required to ensure a positive outcome for a particular risk. Critical tasks and effective response force are defined as follows:

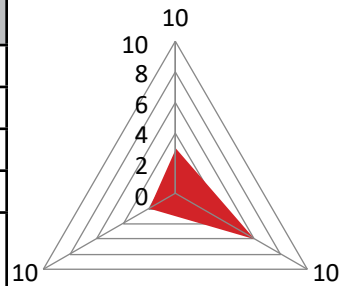
- Critical task: A time-sensitive work function that in conjunction with other work functions is essential to ensuring that an incident is stabilized to the performance level desired by the community.
- Effective response force: The number of personnel and type of apparatus necessary to complete all the identified critical tasks.

²³Performance goals for each risk category for all service classifications are defined in Section 5.

EMS – Low Risk BLS	
Critical Task	Personnel Required
Command/safety	1
Patient assessment/treatment	3
TOTAL	4
Effective Response Force = 1 engine company	

RISK SCORE = 23

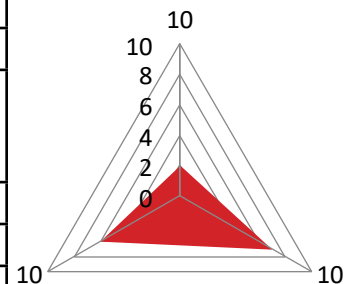
EMS – Moderate Risk ALS	
Critical Task	Personnel Required
Command/safety	1
ALS treatment/documentation	3
Transport	2*
TOTAL	6
Effective Response Force = 1 engine company, 1 ambulance	

RISK SCORE = 16

*Can assist with patient care as needed prior to transport.

It is noted that the low EMS risk score (23) is higher than the EMS moderate risk score (16). This is due to the high numerical values that were given to the frequency and the impact dimensions of the risk model.

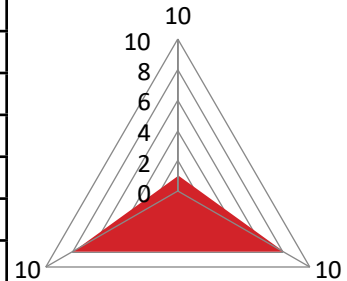
EMS – High Risk ALS	
Critical Task	Personnel Required
Command/safety	1
EMS supervision	1
Initial treatment to include chest compressions, airway, IV monitor, cardiac monitor, holding pressure, etc.	4
Transport	2*
TOTAL	8
Effective Response Force = 1 BC, 1 EC, 1 engine company, 1 ambulance	

RISK SCORE = 32

*Can assist with patient care as needed prior to transport.

EMS – Maximum Risk, ≥ 2 Patients*	
Critical Task	Personnel Required
Command	1
Safety	1
Accountability	1
EMS triage supervisor	1**
Triage	3**
Treatment supervisor	1
BLS/ALS treatment/movement	9
EMS transport supervisor	1
EMS communications	1
Transport	6***
TOTAL	21
Effective Response Force = 2 BCs, 1 EMS captain, 3 engine companies, 3 ambulances	

RISK SCORE = 46



*Initial ERF can be augmented by responding battalion chief based on specific number of patients reported and upon on-scene assessment.

**Can transition to other critical tasks following completion of triage.

***Can assist with patient care as needed prior to transport.

FIRE RISK ASSESSMENT

Nationwide, there continues to be a downward trend in reported home fires. The National Fire Protection Association (NFPA) reports an over 50% decrease in these fires since 1980.²⁴ While the GRFD service area generally follows the nationwide trend of structure fires, these fires remain a substantial risk to the community in terms of potential life and property loss. Section 4 of this document presents a three-year history of fire loss data.

The majority of residence occupancies in the district are of newer construction – often described as modern or lightweight construction. This contrasts with houses built several decades ago – often described as legacy or traditional construction. The lightweight construction as well as several other current trends in residential structures have increased the risk for a severe outcome of a structure fire.

Underwriters Laboratory has considered four specific factors that collectively are called the UL Modern Fire Formula.²⁵



These factors result in the following negative impacts regarding house fires:

- Faster fire spread
- Shorter time to flashover²⁶
- Rapid changes in fire behavior
- Shorter escape times
- Shorter time to structural collapse
- Greater exposure of carcinogens resulting from smoke to firefighters

²⁴Aherns, M. and Haheshwari, R. Home Structure Fires. October 2021. NFPA Research.

²⁵Analysis of Changing Residential Fire Dynamics and Its Implications on Firefighter Operational Time Frames. Underwriters Laboratories, <https://newscience.ul.com>.

²⁶Flashover is when all surfaces and contents of a space (room) reach their ignition temperature nearly simultaneously resulting in full room fire involvement. Flashover is generally not a survivable event for either occupants or firefighters.

Figure 3.15 Fire Progression to Flashover



Flashover is generally not a survivable event for either occupants or firefighters.

Sprinkler Discussion

The National Fire Protection Association (NFPA) in its Home Structure Fires 2021 research report demonstrates the compelling case for home sprinkler systems.²⁷

Statistic Category	Statistic
Percentage of fires with operating sprinklers in which sprinklers were effective in controlling the fire	97%
Civilian deaths per 1,000 reported fires	
Without sprinkler system	8.1
With sprinkler system	1.0
Percent reduction with sprinklers	88%
Civilian injuries per 1,000 reported fires	
Without sprinkler system	33
With sprinkler system	23
Percent reduction with sprinklers	28%
Firefighter injuries per 1,000 reported fires	
Without sprinkler system	51
With sprinkler system present	11
Percent reduction with sprinklers	78%
Average loss per fire	
Without sprinkler system	\$21,700
With sprinkler system	\$8,200
Percent reduction with sprinklers	62%

Related to home sprinklers, the following is a position statement from the United States Fire Administration (USFA).

It is the position of the USFA that all citizens should be protected against death, injury and property loss resulting from fire in their homes. All homes should be equipped with both smoke alarms and residential fire sprinklers, and all families should have and practice an escape plan. The USFA fully supports all efforts to reduce the tragic toll of fire losses in this nation, including the current International Residential Code that requires residential fire sprinklers in all new residential construction.²⁸

²⁷NFPA, Home Structure Fires. December 2017. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Building-and-life-safety/oshomes.pdf>

²⁸United States Fire Administration. https://www.usfa.fema.gov/about/sprinklers_position.html#:~:text=It%20is%20the%20position%20of,practice%20an%20emergency%20escape%20plan.

There is overwhelming evidence that a fire agency's ability to keep a fire to room of origin is a critical element in preventing fire deaths. Statistics in the table below show that when a fire is confined to the room of origin, versus extending beyond the room of origin, the rate of deaths and property loss is nine times less.²⁹ NFPA also reports that three-quarters of residential fire deaths occur when the fire extends beyond the three most common rooms of origin – living room, bedroom and kitchen.³⁰

Flame Spread	Rate Per 1,000 Fires		
	Civilian Deaths	Civilian Injuries	Avg. Dollar Loss/Fire
Confined fires or contained fire identified by incident type	0	8.7	\$200
Confined fire or fire spread confined to object of origin	0.4	11.1	\$1,200
Confined to room of origin, including confined fires and confined to object	1.8	23.8	\$4,000
Spread beyond the room of origin but confined to floor of origin	16.2	76.3	\$35,000
Spread beyond floor of origin	24.6	55.0	\$65,900

GRFD advocates fire sprinklers in new construction homes to reduce property damage and prevent both civilian and firefighter injuries and deaths. This is in line with #15 of the National Fallen Firefighters Foundation 16 Firefighter Safety Initiatives – “Advocacy must be strengthened for the enforcement of codes and the installation of home fire sprinklers.”³¹

For homeowners of sprinklered homes, the likelihood of being saved by a sprinkler in a fire is greater than being saved by an air bag in a vehicle crash.³²

²⁹NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2020 Edition, Annex A.

³⁰NFPA, Home Structure Fires. December 2017. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Building-and-life-safety/oshomes.pdf>

³¹Everyone Goes Home 16 Firefighter Safety Initiatives. <https://www.everyonegoeshome.com/16-initiatives/>

³²<https://www.nist.gov/publications/comparing-performance-residential-fire-sprinklers-other-life-safety-technologies>

Hoarding Discussion

An increase in hoarding has contributed to a higher risk to occupants and firefighters in structural fires. Hoarding disorder is described as people who have persistent difficulty getting rid of or parting with possessions due to a perceived need to save the items.³³

Research indicates that two to five percent of the population has some form of hoarding. Adults between the ages of 55 and 94 are three times more likely to have a diagnosable hoarding disorder than adults between 34 and 44 years old.³⁴ The resulting clutter not only disrupts the ability to use living spaces but significantly contributes to fire load and resulting increase in fire and smoke conditions that inhibit an occupant's ability to escape during a fire.

According to the National Fire Protection Association, hoarding puts firefighters at an increased risk in several ways:³⁵

- Firefighters' movement in a hoarder's home during search/rescue and fire attack efforts is difficult.
- Falling objects from stacked hoarding materials can injure or trap firefighters.
- Firefighters can become trapped when exits are blocked.
- Fire load is heavier in a hoarder's home making for an increase in fire behavior and resulting higher temperatures and reduced visibility.
- The excessive fire load when becoming saturated with water can lead to floor collapse in multi-story homes or those with basements.



³³American Psychiatric Association. Retrieved on 07/24/22 from <https://www.psychiatry.org/patients-families/hoarding-disorder/what-is-hoarding-disorder>.

³⁴The Recovery Village. Retrieved on -7/24/22 from <https://www.therecoveryvillage.com/mental-health/hoarding/hoarding-statistics/>.

³⁵National Fire Protection Agency. Retrieved on 07/24/22 from <https://www.nfpa.org/~media/files/public-education/by-topic/hoarding/hoarding.pdf?la=en>

Fire Risk Assessment Methodology

GRFD chose to use a fire risk assessment model that included eight fire risk elements. The model utilized was a modified version of the Risk Assessment Form – Emergency Response (RAFER) 2.0 model. The exception to the use of this model was the **Low Fire Risk** category where the three-dimensional risk model was utilized since the RAFER model is designed only for structure risks.

An internal fire risk assessment team used the modified RAFER model to score representative occupancy types in GRFD. A summary of these scores is presented in the table below. The worksheets that were utilized for this process are included in **Appendices 3.2 and 3.3**. The resulting risk score for an occupancy was categorized as a moderate, high or maximum. In addition, station crews scored 170 occupancies in the district. Results of the field risk assessments are found in **Appendix 3.4**. The risk scale* is the same for residential and commercial, and can be seen below.

Occupancy Type	Score	Risk Category
Convenience store with gasoline pumps	12	Moderate
Fast food restaurant	13	Moderate
One to two-story office building	14	Moderate
Free-standing conventional restaurant	14	Moderate
Retail strip center	15	High
Large office building – up to four stories	17	High
Big box retail	20	Maximum
Large industrial occupancy	20	Maximum
Large office building or other over four stories	20	Maximum
Mobile home	12	Moderate
One to two-story single family home	12	Moderate
>One to two-story 5,000-square-foot single-family home	13	Moderate
Townhouse/condominium with common structural walls	15	High
<10 occupancy extended care facility	16	High
Large garden-style apartment	17	High
One to four-story hotel	19	High
Large resort occupancy	20	Maximum
>10 extended care facility/hospital	20	Maximum

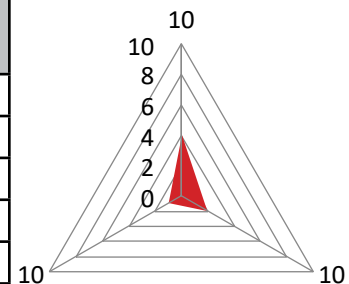
*Risk scale: 10-14 Moderate; 15-19 High; ≥ 20 Maximum

Following the scoring of a variety of occupancy types, the team developed critical tasks and effective response forces to manage each of the category risks.

Fire Risk Level Categories	
Low	Dumpster fires, car/small truck fires, nuisance fires, outbuilding fires and automatic alarms.
Moderate	Mobile homes, typical one or two-story single-family residences, duplexes and small apartment complexes, small retail, gas stations, small office buildings, restaurants.
High	Apartment complexes, hotels, strip malls, large office buildings up to four stories, extended care facilities with fewer than 10 patients.
Maximum	Large resort-style occupancies, hospitals or long term care facilities for greater than 10 patients, big box stores, large commercial or industrial facilities.

Fire – Low Risk	
Critical Task	Personnel Required
Command/safety	1*
Pump operation	1
Fire attack	2
TOTAL	4
Effective Response Force = 1 engine company	

RISK SCORE = 6



*Can assist with fire attack if necessary.

Fire – Moderate Risk	
Critical Task	Personnel Required
Command	1
Safety	1
Accountability	1
Water supply	1*
Secure utilities	1*
Pump operator	1
Initial attack line/primary search	3
2nd attack line/secondary search	4
Ventilation	4
Rapid intervention crew/on deck	4
Medical	2
TOTAL	21
Effective Response Force = 2 BC, 1 EC, 4 engine companies, 1 ambulance	

*Personnel can assist with other critical tasks following completion of this critical task.

Fire – High Risk	
Critical Task	Personnel Required
Command	1
Safety	1
Accountability	1
Water supply	2*
Secure utilities	1*
Fire sprinkler connection	1*
Pump operator	2
Initial attack/primary search	3
2nd attack line/secondary search	4
Ventilation	4
Various tasks above fire floor	3
Rapid intervention crew/on deck	4
Medical	2
TOTAL	25
Effective Response Force = 2 BC, 1 EC, 4 engine companies, 1 ladder company, 1 ambulance	
Fire – Maximum Risk	
Critical Task	Personnel Required
Command	1
Safety	1
Accountability	1
Division supervisor/forward operating ofc.	1
Water supply	2*
Secure utilities	1*
Fire sprinkler connection	1*
Pump operator	2
Fire attack/initial attack/primary search	3
2nd attack line/secondary search	4
Ventilation	8
Various tasks above fire floor	3
Rapid intervention crew/on deck	4
Medical	4
TOTAL	32
Effective Response Force = 3 BC, 1 EC, 4 engine companies, 2 ladder companies, 2 ambulances	

*Personnel can assist with other critical tasks following completion of this critical task.

HAZMAT RISK ASSESSMENT

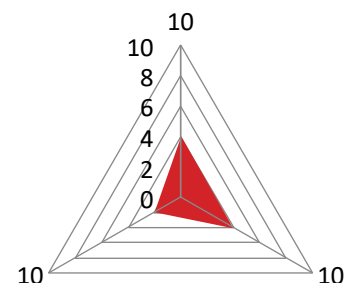
GRFD has a wide range of hazmat risks ranging from carbon monoxide (CO) alarms to potential large-scale hazmat events on State Route 77 and other major arterial roadways. All GRFD firefighters are trained to the operations level of NFPA 472. In addition, there are 29 firefighters trained to the technician level of NFPA 472.

The GRFD hazmat risk team utilized the three-dimensional risk scoring tool to score each hazmat risk category. This was followed by the development of critical tasks and effective response forces for each of the risk categories.

Hazmat Risk Level Categories	
Low	CO alarms, small flammable liquid spills, small pressurized flammable or nonflammable gas container leaks. Incident can be stabilized at hazmat operations training level.
Moderate	Small diameter gas line breaks up to 2", larger flammable liquid spills, larger propane tank leaks up to approximately 500-gallon tanks.
High	Greater than 2" natural gas line breaks, over-the-road hazmat freight/liquid or gas releases, public and club pool chlorine gas leaks/spills, auto repair, pool supply and hardware store hazmat spills, maintenance yard hazmat spills, larger stationary propane tank leaks, pesticide truck – large spills and large hazmat releases adjacent to buildings with high occupancy.

Hazmat – Low Risk	
Critical Task	Personnel Required
Command/safety	1
Size up/recon/air monitoring as needed/spill mitigation	2*
Patient assessment as needed	1*
TOTAL	4
Effective Response Force = 1 engine company	

RISK SCORE = 14



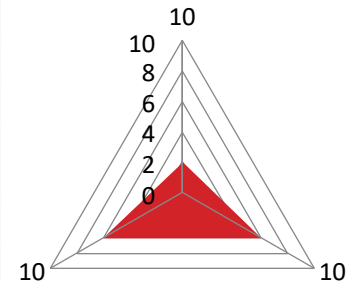
*Personnel can rotate between these critical tasks as needed.

Hazmat – Moderate Risk	
Critical Task	Personnel Required
Command	1
Safety	1 haztech
Hazmat supervisor	1 haztech
Pump operator	1
Establishment of zones, spill mitigation if liquid	3 haztech*
Air monitoring	2
Protection line	2
Medical	2
TOTAL	8 FRO** 5 haztech
Effective Response Force = 1 BC, 1 engine company, 1 hazmat engine/squad, 1 hazmat ambulance, 1 ambulance	

*Can assist with other critical tasks as necessary.

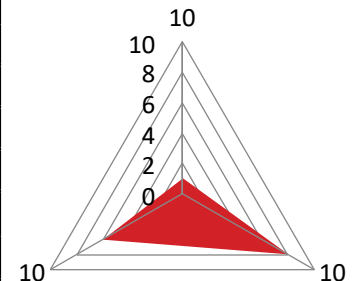
**First responder operations level per NFPA 472.

RISK SCORE = 28



Hazmat – High Risk	
Critical Task	Personnel Required
Command	1
Safety – incident and hazmat	1 FRO, 1 haztech
Hazmat division supervisor	1 haztech
Pump operator	2 FRO
ID/recon	2 haztech
Air monitoring	2 haztech
Protection/decon line	2 FRO
Entry supervisor	1 haztech
Entry team	2 haztech
Backup team	2 haztech
Decon	3 FRO, 1 haztech
Medical	2 FRO, 2 haztech
TOTAL	11 FRO 14 haztech
Effective Response Force = 2 BC, 1 EC, 2 engine companies, 3 hazmat engines, 3 squads, 1 hazmat ambulance, 1 ambulance	

RISK SCORE = 35



TECHNICAL RESCUE TEAM RISK ASSESSMENT

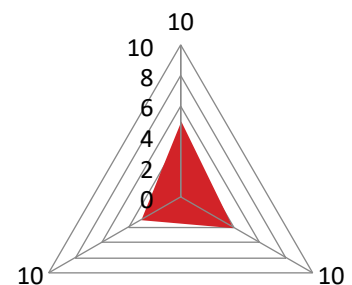
GRFD has technical rescue risks that include routine to complex extrications, trench rescue, confined space, swift-water rescue, high-angle rescue and building collapse.³⁶ Extraction incidents are the most common form of technical rescue GRFD responds to – primarily consisting of vehicle extrication calls. All GRFD personnel are trained minimally to the first responder awareness (FRA) level of NFPA 1670. There are 27 GRFD personnel trained to the technician level of NFPA 1670.

The GRFD TRT risk team utilized the three-dimensional risk scoring tool to score each TRT risk category.

Extrication Risk Level Categories	
Low	Two car MVC with possible entrapment, patients reported conscious.
Moderate	Multiple car MVC with likely entrapment, multiple patients, possible ejections and unconscious patients.
High	Complex, technical extrication requiring specialized extrication equipment and technician level personnel.

Extrication – Low Risk	
Critical Task	Personnel Required
Command	1
Safety	1
Vehicle stabilization	2*
Extrication/patient communication	4**
Treatment/transport if necessary	2
TOTAL	8 FRA
Effective Response Force = 1 BC, 1 EC, 1 engine company, 1 ambulance	

RISK SCORE = 20



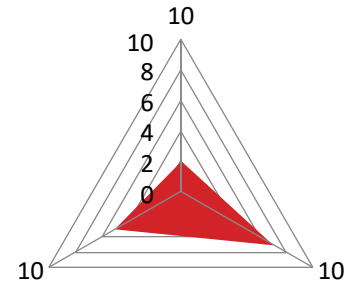
*Can transition to extrication following completion of critical task.

**Can transition to treatment and transport if necessary.

³⁶Building collapse risk is primarily in the form of partial building collapse due to impact from a vehicle.

Extrication – Moderate Risk	
Critical Task	Personnel Required
Command	1
Safety	1
Triage	4*
Protection line	1
Pump operator	1
Vehicle stabilization	10**
Extrication/patient communication	10***
Treatment/transport	6
TOTAL	20 FRA
Effective Response Force = 1 BC, 1 EC, 3 engine companies, 3 ambulances	

RISK SCORE = 28



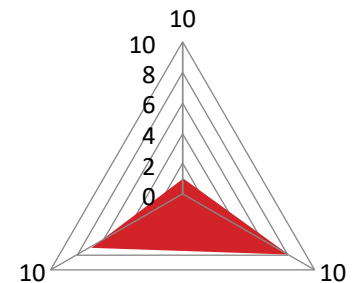
*Can move to other critical tasks when triage is completed.

**Can move to extrication when vehicle stabilization tasks are completed.

*** Can assist with patient movement and transport as needed when treatment tasks are completed.

Extrication – High Risk	
Critical Task	Personnel Required
Command	1
Accountability	1
Safety – scene and TRT	1 FRA, 1 tech
Extrication supervisor	1 tech
Triage	4*
Protection line	1
Pump operator	1
Extrication/stabilization/patient communication	11 FRA 3 tech**
Treatment/transport as needed	6
TOTAL	22 FRA 5 tech
Effective Response Force = 2 BC, 1 EC, 3 engine companies, 1 tech rescue engine/squad, 1 tech rescue ambulance, 3 ambulances	

RISK SCORE = 40

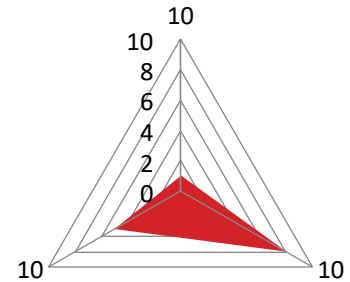


*Can move to other critical tasks when triage is completed.

**Can move to treatment when extrication tasks are completed.

Trench Rescue – High Risk	
Critical Task	Personnel Required
Command	1
Accountability	1
Safety – scene and TRT	1 FRA, 1 tech
Rescue supervisor	1 tech
Equipment shutdown and lockout	1 FRA, 1 tech*
Hazard zone ID/access control	2 FRA, 1 tech*
Stabilization/shoring	4 FRA* 4 tech
Rescue team	3 tech
Support team	5 FRA, 1 tech*
Treatment/transport as needed	2
TOTAL	12 FRA 10 tech
Effective Response Force = 2 BC, 1 EC, 2 engine companies, 2 tech rescue engines/squads, 1 tech rescue ambulance	

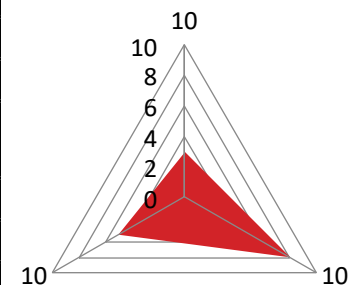
RISK SCORE = 29



*Can move to other critical tasks when task is completed.

Swift-Water Rescue – High Risk	
Critical Task	Personnel Required
Command	1
Accountability	1
Safety – scene and TRT	1 FRA, 1 tech
Rescue supervisor	1 tech
Locate victim/size up	4 FRA* 2 tech*
Upstream spotter	4 FRA
Downstream spotter	4 FRA
Rescuers/retrievers	4 FRA, 6 tech
Decon	2 FRA
Patient treatment/transport as needed	2
TOTAL	16 FRA 10 tech
Effective Response Force = 2 BC, 1 EC, 2 engine companies, 1 ladder company, 2 tech rescue engines/squads, 1 tech rescue ambulance	

RISK SCORE = 35

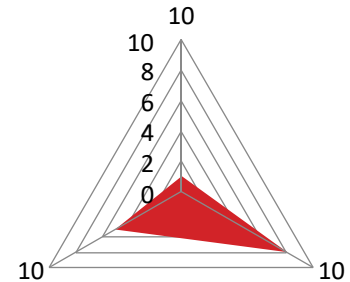


*Can move to other critical tasks when task is completed.

Confined Space Rescue – High Risk	
Critical Task	Personnel Required
Command	1
Accountability	1
Safety – scene and TRT	1 FRA, 1 tech
Air monitoring	2 tech
Size up	1 FRA*, 1 tech*
Rescue supervisor	1 tech
Entry team	2 tech
Entry team support	7 FRA, 2 tech
Backup team	2 tech*
Treatment/transport as needed	2
TOTAL	12 FRA 10 tech
Effective Response Force = 2 BC, 1 EC, 2 engine companies, 2 tech rescue engines/squads, 1 tech rescue ambulance	

*Can move to other critical tasks when task is completed.

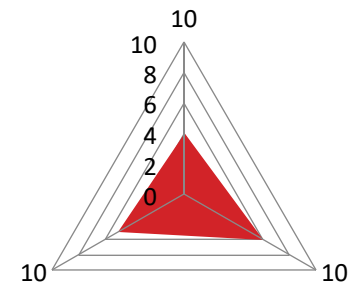
RISK SCORE = 29



Low-Angle Rescue – High Risk	
Critical Task	Personnel Required
Command	1
Safety	1 tech
Technical rescue supervisor	1 tech
Advance team/size up	2 FRA* 2 tech*
Rigging/rescue/hauling	5 FRA* 8 tech
Treatment/transport as needed	2
TOTAL	6 FRA 10 tech
Effective Response Force = 1 BC, 1 engine company, 2 tech rescue engines/squads, 1 tech rescue ambulance	

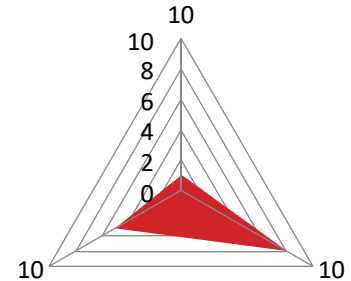
*Can move to other critical tasks when task is completed.

RISK SCORE = 31



High-Angle Rescue – High Risk	
Critical Task	Personnel Required
Command	1
Safety	1 tech
Technical rescue supervisor	1 tech
Advance team/size up	2 FRA* 2 tech*
Rigging/rescue/hauling	7 FRA, 8 tech
Treatment/transport as needed	2
TOTAL	10 FRA 10 tech
Effective Response Force = 1 BC, 2 engine companies, 2 tech rescue engines/squads, 1 tech rescue ambulance	

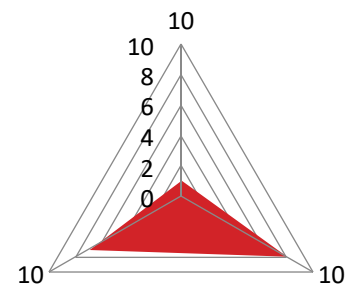
RISK SCORE = 29



*Can move to other critical tasks when task is completed.

Partial Building Collapse – High Risk	
Critical Task	Personnel Required
Command	1
Accountability	1
Safety – scene and TRT	1 FRA 1 tech
Technical rescue supervisor	1 tech
Size up	1 FRA* 1 tech*
Stabilization/rescue	4 FRA 4 tech
Back up crew/external support	8 FRA* 4 tech
Treatment/transport as needed	2
TOTAL	16 FRA 10 tech
Effective Response Force = 2 BC, 1 EC, 2 engine companies, 1 ladder company, 2 tech rescue engines/squads, 1 tech rescue ambulance	

RISK SCORE = 40

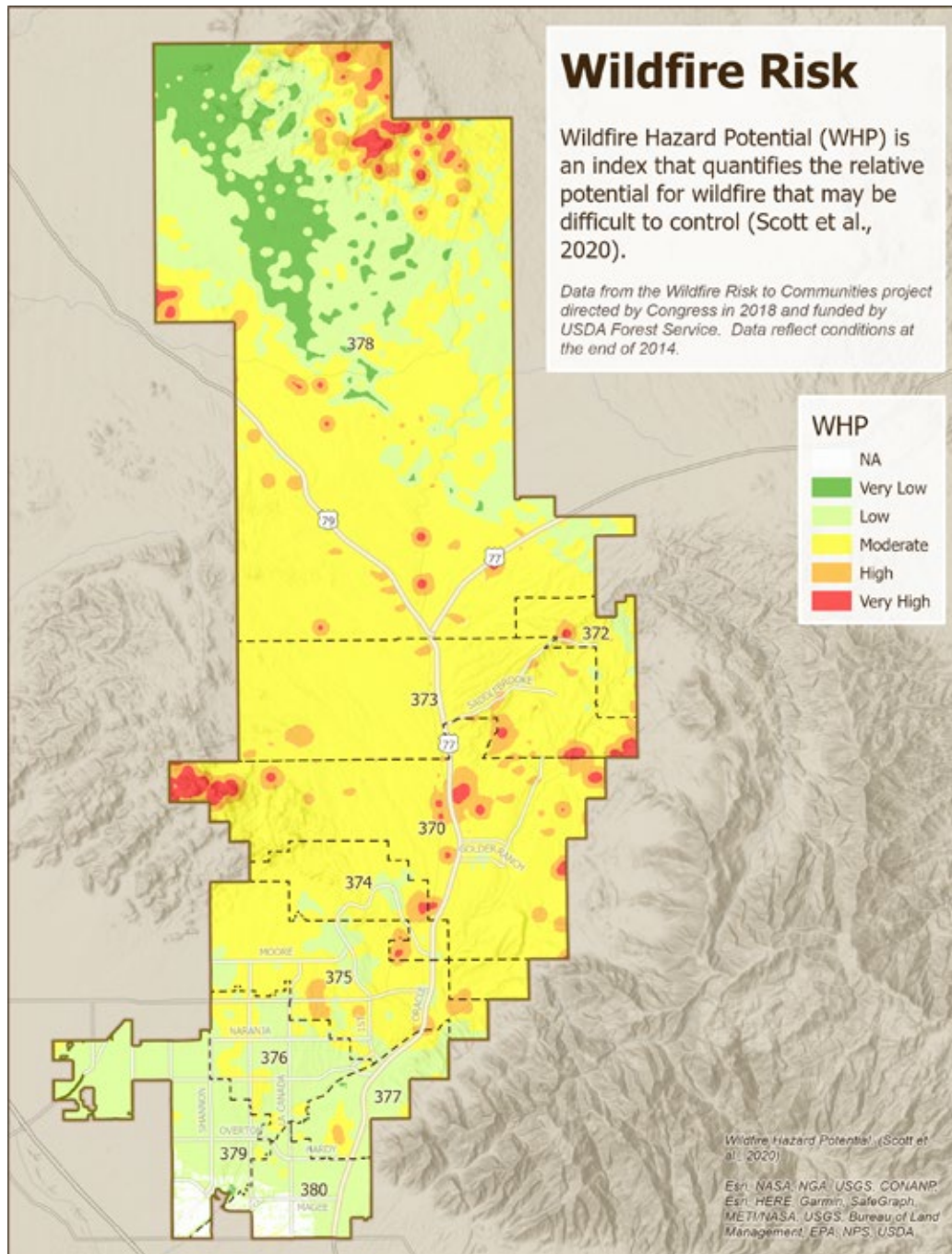


*Can move to other critical tasks when task is completed.

WILDLAND FIRE RISK ASSESSMENT

Wildland fire risk exists in a significant portion of Golder Ranch Fire District. The risk is especially high as the region continues to be under the condition of a long-term drought. The wildfire risk is further described in the Large-Scale Potentially Districtwide Event Risk Assessment discussion in this section.

Figure 3.16

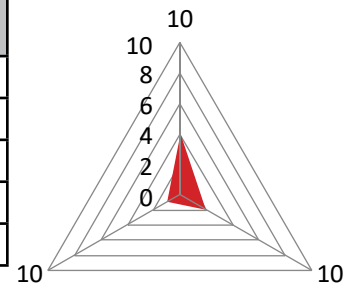


Wildland Fire Risk Level Categories	
Low	Small isolated or roadside fire, with little spread rate.
Moderate	One to approximately five acres in size, with low to moderate spread.
High	Any size fire that is threatening structures.

Wildland Fire – Low Risk	
Critical Task	Personnel Required
Command/safety	1*
Pump operation	1
Fire attack	2
TOTAL	4
Effective Response Force = 1 engine company	

*Can assist with fire attack if necessary.

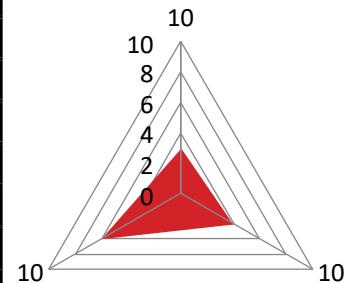
RISK SCORE = 6



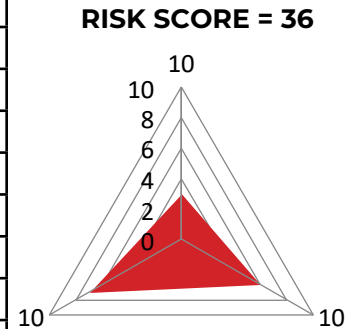
Wildland Fire – Moderate Risk	
Critical Task	Personnel Required
Command	1
Safety (wildland team)	1
Water supply – tender	1
Pump operator – engine	1
Pump operator – brush engine	1
Fire attack – two lines + hand tool work	4
TOTAL	9
Effective Response Force = 1 BC, 1 engine company, 1 brush engine, 1 tender	

*Can perform other tasks upon completion of critical task.

RISK SCORE = 23



Wildland Fire – High Risk	
Critical Task	Personnel Required
Command	1
Operations	1 WLT
Safety	2 WLT
Accountability	1
Size up/resource needs	1*
Water supply	2
Water supply site manager	1
Pump operator – engine	4
Pump operator – brush	2
Fire attack/structure protection	8
Medical	2
TOTAL	24
Effective Response Force = 2 BC, 3 engine companies, 2 brush engines, 2 tenders, 1 ambulance	



*Can perform other tasks upon completion of these critical tasks.



Photo courtesy: P. Oglesby

Summer 2020 – Bighorn Fire

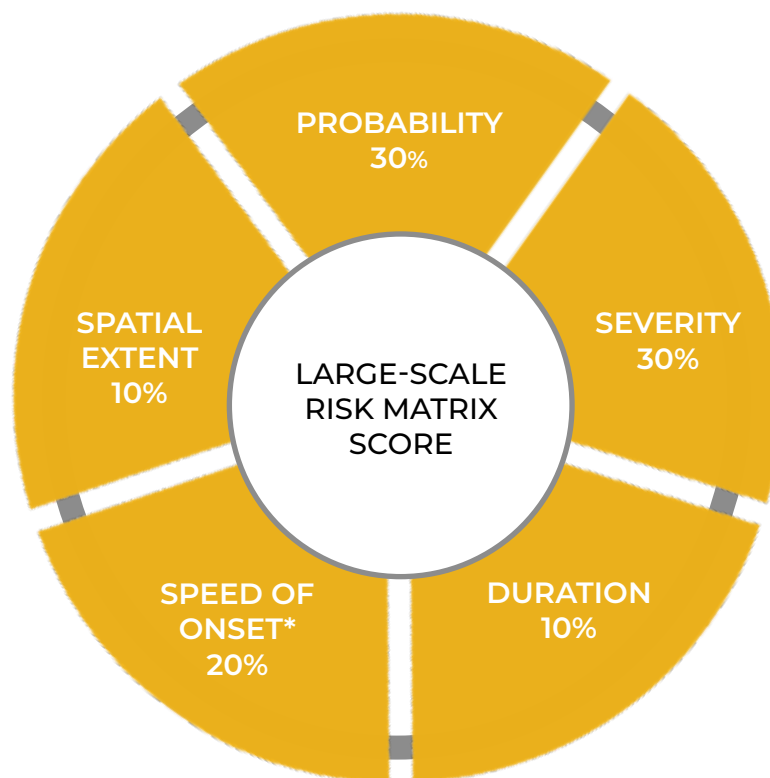
LARGE-SCALE POTENTIALLY DISTRICTWIDE EVENT RISK ASSESSMENT

In addition to the five classifications of risk previously discussed (fire, EMS, hazmat, technical rescue and wildland), GRFD has also assessed large-scale, potentially districtwide risks. These risks would likely require additional resources beyond GRFD's capability and have extended incident time periods.

A five-dimensional profile risk index (PRI) was utilized by GRFD's senior staff resulting in the identification and ranking of six large-scale risks. The PRI process consisted of rating five risk factors with an associated weighted value.³⁷ Each of the risk factors were scored on a 1-10 scale, 1 being the lowest, 10 being the highest.

The elements and their associated weighted values are illustrated in **Figure 3.17**.

Figure 3.17 Profile Risk Index (PRI)



*Refers to advance warning time of event

³⁷Beyond the Basics, Best Practices in Local Mitigation Planning, www.mitigationguide.org, and National Fire Academy On-campus Executive Fire Officer Community Risk Reduction course curriculum.

The complete profile risk index scoring matrix is found in **Appendix 3.5**. Discussion of each large-scale risk and the associated category rating/PRI score follows – listed in order of the highest associated PRI score.

**DISTRICTWIDE EXTENDED BLACKOUT/CELLULAR OR
INTERNET PARTIAL OR FULL OUTAGE EVENT**

PRI SCORE – 7.2

The GRFD community depends on a patent source of electricity and cellular/internet connectivity for safe and effective day-to-day living. Critical infrastructure, including GRFD fire stations have backup sources of power, however, the majority of the general population and businesses do not. GRFD has identified a widespread electrical grid power failure (roughly defined as an outage that goes beyond eight hours, and possibly lasts for days) and/or an extended cellular or internet outage of similar duration as the as the top-rated large-scale risk. The scope of this risk also includes district-targeted cyberattacks.

WILDLAND/URBAN INTERFACE (WUI) FIRE

PRI SCORE – 6.7

NFPA 1710, Organization and Deployment of Fire Suppression Operations Career Fire Departments defines wildland/urban interface as the following:

The line or zone where structures and other development meet or intermingle with undeveloped wildland or vegetative fuels and the area within or adjacent to private and public property where mitigation actions can prevent damage or loss from wildfire.

The combined factors of history of wildfires threatening structures within the district, areas of high potential of WUI fires and the expected continuation of a 20-year or longer drought combined with higher temperatures placed this risk as the second highest in the district.

**FLOOD EVENT (LARGE AREA AND/OR BRIDGE
LOSS – ISOLATING FAR EAST SIDE OF DISTRICT)**
PRI SCORE – 6.4

The Cañada del Oro (CDO) Wash in the far eastern area of the district has the potential for flooding residential occupancies. A map of the potential areas that could be affected by this section of the CDO is in **Appendix 3.6**. The Town of Oro Valley floodplain map can be found in **Appendix 3.7**. Beyond the flooding threat of occupancies, a high rate of flow in the CDO effectively cuts off any ground access to residents on the east side of the CDO – further increasing the risk to them. The 2020 Bighorn Fire also has contributed to the flood risk, as the burned area on the northern face of the Catalina Mountains does not have the rainwater holding capacity it did prior to the fire due to the loss of vegetation.

TERRORISM EVENT
PRI SCORE – 6.1

In the context of this risk, a terrorism event is an intentional act that results in many victims, and may occur in the form of a conventional explosive or a chemical, biological, radioactive nuclear or conventional weaponized device. The potential for a large number of victims, the potential for use of a device designed to create harm and the risk posed to first responders all contributed to a risk score classification of high.

ACTIVE SHOOTER EVENT
PRI SCORE – 5.8

An active shooter event is an event involving one or more suspects who participate in an ongoing, random, or systematic shooting spree, demonstrating the intent to harm others with the objective of mass murder.³⁸ This risk is an example of the ever-changing, all-hazards nature of the fire service.

Active shooter events have increased in frequency across the country in recent years, thereby increasing the probability of such an event. In addition to the initial severity of the event to the public and first responders, long-term effects on GRFD personnel are significant and were a contributing factor to the severity score.

³⁸International Association of Fire Chiefs Position Statement: Active Shooter and Mass Casualty Terrorist Events. <https://www.iafc.org/topics-and-tools/resources/resource/iafc-position-active-shooter-and-mass-casualty-terrorist-events>

LARGE-SCALE HAZMAT INCIDENT

PRI SCORE – 2.8

As described earlier in Section 3, a large-scale maximum-risk hazmat event has the potential for GRFD to require additional regional as well as state-level resources. Such an event could pose a serious risk to nearby residential populations. Effects from such an incident could pose both acute and long-term effects for people and the environment.

Identifying the scope of a large-scale hazmat incident early in its development by qualified personnel is critical to initiating the response of appropriate resources to help ensure stabilization in an expeditious manner. Factors contributing to a moderate-risk rating included the daily volume of over-the-road hazmat transportation vehicles within the district – primarily in the form of tanker trucks – and the proximity of major roadways to residential developments used by these trucks.

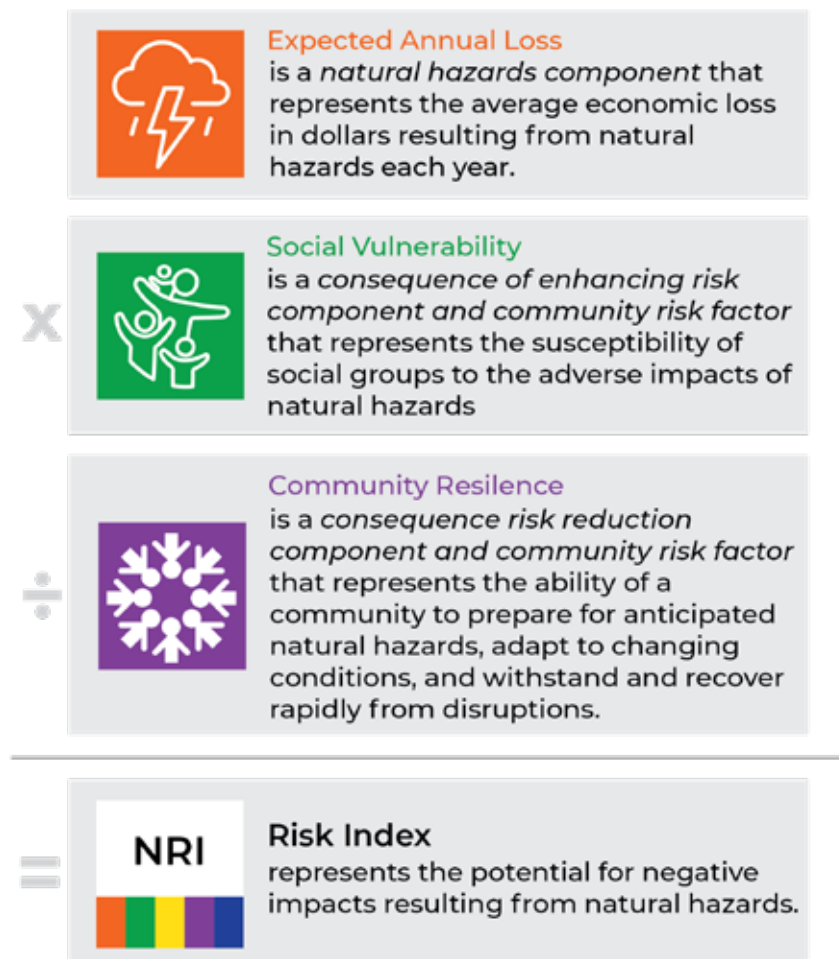


DOT MC-312 tankers transport sulfuric acid through Golder Ranch Fire District every day for Southern Arizona copper mining operations.

FEMA NATIONAL RISK INDEX DISCUSSION

Supplementing GRFD's assessment of large-scale risks is the Federal Emergency Management Agency (FEMA) National Risk Index³⁹ assessment of census tracts within the district. The National Risk Index (NRI) is a dataset and online tool that assesses risk for 18 natural hazards. The NRI leverages available source data for natural and community risk factors to develop a baseline relative risk measurement for each U.S. county and census tract. The scoring system incorporates a broader, longer timeline consideration for a community, but is useful to align some of the hazards NRI measures to those that GRFD examined. The following graphic illustrates the basic risk scoring equation utilized by NRI.

Figure 3.18 Risk Scoring Equation



NRI risk assessment scores for GRFD census tracts are listed in **Appendix 3.8**. The dominant risk factors for the GRFD NRI risk assessment scores were 1) wildland fire 2) lightning and 3) heat wave.

³⁹<https://hazards.fema.gov/nri/>

SECTION 4 – CURRENT DEPLOYMENT AND PERFORMANCE



If you can't measure it, you can't improve it.

–Peter Drucker

STAFFING

Golder Ranch Fire District is a career agency that has ten stations, each staffed with 24-hour shift personnel. A districtwide staffing level policy ensures adequate personnel are on duty each shift. GRFD operates on a three shift, 3-4 schedule that consists of three 24-hour shifts with 24 hours off in between work shifts followed by a four day off period. Daily staffing levels are included in the station profiles later in this section.

MOBILE RESOURCES/APPARATUS

Engine

GRFD has eight engine companies staffed with four personnel. Engine companies are dispatched to all call types and are the primary unit to initiate service. All GRFD engines have 1,250 to 1,500 gallons per minute pumping capacity, 750 gallons of water and 600 to 800 feet of supply hose. Each engine has an equipment inventory that meets NFPA 1901 Standard for Automotive Fire Apparatus and ISO equipment requirements. This equipment includes ground ladders, saws, a variety of forcible entry tools, fans, attack lines and an assortment of other equipment and supplies. In addition, all GRFD engines carry a basic set of hydraulic power extrication tools. The majority of these vehicles are 2-wheel drive. GRFD does have one front-line 4-wheel drive engine at Station 370 due to the special needs of its first due.



Ladder Truck

GRFD staffs two 75' quint ladder trucks with four personnel. These ladder trucks carry all equipment as listed in NFPA 1901 Standard for Automotive Fire Apparatus and the Insurance Services Office Fire Suppression Rating Schedule, including a 35' and 24' extension ladder, 14 and 16' roof ladders and a 12' attic ladder. In addition, these trucks carry basic hydraulic extrication tools, pike poles, built-in generators, portable lights, both chain and circular saws, positive pressure ventilation fans, various size air bags and a multitude of additional rescue and forcible entry tools. These trucks have a pumping capacity of 1,500 gallons per minute, 500 gallons of water and 500 to 600 feet of supply hose.



Tender

GRFD has a varied complement of water tenders and each of them is cross staffed at their assigned stations. Station 370 has a Type 1 water tender with a 750 gallon per minute (GPM) pump and 3,500-gallon capacity, and a Type 2 water tender with a 500 GPM pump capability and 1800 gallons of water. Station 376 has a 2,000-gallon Type 1 water tender with a 500

GPM pump. Station 379 has a Type 1 water tender with a 1,000 GPM pump capability, and 2,000 gallons of water. In reserve at the fleet facility, GRFD has an additional 4,000 gallon Type 1 water tender with a 500 GPM pump. Each of these water tenders is equipped with portable tanks as well – for sustained tender shuttle operations.

Brush Truck

GRFD cross staffs three 4x4 Type 6 brush trucks and three 4x4 Type 3 brush trucks. Each truck has a small water tank and pump, as well as small diameter attack lines, power saws and hand tools appropriate for their purpose.



Command Vehicle

GRFD command vehicles are half-ton pickup trucks with a shell on the bed. GRFD staffs two command trucks at all times with the shift battalion chiefs. These vehicles carry necessary communication, accountability and other command-related equipment for the incident commander of larger incident types.



Squad

The GRFD squad vehicle is staffed at the special operations station, Station 377. It is staffed with one personnel and carries equipment necessary to mitigate technical rescue and hazardous materials release type of incidents. This equipment consists of damming and diking materials, specialty cameras and communication systems confined space rescue, special extrication equipment such as hydraulic shoring and lifting equipment, hazmat research



equipment, hazmat advanced personnel protective equipment, rope rescue equipment, advanced swift water rescue equipment such as an inflatable boat, and more.

Air Power and Light Vehicle

The air power and light vehicle is a constant-staffed apparatus that carries equipment for lighting scenes, providing power with an on-board generator, and refilling air bottles with an on-board compressor. This truck is also equipped with basic medical equipment, chairs, shade awnings, coolers with water and other equipment to conduct rehabilitation operations on large scenes.



Ambulance

GRFD staffs seven Advanced Life Support ambulances; six are 24-hour vehicles and one is a day truck that operates Monday through Thursday from 0800 until 1800 to serve peak service demands. Each ambulance consists of a 1.5-ton chassis with a patient compartment on the back. In addition to the front-line ambulances, there are a total of two reserve ambulances. The majority of these vehicles are two-wheel drive, but GRFD does have one front-line four-wheel drive ambulance at Station 370 due to the special needs of its first due. One out-of-service engine is committed to the training division.

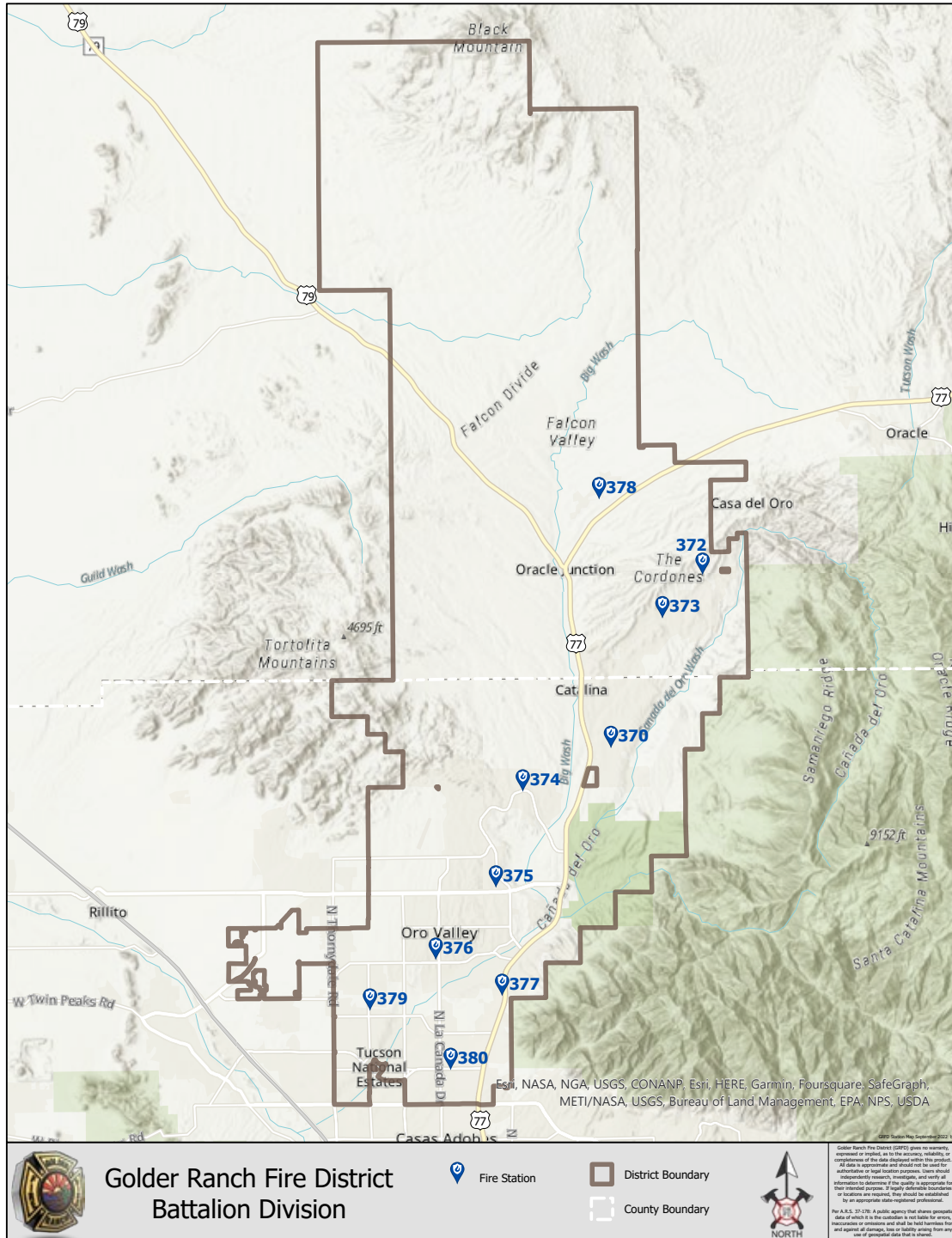


Station	Front-Line Apparatus Assigned	Cross-Staffed Apparatus	Reserve Apparatus
370	Engine, ambulance, command vehicle	Tender, Type 6 wildland truck, utility truck, wildland chase truck, wildland UTV	--
372	Engine	Type 3 wildland truck	Ambulance
373	Engine, ambulance	--	--
374	Engine	--	--
375	Ladder (quint), ambulance	Utility truck	--
376	Engine, ambulance	Tender, Type 6 wildland truck	--
377	Engine, ambulance, EMS captain response vehicle	Squad, TRT chase vehicle	--
378	Engine	--	--
379	Engine, day ambulance	Tender, Type 3 wildland truck, air power truck	--
380	Ladder (quint), ambulance, command vehicle	Type 6 wildland truck, wildland chase truck	--

FIXED RESOURCES/STATIONS AND OTHER FACILITIES

GRFD currently staffs 10 stations. Station locations are shown in **Figure 4.1**

Figure 4.1 Station Locations





STATION 370

3835 E. GOLDER RANCH DRIVE

YEAR BUILT – 2006

SQUARE FOOTAGE – 11,724

PERSONNEL CAPACITY PER SHIFT – 10

PERSONNEL ASSIGNED PER SHIFT – 9

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
FLOORING AND KITCHEN REMODEL,
BUDGETED F/Y 2022-2023

APPARATUS ASSIGNED – BC
COMMAND VEHICLE, ENGINE,
AMBULANCE, TENDER, TYPE 3 BRUSH
TRUCK, TYPE 6 BRUSH TRUCK, UTILITY
TRUCK, WILDLAND CHASE TRUCK,
WILDLAND UTV



STATION 372

65462 E. CATALINA HILL DRIVE

YEAR BUILT – 2009

SQUARE FOOTAGE – 7,187

PERSONNEL CAPACITY PER SHIFT – 10

PERSONNEL ASSIGNED PER SHIFT – 4

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
SECURITY GATE

APPARATUS ASSIGNED – ENGINE,
RESERVE AMBULANCE, TYPE 3 BRUSH
TRUCK



STATION 373

63725 E. SADDLEBROOKE BLVD.

YEAR BUILT – 1990
 SQUARE FOOTAGE – 3,944

PERSONNEL CAPACITY PER SHIFT – 6
 PERSONNEL ASSIGNED PER SHIFT – 6

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
 DAY ROOM, KITCHEN, OFFICE
 SPACE EXPANSION

APPARATUS ASSIGNED – ENGINE,
 AMBULANCE



STATION 374

1130 W. RANCHO VISTOSO BLVD.

YEAR BUILT – 1991
 SQUARE FOOTAGE – 5,102

PERSONNEL CAPACITY PER SHIFT – 6
 PERSONNEL ASSIGNED PER SHIFT – 4

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
 DAY ROOM AND KITCHEN EXPANSION

APPARATUS ASSIGNED – ENGINE, AMR
 ALS AMBULANCE



STATION 375

12125 N. WOODBURNE AVENUE

YEAR BUILT – 2001
 SQUARE FOOTAGE – 9,932

PERSONNEL CAPACITY PER SHIFT – 8
 PERSONNEL ASSIGNED PER SHIFT – 8

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
 NONE

APPARATUS ASSIGNED – LADDER
 (QUINT), AMBULANCE, UTILITY TRUCK



STATION 376

10475 N. LA CANADA DRIVE

YEAR BUILT – 2008
 SQUARE FOOTAGE – 7,200

PERSONNEL CAPACITY PER SHIFT – 6
 PERSONNEL ASSIGNED PER SHIFT – 6

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
 WEIGHT ROOM AND STORAGE
 EXPANSION

APPARATUS ASSIGNED – ENGINE,
 AMBULANCE, TENDER, TYPE 6
 BRUSH TRUCK



STATION 377

355 E. LINDA VISTA BLVD.

YEAR BUILT – 2010
SQUARE FOOTAGE – 11,731

PERSONNEL CAPACITY PER SHIFT – 9
PERSONNEL ASSIGNED PER SHIFT – 8

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
WEIGHT ROOM EXPANSION, TURN
OUT ROOM, STORAGE SPACE
(BUDGETED F/Y 2022-2023)

APPARATUS ASSIGNED – ENGINE,
AMBULANCE, SQUAD, TRT CHASE
TRUCK, EC VEHICLE



STATION 378

60891 E. ARROYO VISTA DRIVE

YEAR BUILT – 2010
SQUARE FOOTAGE – 2,764

PERSONNEL CAPACITY PER SHIFT – 4
PERSONNEL ASSIGNED PER SHIFT – 4

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
NEW STATION, SCHEDULED FOR
DECEMBER 2023.

APPARATUS ASSIGNED – ENGINE



9310 N. SHANNON ROAD

YEAR BUILT – 2010
SQUARE FOOTAGE – 11,496

PERSONNEL CAPACITY PER SHIFT – 11
PERSONNEL ASSIGNED PER SHIFT – 7

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
NONE

APPARATUS ASSIGNED – ENGINE,
AMBULANCE, TENDER, TYPE 3 BRUSH
TRUCK, AIR-POWER TRUCK



1175 W. MAGEE ROAD

YEAR BUILT – 2013
SQUARE FOOTAGE – 14,336

PERSONNEL CAPACITY PER SHIFT – 13
PERSONNEL ASSIGNED PER SHIFT – 7

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
NONE

APPARATUS ASSIGNED – LADDER
(QUINT), AMBULANCE, TYPE 6 BRUSH
TRUCK, WILDLAND CHASE TRUCK



ADMIN NORTH

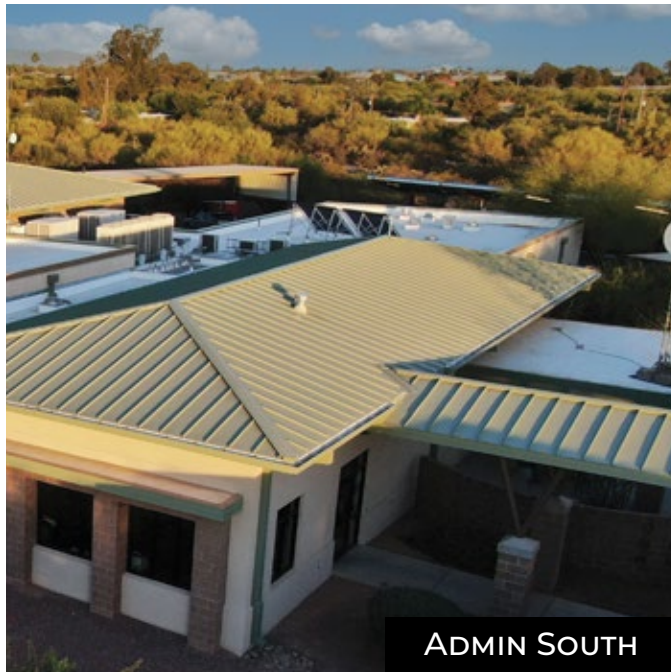
3885 E. GOLDER RANCH DRIVE

YEAR BUILT – 2006
SQUARE FOOTAGE – 9,543

PERSONNEL CAPACITY PER SHIFT – 25
PERSONNEL ASSIGNED PER SHIFT – 25

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
MINOR TO MODERATE REMODEL/
IMPROVEMENTS – FALL 2023



ADMIN SOUTH

1175 W. MAGEE ROAD

YEAR BUILT – 2013
SQUARE FOOTAGE – 5,599

PERSONNEL CAPACITY PER SHIFT – 13
PERSONNEL ASSIGNED PER SHIFT – 12

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
NONE



HANLEY

1600 E. HANLEY BLVD.

RENOVATED – 2022-2023
SQUARE FOOTAGE – 15,800

NEW HEADQUARTERS BUILDING TO
CONSOLIDATE MOST ADMINISTRATIVE
STAFF UNDER ONE ROOF

PERSONNEL CAPACITY PER SHIFT – 35
PERSONNEL ASSIGNED PER SHIFT – 31

SPRINKLERED – YES

CURRENT TENANT IMPROVEMENT
(TI) UNDERWAY-COMPLETION
EXPECTED MARCH/2023



FLEET MAINTENANCE

3895 E. GOLDER RANCH DRIVE

YEAR BUILT – 2006
SQUARE FOOTAGE – 8,944

PERSONNEL CAPACITY PER SHIFT – 9
PERSONNEL ASSIGNED PER SHIFT – 9

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
BOND FUNDING AVAILABLE FOR
TENANT IMPROVEMENT (TI) – 2024



3845 E. GOLDER RANCH DRIVE

YEAR BUILT – 2006
SQUARE FOOTAGE – 8,625

PERSONNEL CAPACITY PER SHIFT – 14
PERSONNEL ASSIGNED PER SHIFT – 14

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:
BOND FUNDING AVAILABLE FOR
TENANT IMPROVEMENT (TI)-2024

GRFD has automatic aid agreements with Northwest Fire District and Tucson Fire Department. The map below shows NWFD and TFD stations that are in close proximity to GRFD boundaries.



PERFORMANCE

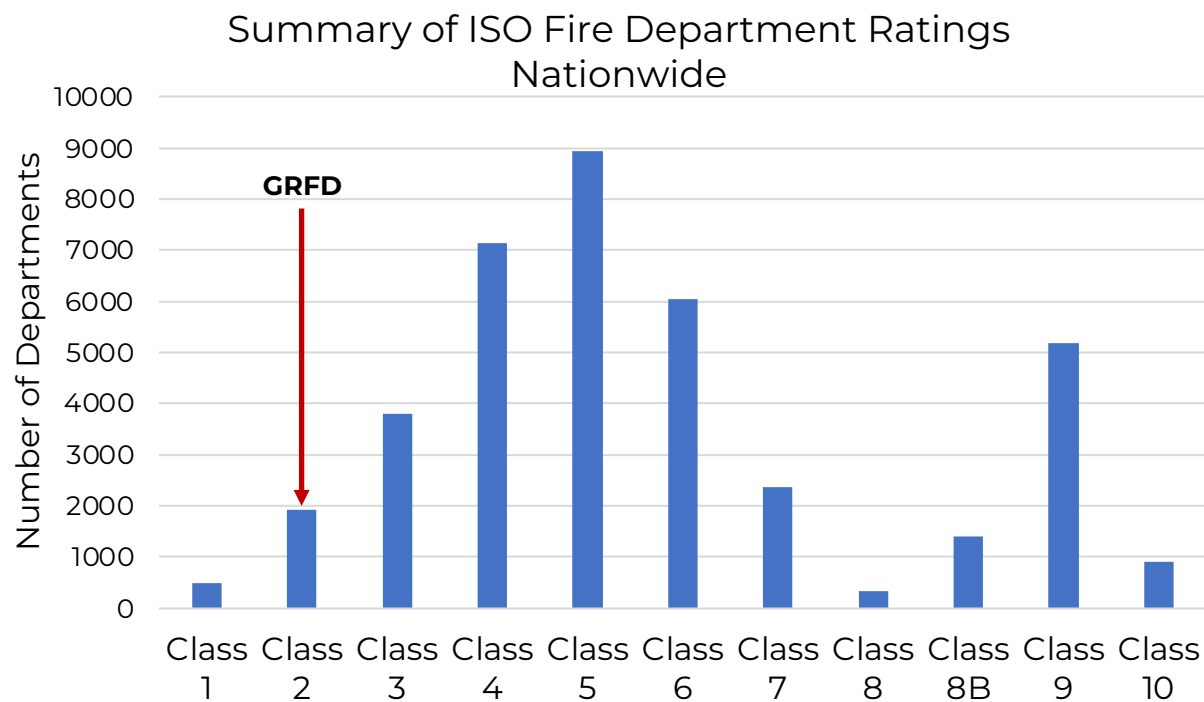
Insurance Services Office

The Insurance Services Office (ISO) evaluates and rates fire departments in the state. ISO rates a fire department on a scale of 1 to 10; one being the highest/best rating, ten being the lowest/worst rating.

Components of the rating include receiving and handling of alarms, fire department prevention and suppression and water supply capabilities. The most recent rating ISO performed for Golder Ranch Fire District was in 2018. The district received a rating of 2. A copy of the ISO Public Protection Classification letter is located in **Appendix 4.1**.

As **Figure 4.3** illustrates, GRFD's ISO Class 2 rating is in the top five percent in the country, and in the top 11 percent in Arizona. The scoring breakdown of the rating is summarized below.

Figure 4.3



Rating Metric	Score	Total Points Possible	% of Total Possible
Receiving and handling of alarms	8.85	10.0	88%
Fire department	38.32	50.0	77%
Water supply	34.63	40.0	69%

Fire Property Loss and Fire-Related Injuries and Deaths

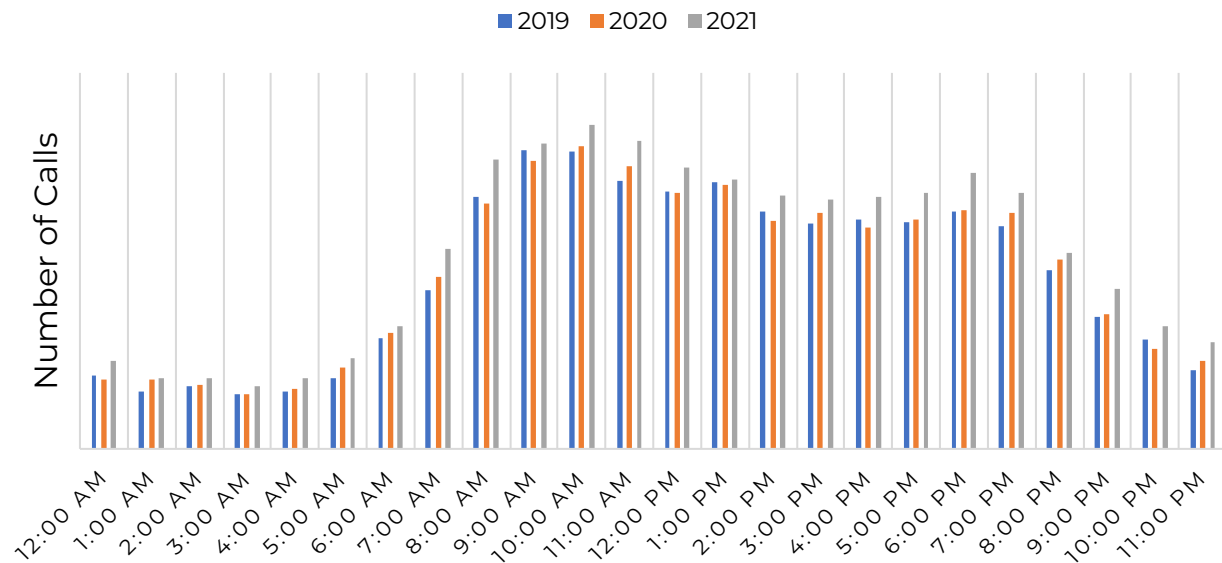
Figure 4.4



Year			
	2019	2020	2021
Civilian Injuries	0	0	0
Firefighter Injuries	0	1	0
Civilian Deaths	0	1	1
Firefighter Deaths	0	0	0

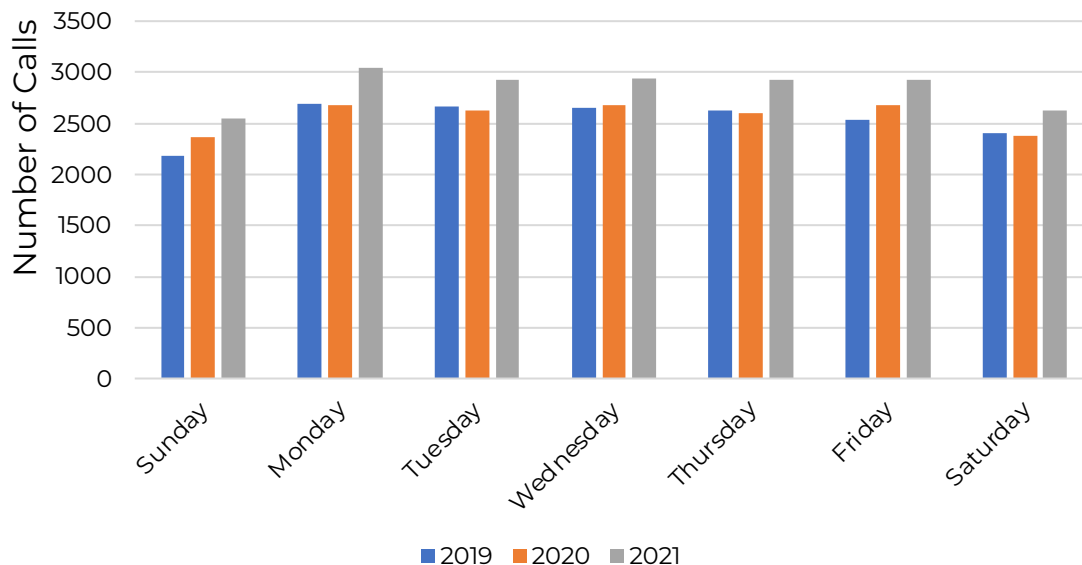
Temporal Analysis

Figure 4.5 Incidents by Time of Day

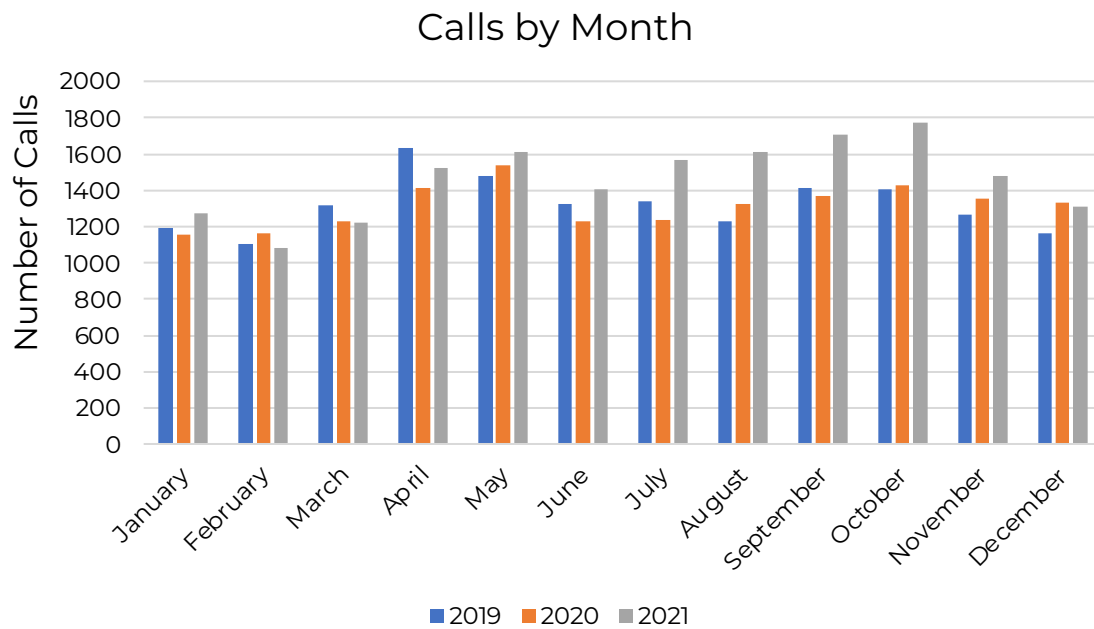


Not unexpectedly, the chart illustrates the lowest call volume occurs between the hours of 12 a.m. and 4 a.m. with volume increasing after 4 a.m. and peaking at roughly 10 a.m. Call volume shows a steady decrease after 10 a.m. with an uptick occurring between the hours of 6 and 8 p.m. before volume decreases again.

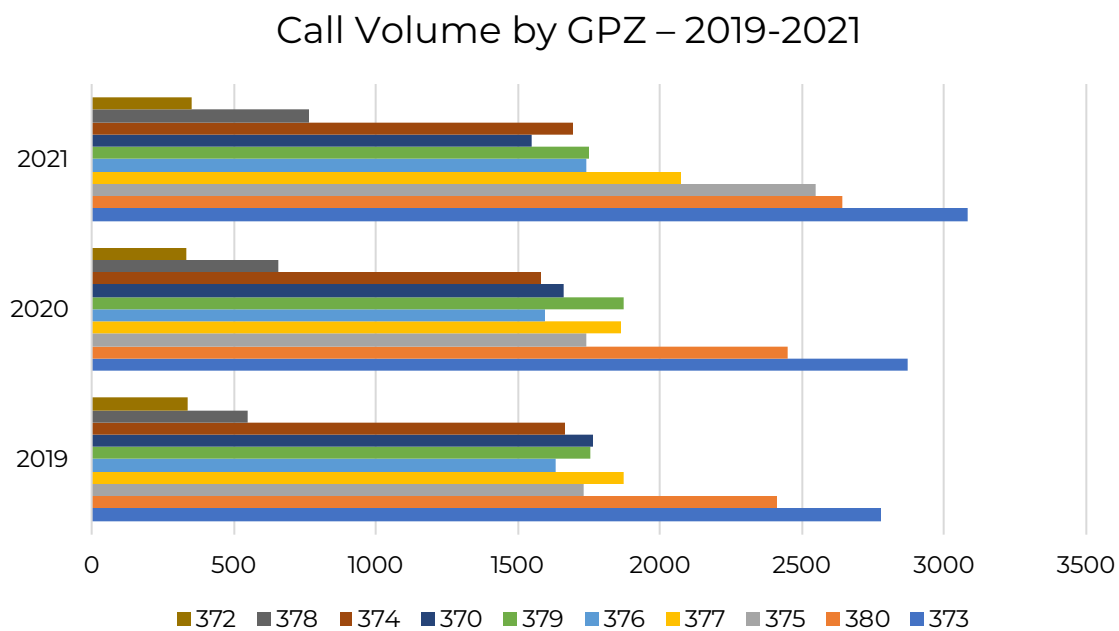
Figure 4.6 Calls – Day of Week



Call volume Monday through Friday is relatively steady, with a slight decrease on the weekends and Sundays having the lowest call volume.

Figure 4.7

Other than a downturn in call volume in the winter months, there is relative consistency during the balance of the other months with increasing call volume June through October in 2021.

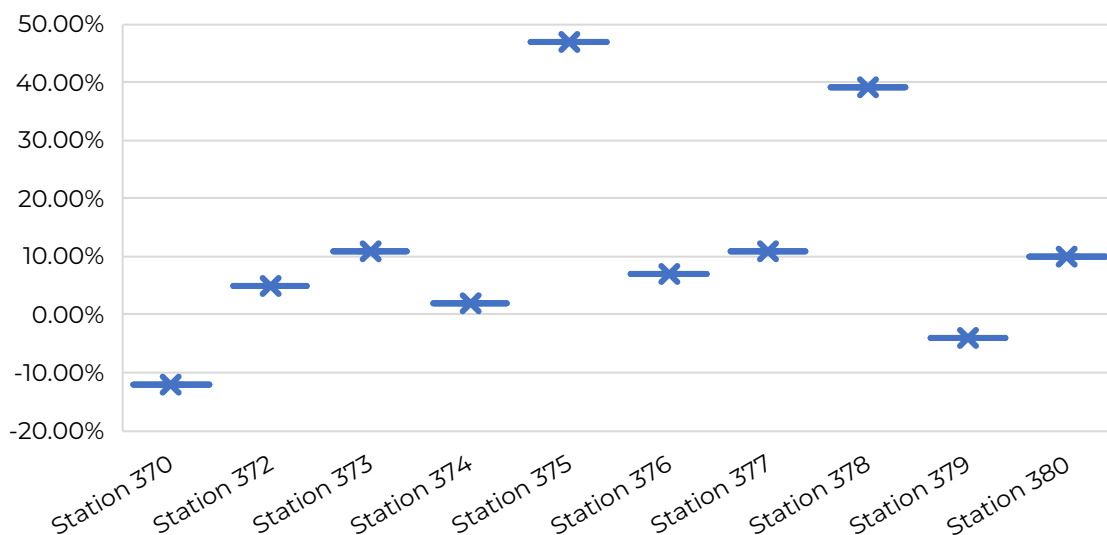
Figure 4.8

2021 GPZ Call Volume Ranking

GPZ	Number of Calls	Percentage of Total District Calls	Rank by Call Volume
370	4,427	8.5%	7
372	1,016	2.0%	10
373	8,728	16.7%	1
374	4,301	8.2%	8
375	7,498	14.4%	3
376	4,877	9.4%	6
377	5,702	10.9%	5
378	1,647	3.2%	9
379	5,915	11.3%	4
380	8,035	15.4%	2

Call distribution is overall fairly evenly distributed with eight of the stations running 94% of the calls, four stations running 57% of the calls, and two stations with low call volumes totaling 6% of the total calls.

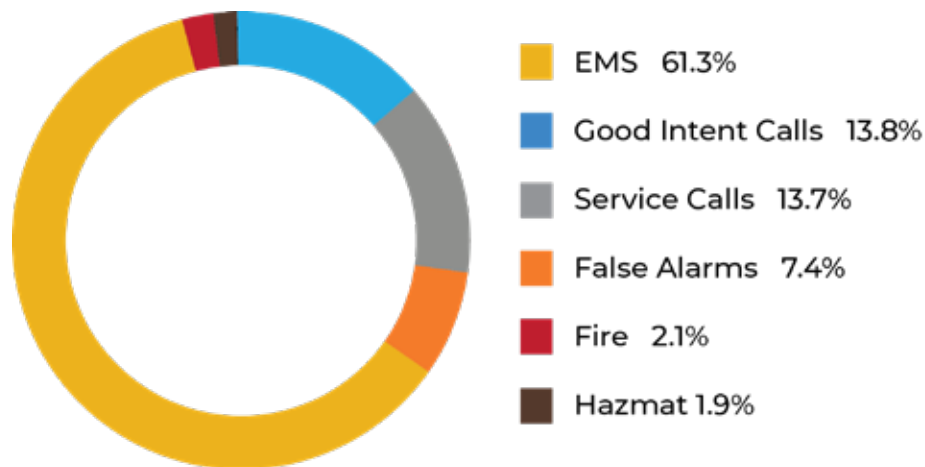
Figure 4.9

GPZ Call Volume Change by Percentage
2019-2021

Station 375 experienced the largest call volume change during 2019-2021; a 41% increase followed by Station 378 with a 39% increase. Two stations experienced call volume decreases; Stations 370 and 379.

Call Types and Volume

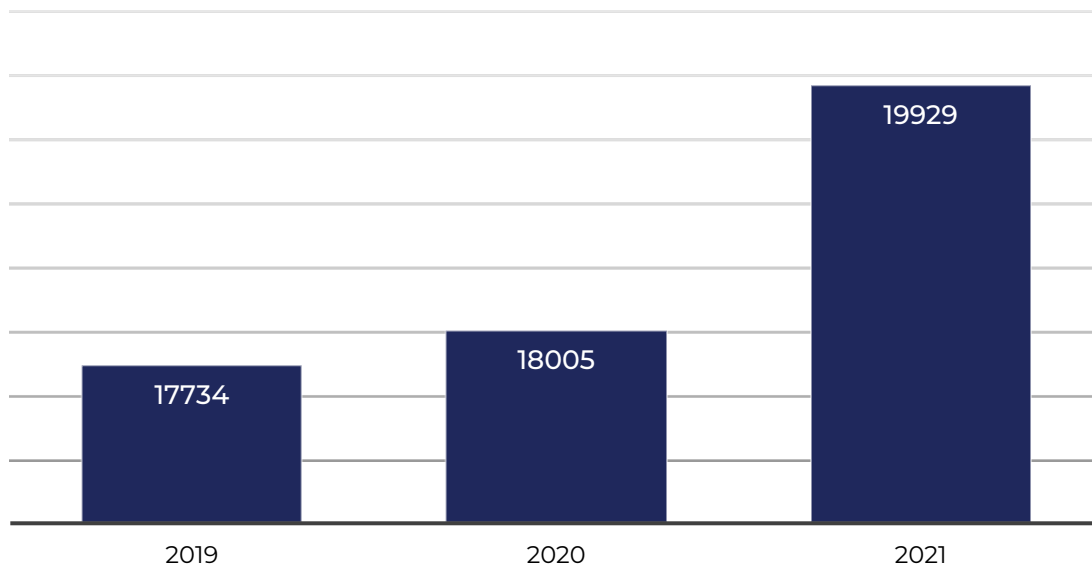
Figure 4.10 Call Types – 2019-2021



Coding classifications are based on the National Fire Incident Reporting System.⁴⁰ See **Appendix 4.2.** for coding classifications.

Figure 4.11

Total Call Volume – 2019-2021

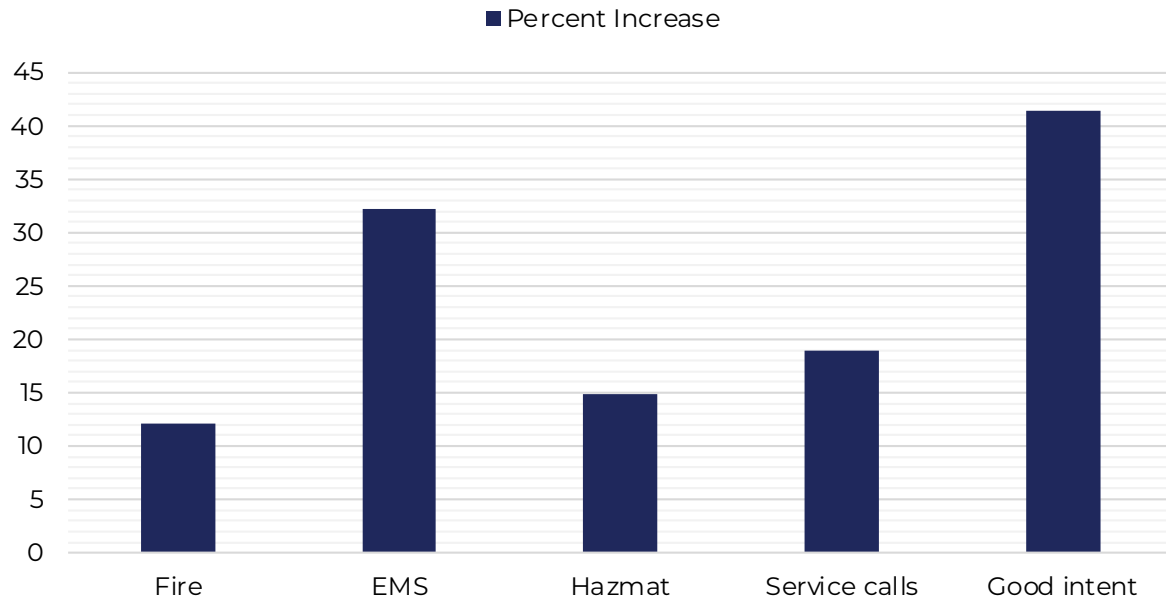


GRFD experienced a nearly 10% call volume increase from 2020 to 2021.

⁴⁰U.S. Fire Administration National Fire Data Center. National Fire Incident Reporting System. 2015.

Figure 4.12

Call Volume Increase by Call Type 2019-2021



Good intent calls showed the highest percentage increase from 2019 to 2021; a 41% increase.



Figure 4.13

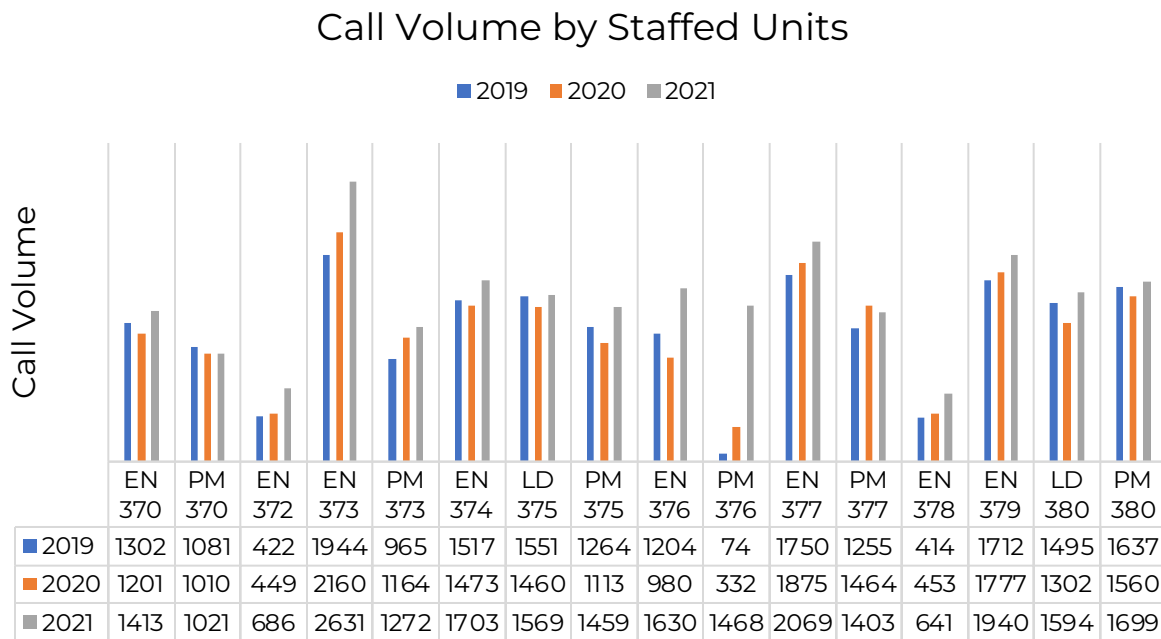
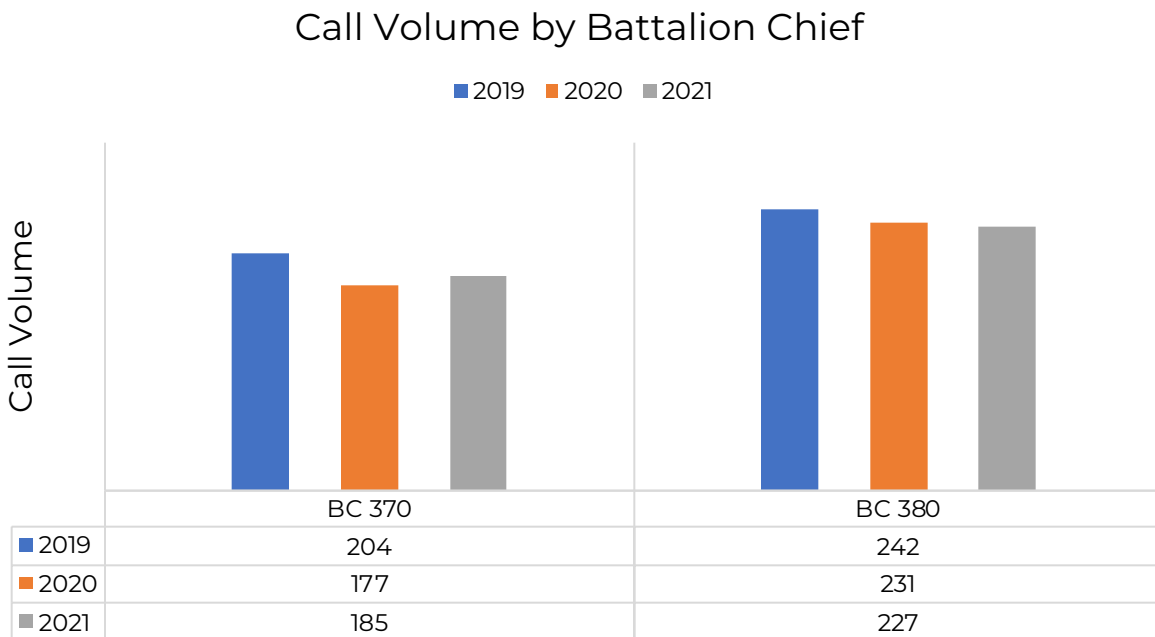
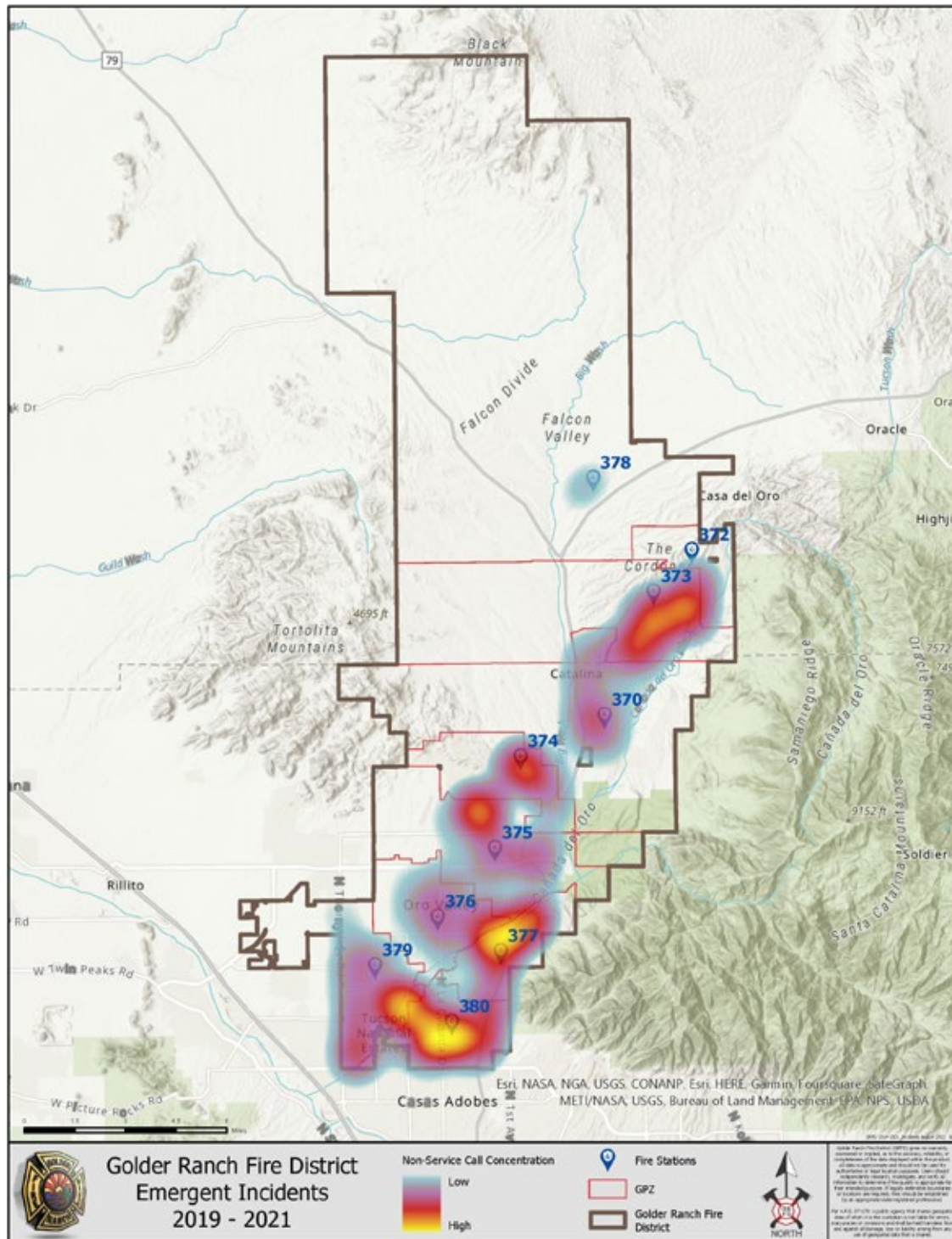


Figure 4.14



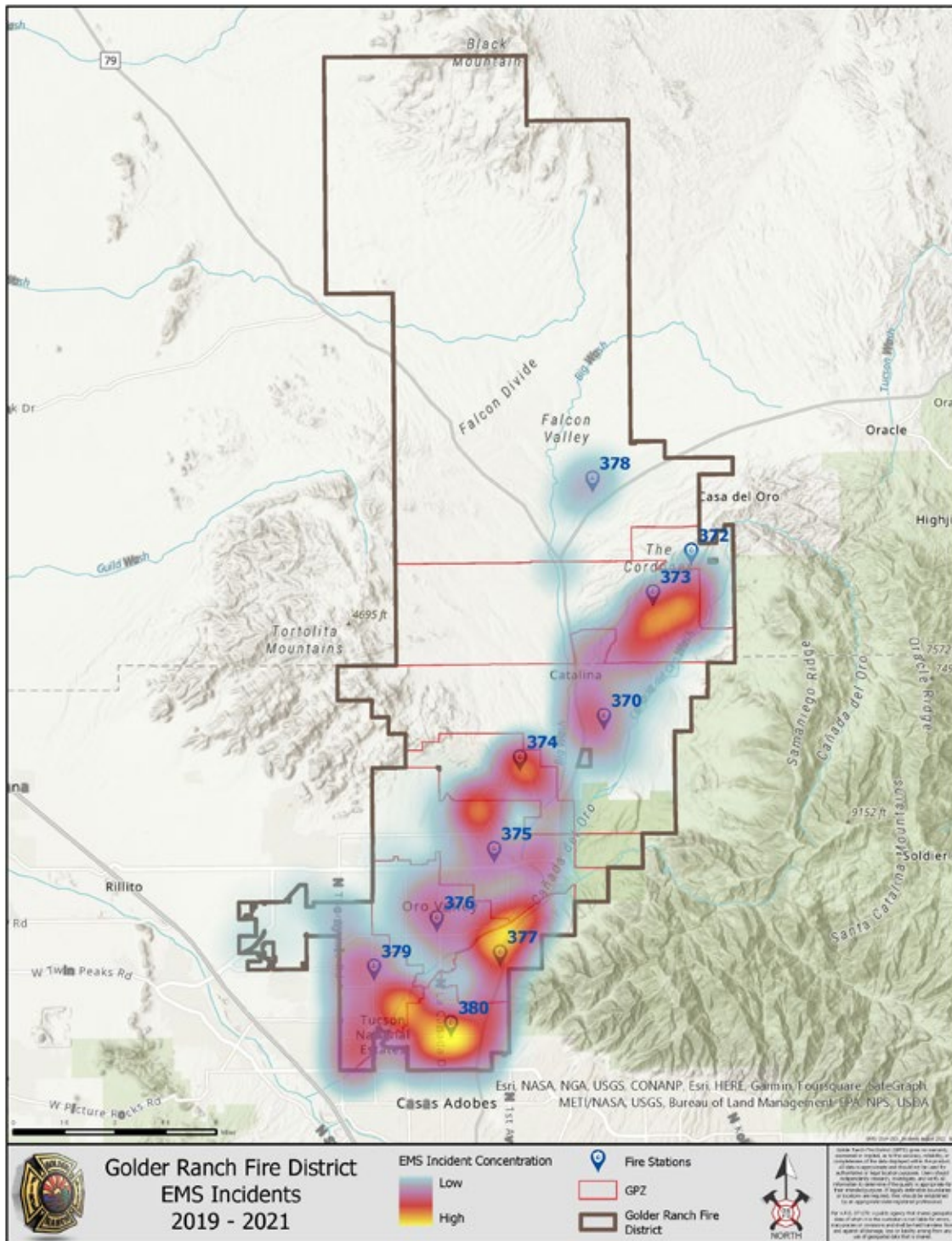
The following heat map depicts emergent call concentration in the service area for 2019 through 2021. Total call volume maps for specific geographic planning zones may be found in the **Appendices** section.

Figure 4.15 Emergent Incidents Heat Map – All GPZs



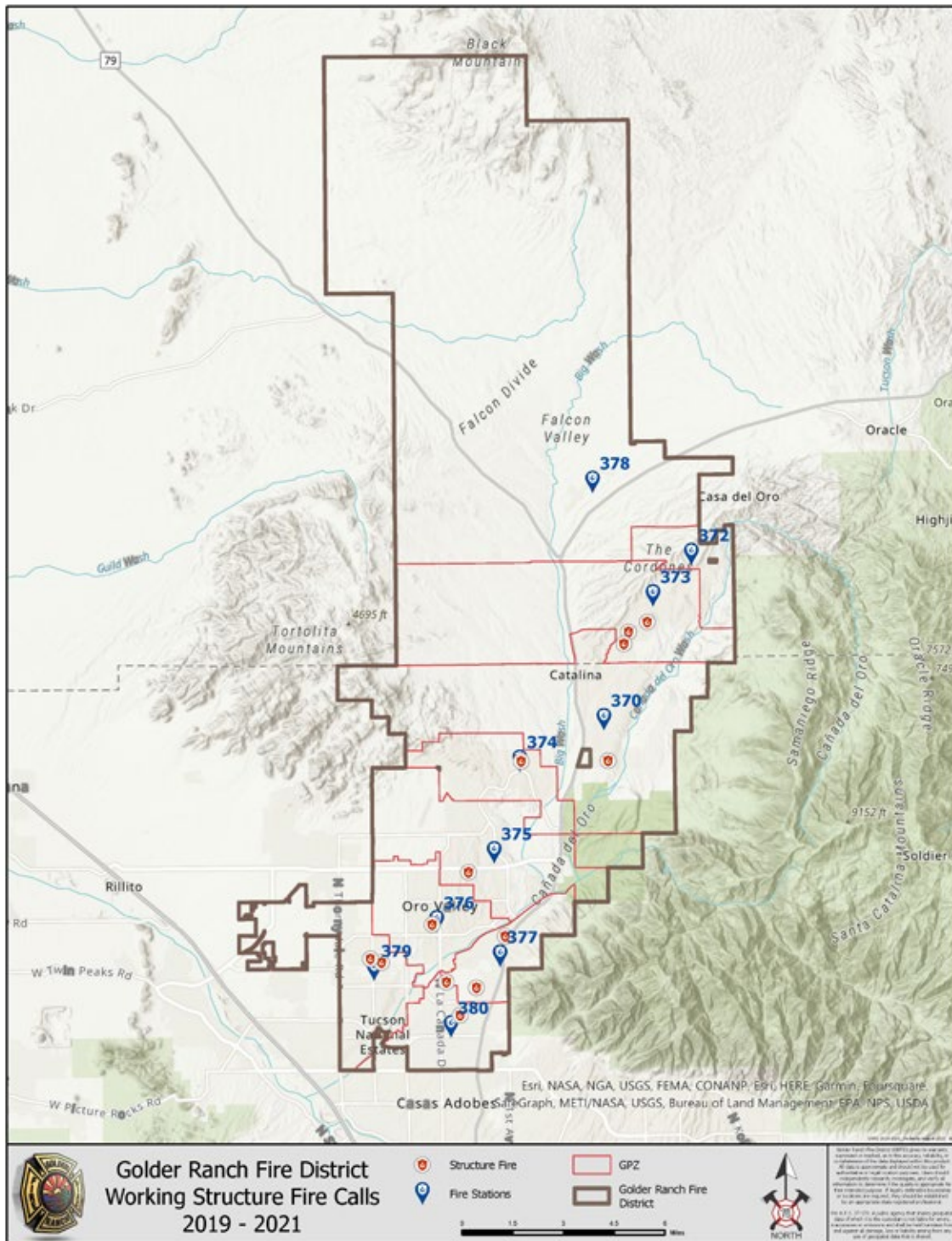
The following heat map depicts EMS call concentration in the service area for 2019 through 2021. Total call volume maps for specific geographic planning zones may be found in the **Appendices** section.

Figure 4.16 EMS Incidents Heat Map – All GPZs



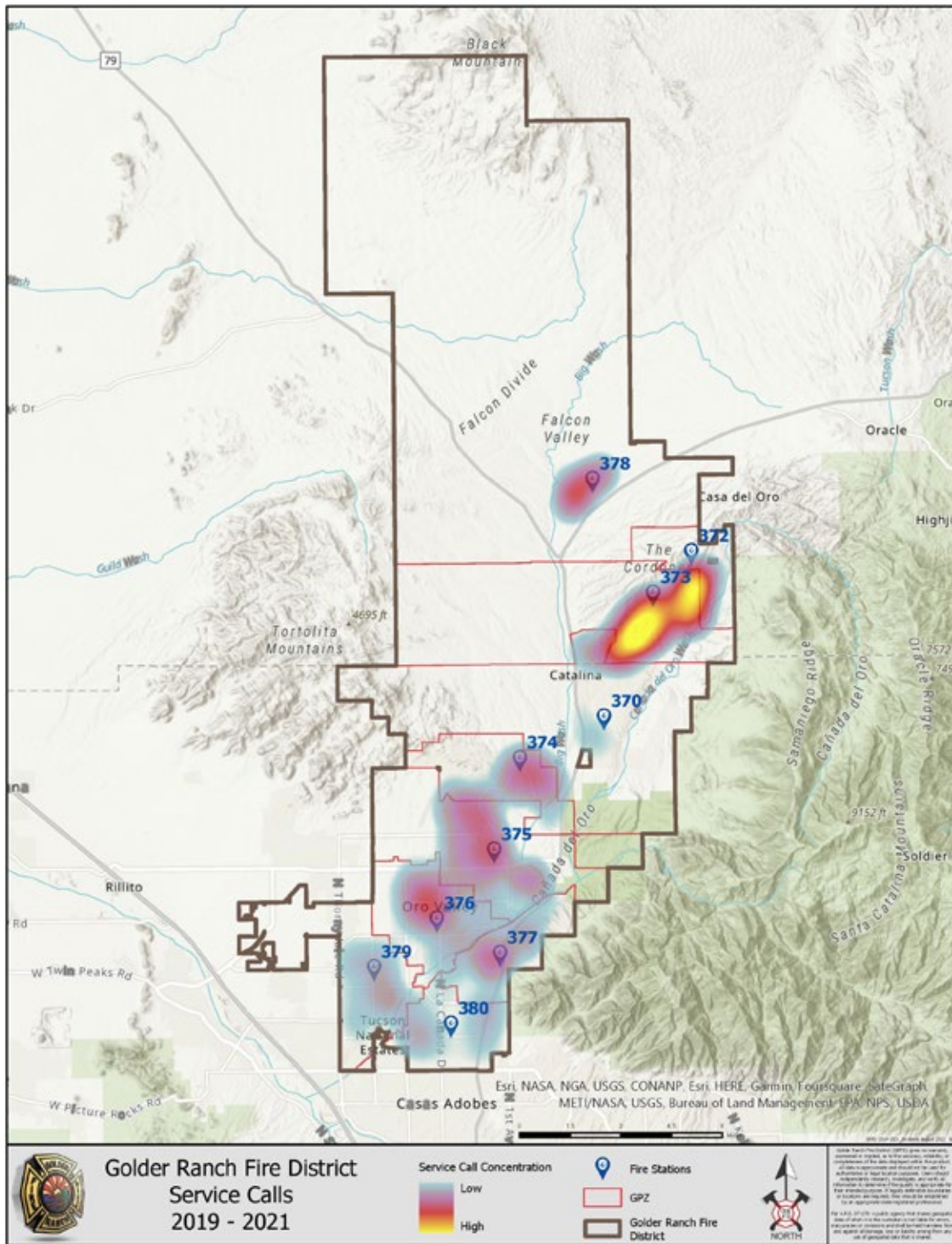
The following map depicts fire call volume in the service area for 2019 through 2021. Total call volume maps for specific geographic planning zones may be found in the **Appendices** section.

Figure 4.17 Structure Fire Incidents Map – All GPZs



The following heat map depicts the concentration of service calls within the district for 2019 through 2021.

Figure 4.18 Service Call Concentration Map – All GPZs



CASCADE OF EVENTS

For every emergency that Golder Ranch Fire District Responds to there is a sequence of steps known as the cascade of events. These steps are illustrated in **Figure 4.19**.

Figure 4.19

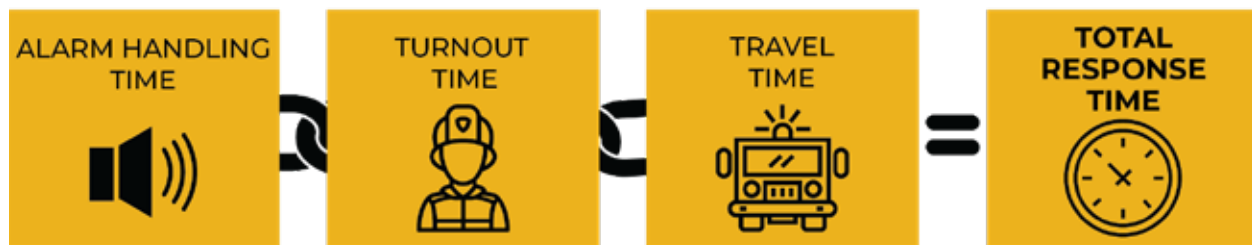


COMPONENTS AND STATISTICAL METHODS USED FOR REPORTING RESPONSE TIMES

Golder Ranch Fire District has chosen to report its response time performance to the 90th percentile versus the traditional average response time reporting method. Averages are an arithmetic mean; the sum of all response – divided by their count. However, particularly with response time data, the data can contain heavy outliers and thus averages can be skewed – giving a misleading picture.

Percentiles are a value on a scale of 100 that indicates the percent of a distribution that is equal to or below it. The 90th percentile is representative of what the performance level is 90% of the time, or better. It is a much more effective way of measuring performance. GRFD uses three variables to measure total response time as shown below.

Figure 4.20



- Alarm handling time, also known as call processing time is defined as the time interval from when the alarm is acknowledged at the communications center until response information begins to be transmitted via voice or electronic means to the station(s) and/or units in the field. GRFD receives dispatch services from the City of Tucson Public Safety Communications.
- Turnout time is defined as the time interval that begins when the station(s) and/or units in the field notification process commences by either an audible alarm or visual annunciation, or both – and ends at the initiation of travel. (Wheels turning.)
- Travel time is defined as the time interval that begins when a unit is in route to the emergency incident and ends when the unit arrives at the scene. (Wheels stopped.)
- Total response time makes up all three of these measurable variables.

The following figures represent GRFD's current response time performance at the 90th percentile. The outlier process applied to the reported data is described in **Appendix 4.13** – Standards of Cover and Response Time Standard Analysis. The response times represent two population densities:

- Rural – less than 2500 people per square mile
- Urban – greater than 2500 people per square mile

Low-Risk EMS 90th Percentile Times Baseline Performance Single Engine Company Response			2019- 2021	2021	2020	2019	Target
Alarm Handling	Pick-up to Dispatch	Urban	1:58	1:55	2:03	1:53	1:15
		Rural	2:02	1:56	2:05	2:21	1:15
Turnout Time	Turnout Time 1 st unit	Urban	1:45	1:43	1:45	1:46	1:15
		Rural	1:43	1:43	1:43	1:42	1:15
Travel Time	Travel Time 1st Unit Distribution	Urban	7:29	7:57	7:20	6:40	6:00
		Rural	9:55	9:56	9:17	10:02	9:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	10:09	10:30	10:03	9:13	8:30
			n=9,780	n=3,993	n=3,873	n=1,914	
		Rural	12:36	12:37	12:13	12:37	11:30
			n=955	n=483	n=285	n=187	

Moderate-Risk EMS 90th Percentile Times Baseline Performance Engine and Ambulance Response			2019- 2021	2021	2020	2019	Target
Alarm Handling	Pick-up to Dispatch	Urban	1:58	1:55	2:03	1:52	1:15
		Rural	2:10	2:13	2:16	1:59	1:15
Turnout Time	Turnout Time 1 st unit	Urban	1:36	1:33	1:35	1:38	1:15
		Rural	1:34	1:36	1:30	1:34	1:15
Travel Time	Travel Time 1st Unit Distribution	Urban	6:32	6:52	6:26	6:09	9:00
		Rural	9:27	10:05	9:26	8:21	9:00
	Travel Time ERF Concentration	Urban	9:23	9:33	9:19	9:15	12:30
		Rural	15:28	15:40	17:28	14:21	15:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:49	9:02	8:53	8:34	8:30
			n=18,092	n=6,142	n=5,684	n=6,266	
		Rural	12:14	12:58	12:16	10:46	11:30
			n=2,045	n=817	n=587	n=641	
	Total Response Time ERF Concentration	Urban	11:46	11:57	11:48	11:34	11:30
		Rural	17:46	18:03	20:29	16:35	17:30
			n=1,442	n=552	n=410	n=480	

High-Risk EMS 90th Percentile Times Baseline Performance Engine, Ambulance, EMS Supervisor Response			2019- 2021	2021	2020	2019	Target
Alarm Handling	Pick-up to Dispatch	Urban	2:05	1:32	2:08	1:46	1:15
		Rural	2:10	2:14	1:23	1:16	1:15
Turnout Time	Turnout Time 1 st unit	Urban	1:16	1:11	0:53	1:34	1:15
		Rural	1:18	1:25	0:56	1:18	1:15
Travel Time	Travel Time 1st Unit Distribution	Urban	6:01	6:01	5:13	5:28	6:00
		Rural	11:22	12:20	10:57	6:16	9:00
	Travel Time ERF Concentration	Urban	9:54	9:41	9:09	14:44	9:30
		Rural	*	*	*	*	15:30
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:42	8:02	9:05	8:23	8:30
			N=65	N=24	N=20	N=21	
		Rural	*	*	*	*	11:30
			*	*	*	*	
	Total Response Time ERF Concentration	Urban	11:54	11:41	10:57	18:30	12:00
			n=49	n=19	n=16	n=14	
		Rural	*	*	*	*	18:00
			*	*	*	*	

*There was insufficient data to report at the 90th percentile with any statistical reliability.

There were only seven calls in the EMS maximum-risk category. This is not enough data to report at the 90th percentile with any statistical reliability.

Low-Risk Fire Suppression 90th Percentile Times Baseline Performance Single Engine Company Response			2019- 2021	2021	2020	2019	Target
Alarm Handling	Pick-up to Dispatch	Urban	2:20	2:17	2:27	2:15	1:15
		Rural	2:19	2:20	2:09	2:26	1:15
Turnout Time	Turnout Time 1st Unit	Urban	1:44	1:39	1:47	1:48	1:30
		Rural	1:46	1:46	1:46	1:45	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	8:48	9:11	8:56	8:02	6:00
		Rural	10:49	12:59	10:02	9:45	9:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	11:26	11:53	11:41	10:37	8:45
			n=1,470	n=508	n=514	n=448	
		Rural	13:43	16:20	13:18	11:51	11:45
			n=298	n=95	n=102	n=101	

Moderate-Risk Fire Suppression 90th Percentile Times Baseline Performance 4 Engine Companies, 1 Ambulance, 2 BCs, 1 EC			2019- 2021	2021	2020	2019	Target
Alarm Handling	Pick-up to Dispatch	Urban	1:52	1:52	1:52	1:46	1:15
		Rural	1:15	1:10	1:12	1:44	1:15
Turnout Time	Turnout Time 1st Unit	Urban	1:27	1:04	1:27	1:30	1:30
		Rural	1:38	:52	1:57	1:25	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	6:47	7:20	6:47	6:43	6:00
		Rural	8:37	8:30	12:21	7:59	9:00
	Travel Time ERF Concentration	Urban	23:38	16:18	19:24	24:19	15:00
		Rural	26:38	26:38	*	*	20:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	9:03	9:03	8:41	9:13	8:45
			n= 149	n=51	n=54	n=44	
		Rural	9:56	9:37	*	*	11:45
			n=25	n=16	*	*	
	Total Response Time ERF Concentration	Urban	25:00	17:26	20:59	25:29	17:45
			n=37	n=14	n=13	n=10	
		Rural	*	*	*	*	22:45
			*	*	*	*	

*There was insufficient data to report at the 90th percentile with any statistical reliability.

There was only one call in the fire suppression high-risk category. This is not enough data to report at the 90th percentile with any statistical reliability.

Low-Risk Hazmat 90th Percentile Times Baseline Performance Single Engine Company Response			2019- 2021	2021	2020	2019	Target
Alarm Handling	Pick-up to Dispatch	Urban	1:56	1:58	1:54	1:53	1:15
		Rural	1:33	1:22	1:47	1:26	1:15
Turnout Time	Turnout Time 1st Unit	Urban	1:48	1:28	1:42	1:57	1:30
		Rural	1:42	1:47	1:35	1:31	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	8:49	9:09	8:35	8:43	6:00
		Rural	9:07	7:24	9:54	8:47	9:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	11:15	11:15	11:16	11:03	8:45
			n=496	n=163	n=175	n=154	
		Rural	11:12	9:59	11:56	12:00	11:45
			n=86	n=34	n=31	n=21	

The moderate hazmat risk effective response force listed in Section 3 is new – a result of the CRA-SOC process. Therefore, there is not currently any data for this risk category.

There were only four calls in the high-risk hazmat category and zero calls in the maximum-risk category. This is not enough data to report at the 90th percentile with any statistical reliability.

Technical Rescue Response Times

The extrication risk categories and associated effective response forces listed in Section 3 are new – a result of the CRA-SOC process. Therefore, there is not currently any response time data available. Vehicle extrication type calls are currently included in the EMS response time statistic.

GRFD identified only a high-risk category for other technical rescue disciplines. For the period of 2019-2021, there were only four calls at this level. This is not enough data to report at the 90th percentile with any statistical relevance.

Low-Risk Wildland Fire 90th Percentile Times Baseline Performance Single Engine Company Response			2019- 2021	2021	2020	2019	Target
Alarm Handling	Pick-up to Dispatch	Urban	1:52	1:53	1:48	1:44	1:15
		Rural	2:30	3:34	1:52	1:53	1:15
Turnout Time	Turnout Time 1st Unit	Urban	1:54	1:32	1:54	1:55	1:30
		Rural	1:49	1:32	1:57	1:49	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	10:33	10:29	9:32	10:33	6:00
		Rural	15:49	9:43	12:2	18:11	9:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	12:43	12:06	12:43	12:42	8:45
			n=108	n=25	n=46	n=37	
		Rural	17:52	13:56	13:43	19:58	11:45
			n=40	n=10	n=17	n=13	

There was only one call in the wildland high-risk category. This is not enough data to report at the 90th percentile with any statistical relevance.

DRAFT

SECTION 5 – EVALUATION OF CURRENT DEPLOYMENT AND PERFORMANCE

Continuous improvement is better than delayed perfection.

–Mark Twain

COMMUNITY EXPECTATIONS OF GRFD SERVICES

As part of the CRA-SOC development process, GRFD held two external stakeholder workshops in February 2022 to gain input from a cross section of the community. Attendees included staff from the Town of Oro Valley, district residents and business owners. After receiving information about the district's services, stakeholders completed a survey to measure their expectations and rank GRFD programs. Survey results are below.

Rank	Expectation	Score	Value
1	Maintaining adequate staffing, apparatus and equipment for emergency response.	3.90	Essential
2	Ensuring maximum safety of firefighters.	3.85	Essential
3	Ensuring GRFD provides the most effective, evidence-based emergency medical services.	3.80	Essential
Tie 4	Expedient response times to emergencies.	3.75	Essential
	Ensuring a high level of competency/training of personnel.	3.75	Essential
5	Ensuring that firefighters are adequately compensated to maintain retention/experience.	3.65	Essential
6	Professionalism of GRFD personnel.	3.60	Essential
7	Maintaining a high level of fiscal responsibility and transparency.	3.50	Essential
8	Providing a high level of community risk reduction for the community by enforcing fire codes and providing public education/ community-involved prevention programs.	3.40	High
9	Providing community involvement and presence at schools, community events, neighborhood activities, etc.	3.20	High
10	Providing nonemergency services such as smoke detector battery change and reptile removal.	2.95	High

Scale: 0-1.4 Low, 1.5-2.4 Medium, 2.5-3.4 High, 3.5-4.0 Essential

Rank	Program	Score	Value
1	Emergency Medical Services	3.95	Essential
2	Fire Suppression	3.80	Essential
Tie 3	Special Operations – Hazardous Materials Emergencies and Technical Rescue	3.55	Essential
	Fire Investigation	3.55	Essential
	Domestic Preparedness and Planning – Large-scale natural and man-made disasters	3.55	Essential
4	Wildland Fire Prevention and Mitigation	3.50	Essential
5	Public Education – CPR and in-school fire prevention classes	3.25	Very Important
6	Community Involvement – Presence at community events, neighborhood activities, etc.	3.10	Very Important

Scale: 0-1.4 Somewhat Important, 1.5-2.4 Important, 2.5-3.4 Very Important, 3.5-4.0 Essential

The external stakeholders also were surveyed regarding total response time. The attendees were given an overview of total response time components prior to completing the survey. The total response time questions included expectations for urban/suburban and rural areas of the district. The results of these survey questions are in **Figures 5.1 and 5.2**.

Figure 5.1

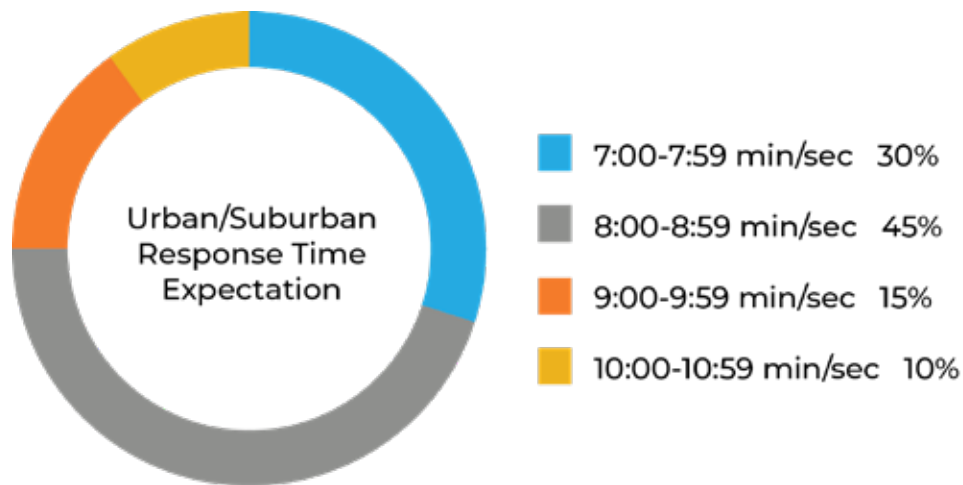
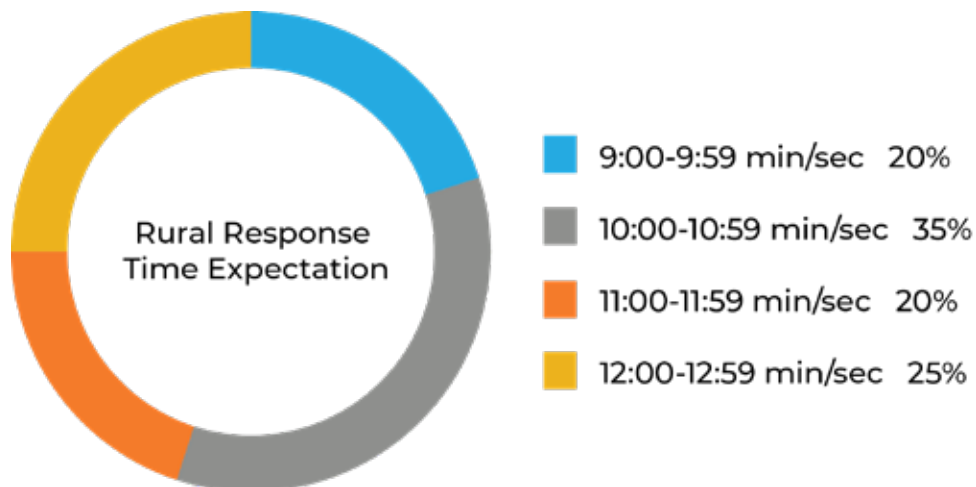


Figure 5.2



PERFORMANCE COMPARISON WITH SIMILAR SIZE FIRE AGENCIES

Golder Ranch Fire District chose to examine six similar sized accredited fire agencies serving growth-oriented communities to use as a measuring stick of current performance. The comparisons are summarized in the table below. The total response times listed are for first due EMS calls only.

Agency	Population Served	Number of Stations	Alarm Handling Time	Turnout Time	Travel Time	Total Response Time
GRFD (2021)	99,238	10	1:58	1:36	6:32	8:49
Northwest FD Arizona	130,000	11	1:49	1:30	6:07	7:16
Olathe FD Kansas	143,000	8	2:17	1:15	5:47	6:44
College Station FD Texas	126,000	6	1:31	2:00	5:02	7:38
Spokane Valley FD Washington	136,000	10	1:02	1:59	5:11	6:43
Surprise FD Arizona	153,000	7	1:32	1:16	6:41	7:30
Arvada FD Colorado	133,000	8	1:51	1:27	5:25	7:47

SERVICE LEVEL PERFORMANCE GOALS AND OBJECTIVES FOR EMERGENCY SERVICE PROGRAMS

GRFD has established performance objectives and associated response time benchmarks (targets) for all emergency service classifications.

Emergency Medical Services (EMS) Benchmark Performance Objectives

Low-Risk EMS Benchmark Performance Objective (Distribution)

For 90% of all low-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 30 seconds in urban GPZs and 11 minutes and 30 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration and completion of patient care report documentation.

Moderate-Risk EMS Benchmark Performance Objective (Distribution)

For 90% of all moderate-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 30 seconds in urban GPZs and 11 minutes and 30 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration and completion of patient care report documentation.

Moderate-Risk EMS Benchmark Performance Objective (Concentration)

For 90% of all moderate-risk medical incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of six firefighters shall be 11 minutes and 30 seconds in urban GPZs and 17 minutes and 30 seconds in rural GPZs. The ERF shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration, completion of patient care report documentation and ALS transportation to the appropriate medical facility.

High-Risk EMS Benchmark Performance Objective (Distribution)

For 90% of all high-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 30 seconds in urban GPZs and 11 minutes and 30 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration and completion of patient care report documentation.

High-Risk EMS Benchmark Performance Objective (Concentration)

For 90% of all high-risk medical incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of eight firefighters shall be 12 minutes and 0 seconds in urban GPZs and 18 minutes and 0 seconds in rural GPZs. The ERF shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration, completion of patient care report documentation and ALS transportation to the appropriate medical facility.

Maximum-Risk EMS Benchmark Performance Objective (Distribution)

For 90% of all maximum-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 30 seconds in urban GPZs and 11 minutes and 30 seconds in rural GPZs. The first arriving apparatus shall be capable

of establishing incident command, providing multi-patient triage and beginning BLS level treatment of critical patients.

Maximum-Risk EMS Benchmark Performance Objective (Concentration)

For 90% of all maximum-risk medical incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 21 firefighters shall be 17 minutes and 30 seconds in urban GPZs and 24 minutes and 0 seconds in rural GPZs. The ERF shall be capable of establishing incident command, providing multi-patient triage, BLS level treatment of multiple patients and transport to the most appropriate medical facility.

Fire Suppression Benchmark Performance Objectives

Low-Risk Fire Suppression Benchmark Performance Objective (Distribution)

For 90% of all low-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

Moderate-Risk Fire Suppression Benchmark Performance Objective (Distribution)

For 90% of all moderate-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

Moderate-Risk Fire Suppression Benchmark Performance Objective (Concentration)

For 90% of all moderate-risk fire suppression incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 21 firefighters shall be 17 minutes and 45 seconds in urban GPZs and 22 minutes and 45 seconds in rural GPZs. The effective response force shall be capable of establishing a command post, establishing personnel accountability, establishing a safety officer, securing a continuous water supply, operating multiple hose lines, establishing a rapid intervention crew, performing search and rescue operations, completing forcible entry,

providing ventilation and utility control and performing any needed salvage and overhaul operations.

High-Risk Fire Suppression Benchmark Performance Objective (Distribution)

For 90% of all high-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

High-Risk Fire Suppression Benchmark Performance Objective (Concentration)

For 90% of all high-risk fire suppression incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 25 firefighters shall be 19 minutes and 45 seconds in urban GPZs and 24 minutes and 45 seconds in rural GPZs. The effective response force shall be capable of establishing a command post, establishing personnel accountability, establishing a safety officer, securing a continuous water supply, operating multiple hose lines, establishing a rapid intervention crew, performing search and rescue operations, completing forcible entry, providing ventilation and utility control and performing any needed salvage and overhaul operations.

Maximum-Risk Fire Suppression Benchmark Performance Objective (Distribution)

For 90% of all maximum-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

Maximum-Risk Fire Suppression Benchmark Performance Objective (Concentration)

For 90% of all maximum-risk fire suppression incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 32 firefighters shall be 25 minutes and 0 seconds in urban GPZs and 30 minutes and 0 seconds in rural GPZs. The effective response force shall be

capable of establishing a command post, establishing personnel accountability, establishing a safety officer, securing a continuous water supply, operating multiple hose lines, establishing a rapid intervention crew, performing search and rescue operations, completing forcible entry, providing ventilation and utility control and performing any needed salvage and overhaul operations.

Wildland Urban Interface (WUI) Benchmark Performance Objectives

Low-Risk WUI Benchmark Performance Objective (Distribution)

For 90% of all low-risk WUI incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed and completing fire suppression activities.

Moderate-Risk WUI Benchmark Performance Objective (Distribution)

For 90% of all moderate-risk WUI incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed and completing fire suppression activities.

Moderate-Risk WUI Benchmark Performance Objective (Concentration)

For 90% of all moderate-risk WUI incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of nine firefighters shall be 15 minutes and 0 seconds in urban GPZs and 18 minutes and 0 seconds in rural GPZs. The effective response force shall be capable of establishing a command post, establishing personnel accountability, establishing safety officers, securing a continuous water supply when appropriate, operating multiple hose lines or establishing control lines and completing fire suppression activities.

High-Risk WUI Benchmark Performance Objective (Distribution)

For 90% of all high-risk WUI incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a

minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed and initiating fire attack and structure protection activities.

High-Risk WUI Benchmark Performance Objective (Concentration)

For 90% of all high-risk WUI incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 24 firefighters shall be 17 minutes and 30 seconds in urban GPZs and 24 minutes and 0 seconds in rural GPZs. The effective response force shall be capable of establishing a command post, establishing personnel accountability, establishing safety officers, securing a continuous water supply when appropriate, operating multiple hose lines or establishing control lines, maintaining structure protection and completing fire suppression activities.

Hazardous Materials Benchmark Performance Objectives

Low-Risk Hazardous Materials Benchmark Performance Objective (Distribution)

For 90% of all low-risk hazardous materials incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, completing an initial size-up, completing necessary evacuations, requesting additional resources if needed and completing mitigation activities if possible.

Moderate-Risk Hazardous Materials Benchmark Performance Objective (Distribution)

For 90% of all moderate-risk hazardous materials incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing an initial size-up report, requesting additional resources as needed and starting initial evacuations.

Moderate-Risk Hazardous Materials Benchmark Performance Objective (Concentration)

For 90% of all moderate-risk hazardous materials incidents, the benchmark total response time for the effective response force (ERF), staffed with a

minimum of eight first responder operations (FRO) and five hazardous materials technician-trained firefighters, shall be 11 minutes and 45 seconds in urban GPZs and 17 minutes and 45 seconds in rural GPZs. The effective response force (ERF) shall be capable of identifying, mitigating or containing, establishing hot/warm/cold zones, perimeter isolation and control, decontamination and evacuations.

High-Risk Hazardous Materials Benchmark Performance Objective (Distribution)

For 90% of all high-risk hazardous materials incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of providing 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing an initial size-up report, requesting additional resources as needed and starting initial evacuations.

High-Risk Hazardous Materials Benchmark Performance Objective (Concentration)

For 90% of all high-risk hazardous materials incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 11 first responder operations (FRO) and 14 hazardous materials technician trained firefighters, shall be 17 minutes and 45 seconds in urban GPZs and 24 minutes and 45 seconds in rural GPZs. The effective response force shall be capable of identifying, mitigating or containing, establishing hot/warm/cold zones, perimeter isolation and control, decontamination and evacuations.

Technical Rescue (TRT) Benchmark Performance Objectives

Low-Risk Extrication Benchmark Performance Objective (Distribution)

For 90% of all low-risk extrication incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

Low-Risk Extrication Benchmark Performance Objective (Concentration)

For 90% of low-risk extrication incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of eight firefighters, shall be 11 minutes and 30 seconds in urban GPZs and 17 minutes

and 30 seconds in rural GPZs. The effective response force shall be capable of incident command, stabilization, triage and rescue activities.

Moderate-Risk Extrication Benchmark Performance Objective (Distribution)

For 90% of all moderate-risk extrication incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

Moderate-Risk Extrication Benchmark Performance Objective (Concentration)

For 90% of all moderate-risk extrication incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 20 firefighters, shall be 16 minutes and 45 seconds in urban GPZs and 22 minutes and 45 seconds in rural GPZs. The effective response force shall be capable of incident command, stabilization, triage and rescue activities.

High-Risk Extrication Benchmark Performance Objective (Distribution)

For 90% of all high-risk extrication incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

High-Risk Extrication Benchmark Performance Objective (Concentration)

For 90% of all high-risk extrication incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 22 first responder operations (FRO) and 5 NFPA 1670 technician-trained firefighters, shall be 17 minutes and 30 seconds in urban GPZs and 24 minutes and 0 seconds in rural GPZs. The effective response force shall be capable of incident command, stabilization, triage and rescue activities.

High-Risk Trench Rescue Benchmark Performance Objective (Distribution)

For 90% of all high-risk trench rescue incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up

report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

High-Risk Trench Rescue Benchmark Performance Objective (Concentration)

For 90% of all high-risk trench rescue incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 12 first responder operations (FRO) and 10 NFPA 1670 technician-trained firefighters, shall be 30 minutes and 0 seconds in urban GPZs and 35 minutes and 0 seconds in rural GPZs. The effective response force shall be capable of incident command, stabilization, triage and rescue activities.

High-Risk Swift-Water Rescue Benchmark Performance Objective (Distribution)

For 90% of all high-risk swift water rescue incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

High-Risk Swift-Water Rescue Benchmark Performance Objective (Concentration)

For 90% of all high-risk swift water rescue incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 16 first responder operations (FRO) and 10 NFPA 1670 technician-trained firefighters, shall be 30 minutes and 0 seconds in urban GPZs and 35 minutes and 0 seconds in rural GPZs. The effective response force shall be capable of incident command, stabilization, triage and rescue activities.

High-Risk Confined Space Rescue Benchmark Performance Objective (Distribution)

For 90% of all high-risk confined space rescue incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

**High-Risk Confined Space Rescue Benchmark Performance Objective
(Concentration)**

For 90% of all high-risk confined space rescue incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 12 first responder operations (FRO) and 10 NFPA 1670 technician-trained firefighters, shall be 30 minutes and 0 seconds in urban GPZs and 35 minutes and 0 seconds in rural GPZs. The effective response force (ERF) shall be capable of incident command, stabilization, triage and rescue activities.

**High-Risk Low Angle Rescue Benchmark Performance Objective
(Distribution)**

For 90% of all high-risk low angle rescue incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

**High-Risk Low Angle Rescue Benchmark Performance Objective
(Concentration)**

For 90% of all high-risk low angle rescue incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 6 first responder operations (FRO) and 10 NFPA 1670 technician-trained firefighters, shall be 30 minutes and 0 seconds in urban GPZs and 35 minutes and 0 seconds in rural GPZs. The effective response force (ERF) shall be capable of incident command, stabilization, triage and rescue activities.

**High-Risk High Angle Rescue Benchmark Performance Objective
(Distribution)**

For 90% of all high-risk high angle rescue incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

**High-Risk High Angle Rescue Benchmark Performance Objective
(Concentration)**

For 90% of all high-risk high angle rescue incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum

of 10 first responder operations (FRO) and 10 NFPA 1670 technician-trained firefighters, shall be 30 minutes and 0 seconds in urban GPZs and 35 minutes and 0 seconds in rural GPZs. The effective response force shall be capable of incident command, stabilization, triage and rescue activities.

High-Risk Partial Building Collapse Benchmark Performance Objective (Distribution)

For 90% of all high-risk partial building collapse incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters shall be 8 minutes and 45 seconds in urban GPZs and 11 minutes and 45 seconds in rural GPZs. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

High-Risk Partial Building Collapse Benchmark Performance Objective (Concentration)

For 90% of all high-risk partial building collapse incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 15 first responder operations (FRO) and 10 NFPA 1670 technician-trained firefighters, shall be 30 minutes and 0 seconds in urban GPZs and 35 minutes and 0 seconds in rural GPZs. The effective response force shall be capable of incident command, stabilization, triage and rescue activities.

PERFORMANCE DISCUSSION

Alarm handling times in 2021 at the 90th percentile is 53% (EMS) and 83% (fire) above the GRFD target time. A 30-second improvement in alarm handling time can be thought of as moving a first due station nearly one-third mile closer to the call location.

Turnout times – while generally good – offer some opportunity for improvement. Turnout time improvements of 10% are realistic goals for GRFD without compromising firefighters donning their personal protective gear adequately prior to leaving the station.

Travel time performance is the most difficult element of total response time to significantly improve. The 2021 baseline travel times are approximately one minute above the target times. With increasing traffic volume combined with an increasing call volume, travel times are likely to increase in the coming years.

The following charts illustrate trending performance versus GRFD target (benchmark) times. The risk categories were chosen based on categories that represented the largest call volumes.

Figure 5.3 EMS (Moderate Risk) Alarm Handling Time – Trending

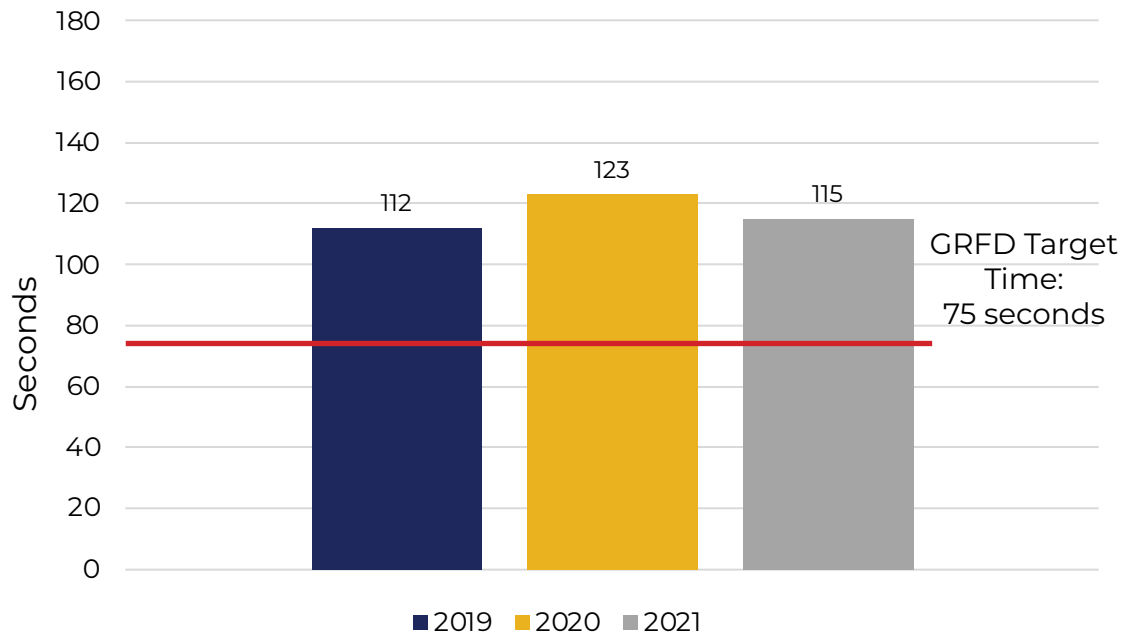


Figure 5.4 Fire (Low Risk) Alarm Handling Time – Trending

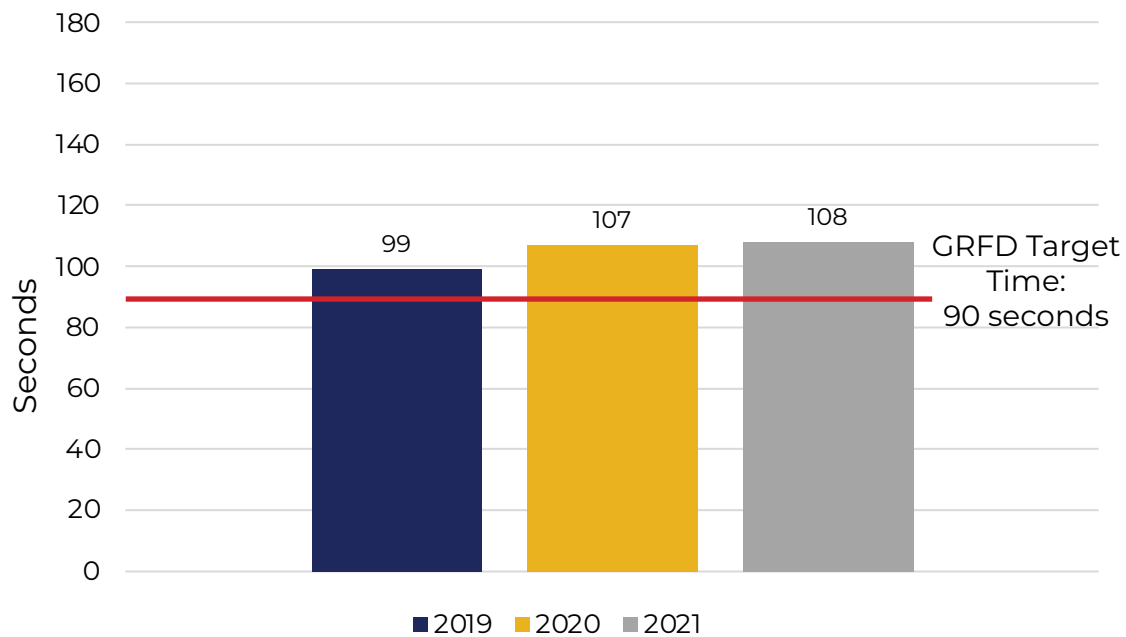


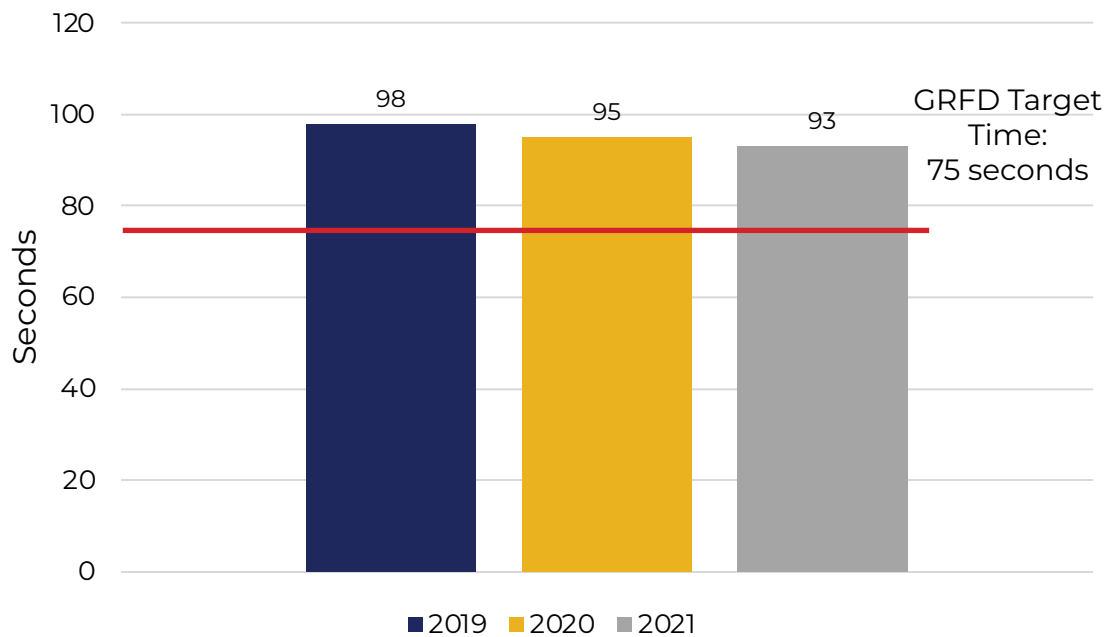
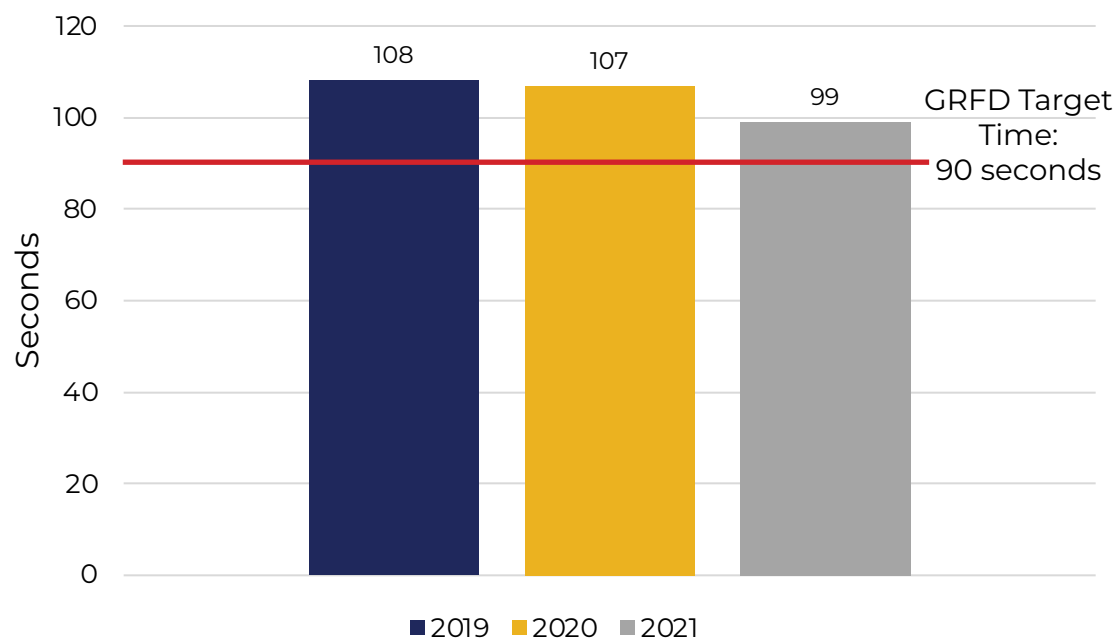
Figure 5.5 EMS (Moderate Risk) Turnout Time – Trending**Figure 5.6 Fire (Low Risk) Turnout Time – Trending**

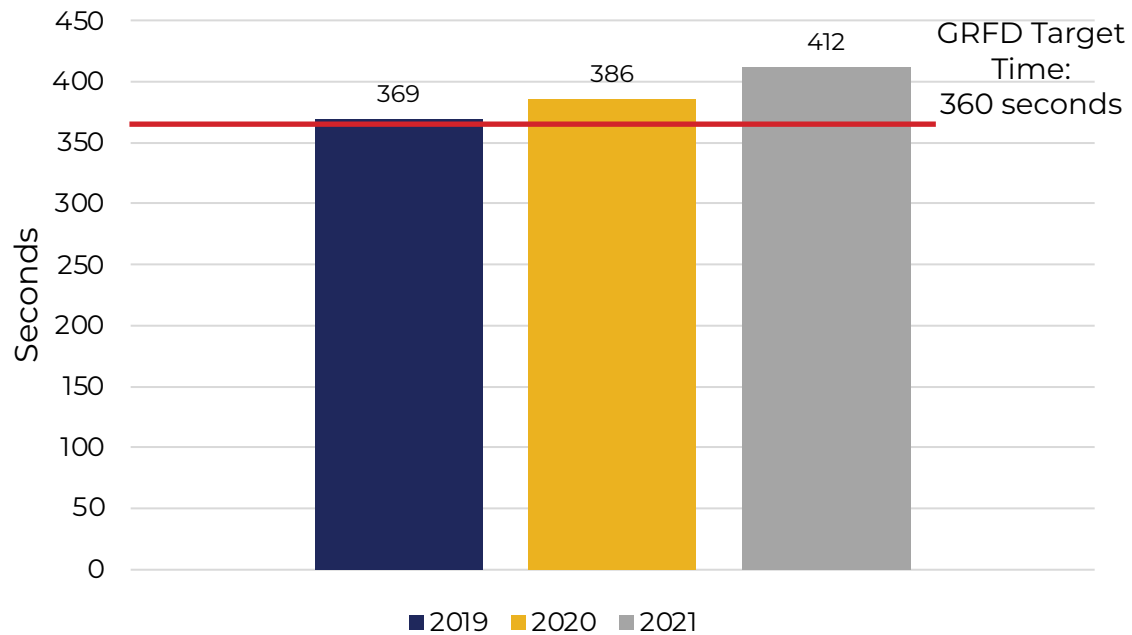
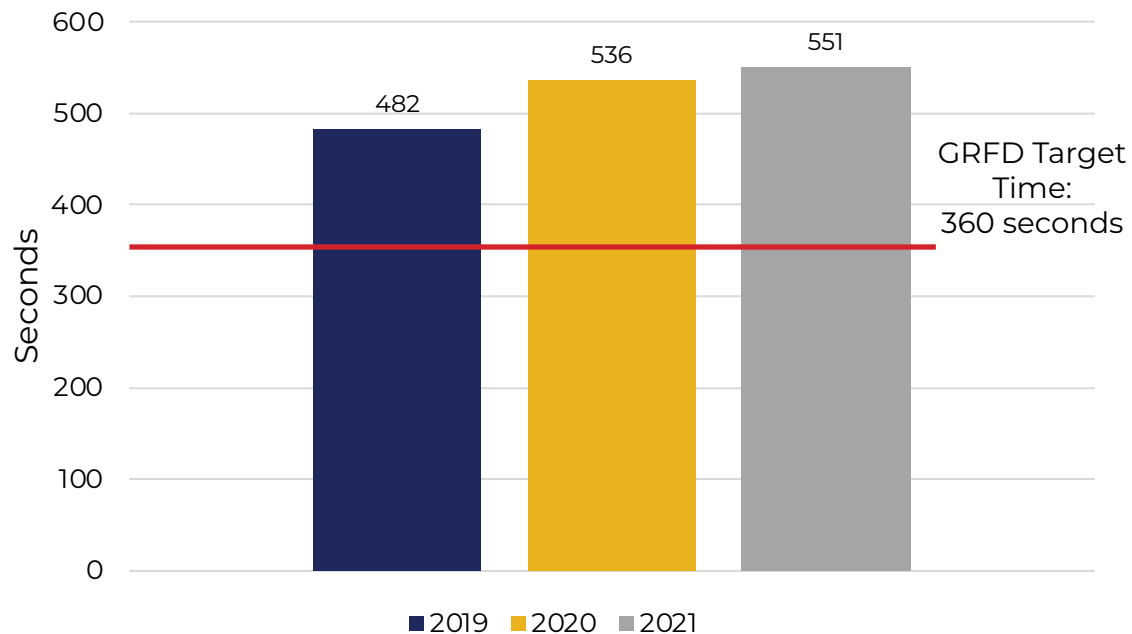
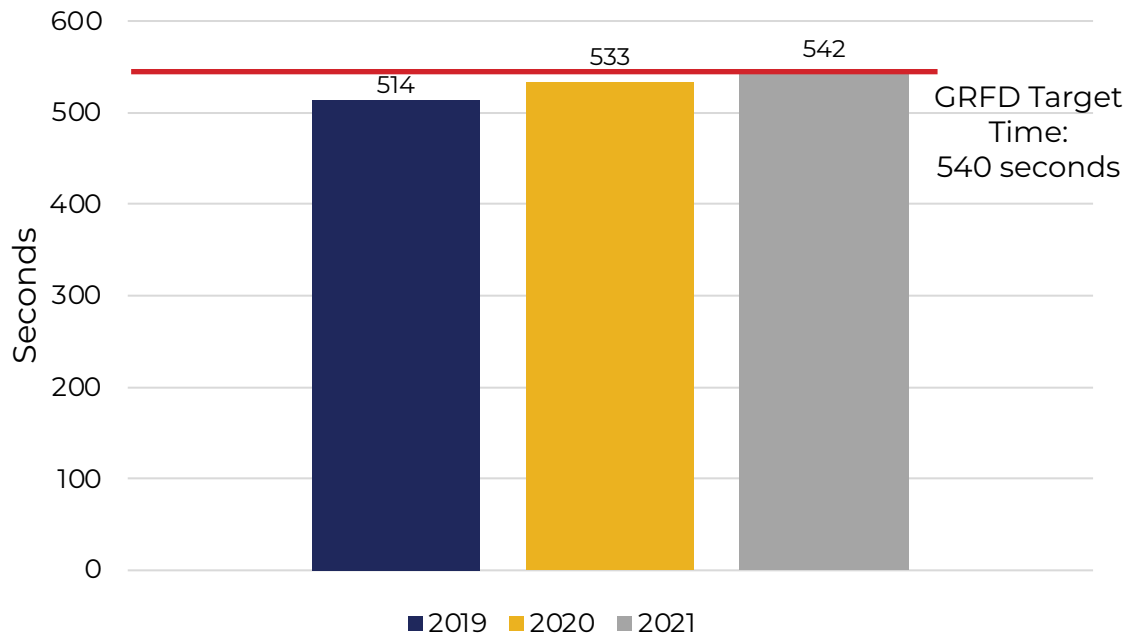
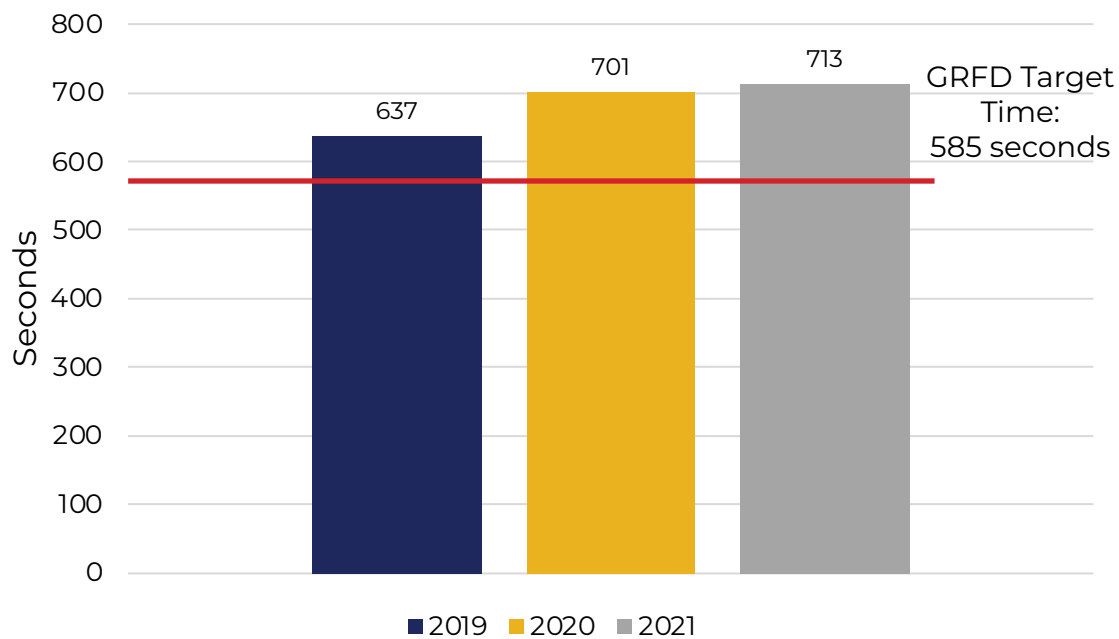
Figure 5.7 EMS (Moderate Risk, Urban/First Due) Travel Time – Trending**Figure 5.8 Fire (Low Risk, Urban/First Due) Travel Time – Trending**

Figure 5.9 EMS (Moderate Risk, Urban/First Due) Total Response Time – Trending**Figure 5.10 Fire (Low Risk, Urban/First Due) Total Response Time – Trending**

SECTION 6 – PLAN FOR IMPROVING AND MAINTAINING RESPONSE CAPABILITIES



Without continual growth and progress, such words as improvement, achievement and success have no meaning.

–Benjamin Franklin

The development of the Community Risk Assessment – Standards of Cover (CRA-SOC) is a significant component of GRFD's commitment to providing the highest level of service possible to the district. A key element of that commitment is ensuring there is a plan moving forward to maintain and improve community risk reduction and emergency response capabilities as described in the CRA-SOC. Components of the plan are illustrated in **Figure 6.1**, followed by a more detailed discussion.

Further supporting the performance improvement plan is the Standards of Cover and Response Time Standard Analysis that is located in the **Appendices** section.

Figure 6.1



Step 1 – Establish and Review Performance Objectives

To establish performance objectives, Golder Ranch Fire District has completed the following:

- Identified services provided
- Completed a risk assessment
- Defined the levels of service
- Identified and categorized levels of risk
- Developed performance distribution/concentration measures and associated objectives

Updating and establishing any new performance measures should occur when:

- There is a change in the type(s) of services delivered by GRFD
- New mandated laws or regulations require a change in the method of service delivery by GRFD
- Significant change occurs in GRFD boundaries (growth or contraction)
- The district governing board or fire chief feel there is a need to adjust performance service delivery and associated performance objectives

Step 2 – Evaluate Performance

GRFD evaluates performance at several levels:

- Districtwide level
- Geographic planning zone level
- Unit level (first due)
- Effective response force level

Step 3 – Develop Compliance and Improvement Strategies

The SOC team will develop compliance and improvement strategies that will include developing a performance improvement plan by spring 2023 that considers the following elements:

- Maximization of existing resources including recommendations for new response models as needed
- Evaluation of partnering opportunities (additional or enhanced mutual or auto aid agreements)
- Consideration of alternate means of service delivery
- Recommendations for additional mobile and fixed resources as needed to improve or maintain service delivery
- Individual or group actions that can improve service delivery
- Full implementation of the NFORS⁴¹ response performance reporting system

Step 4 – Communicate Expectations

The CRA-SOC clearly outlines service level response performance objectives. These performance objectives need to be clearly communicated to the GRFD personnel responsible for service delivery, as well as support service personnel. The methods for communicating performance objective expectations may include, but are not limited to:

⁴¹National Fire Operations Reporting System. <https://i-psdi.org/nfors-overview.html>.

- Direct communication with crews by the battalion chiefs
- Review of expectations and performance objective statistics at fire officer staff meetings
- Posting of the CRA-SOC on the district's website and intranet

Using these and potentially other methods of communication, the SOC team will develop a plan to communicate expectations by May 2023. The plan will include an element by which members can give feedback regarding the expectations.

Step 5 – Validate Compliance

- Monthly performance reports that include performance data by unit, station and shift battalion will be developed and distributed to all fire officers
- Quarterly performance reports will be developed, delivered and reviewed at the SOC team quarterly meetings
- A comprehensive annual performance report will be developed by the SOC team. The annual report will include all aspects of:
 - Performance compliance for the previous calendar year
 - Significant trends that were identified as a result of analyzing performance
 - New external influences or altered conditions; new growth and development trends and new or changing risks

The annual report shall be submitted to the governing board for review and comment.

Step 6 – Make Necessary Adjustments

By reviewing the information developed for the validation of compliance, any performance gaps can be identified – and a plan formulated for improvement developed by the operations division in partnership with the SOC team.

In addition to developing an annual performance report as outlined in Step 5, the SOC team will review the entire CRA-SOC annually, and make any necessary adjustments. Following the SOC team annual review, the CRA-SOC will be submitted to the district governing board for adoption.

SECTION 7 – KEY FINDINGS & RECOMMENDATIONS



Action is the foundational key to all success.

–Pablo Picasso

Golder Ranch Fire District senior staff and the CRA-SOC facilitator developed the key findings and recommendations found in this section.

KEY FINDING #1

One-third of the population that GRFD serves is over 65 years of age. This percentage of the population GRFD serves is expected to grow, as will the associated service demand for this age group.

Recommendation

Research further what impact this demographic segment currently has, and will have in the future on GRFD services.

KEY FINDING #2

Swift water events are occurring with more frequency in GRFD and there are not enough personnel trained at the swift water technician level to adequately support more than a single swift water rescue event at any one time.

Recommendations

- 1) In an effort to reduce swift water rescue responses, develop a comprehensive, multi-media public education program to enhance the public's awareness of not driving into flooded roadways.
- 2) Develop a phased plan to train all GRFD firefighters at the swift water technician level that includes providing additional swift water rescue equipment.

KEY FINDING #3

Call volume is increasing at a significant rate. The increases are likely to occur at the rate of 3 to 5% per year during the period of this CRA-SOC. Using the current annual call volume growth statistic of 4.8%, this results in a slightly over 15% increase in the next three years. This will present a substantial challenge to maintaining current service performance levels and an even stronger challenge to improving them.

Recommendation

Initiate a comprehensive study on how the anticipated increase in call volume will impact service level performance for the period of the CRA-SOC.

KEY FINDING #4

Service calls currently represent 37% of GRFD's total call volume. Additionally, "good intent" calls as defined by the National Fire Incident Reporting System have increased 41% during the period of 2019 through 2021.

Recommendation

Initiate a comprehensive study to 1) determine the impact of nonemergent calls on the service delivery of emergent calls 2) determine the value to district residents of all service type calls that includes a cost measurement component 3) evaluate the current service delivery method 4) determine recommendations for the types of service/good-intent calls and methods of delivery for the upcoming period of the CRA-SOC.

KEY FINDING #5

Response plans for large-scale risks need enhancement or development.

Recommendation

Develop response plans for each of the large-scale risks identified in Section 3 in order of the priority index scores.

KEY FINDING #6

There is no long-term master plan. A master plan generally has a longer time period than a strategic plan and includes capital asset needs and other significant financial impact aspects that can be expected in a 10 to 20-year time frame.

Recommendation

Determine if there is value in developing a master plan for GRFD and if so, create an action plan for developing one.

KEY FINDING #7

During the risk assessment process, effective response forces (ERFs) based on critical tasks were developed for the five service classifications (EMS, fire suppression, hazmat, technical rescue and wildland fire). While some of the developed ERFs mirror current dispatch ERFs, some vary from those of automatic aid partners. There is a need to attempt to align the ERFs with automatic aid partners' ERFs.

Recommendation

Meet with the automatic aid partners and attempt to align ERFs – using the accreditation model of determining ERFs by identifying critical tasks, staffing, equipment and apparatus needed to achieve the performance objective.

KEY FINDING #8

The battalion chiefs do not all have consistent training in incident command for a wildland fire within district boundaries.

Recommendation

Develop a plan to train all battalion chiefs to the level of DIVS, etc. Alternatively, develop a dispatch and staffing protocol to ensure wildland personnel trained to this level are able to respond and assume command.

KEY FINDING #9

The technical rescue critical task/effective response force development process identified the need for an increase in minimum technical rescue technician staffing.

Recommendation

Initiate a study to determine how this gap will be filled.

KEY FINDING #10

There is no formal community risk reduction plan.

Recommendation

The United States Fire Administration, the NFPA 1300 Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition) and the Vision 20/20 Project all recommend that a community risk reduction plan be developed following a community risk assessment. It is recommended that a team be formed to develop a formal community risk assessment based on national consensus best practice.

KEY FINDING #11

Alarm handling times exceeded GRFD target times in 2021 at the 90th percentile by 53% (EMS) and 83% (fire).

Recommendation

Continue efforts as listed in the strategic plan to improve functional relationships with the contracted dispatch agency.

KEY FINDING #12

Travel times are likely to continue on an upward trend as traffic and call volumes increase.

Recommendation

Analyze by geographical planning zone to determine forecasted impacts of increased traffic and call volumes in the next two years on service delivery of the various call classifications identified in this CRA-SOC.

GLOSSARY

Adequate: Providing what is needed to meet a given objective without being in excess.

Advanced Life Support (ALS): Emergency medical treatment beyond basic life support level as defined by the medical authority having jurisdiction.

Alarm: A signal or message from a person or device indicating the existence of a fire, medical emergency or other situation that requires fire district action.

Alarm Answering Time: The time interval that begins when the alarm is received at the communications center and ends when the alarm is acknowledged at the communications center.

Alarm Handling Time: The time interval from the receipt of the alarm at the primary public safety answering point (PSAP) until the beginning of the transmittal of the response information via voice or electronic means to emergency response facilities (ERFs) or the emergency response units (ERUs) in the field.

Alarm Processing Time: The time interval from when the alarm is acknowledged at the communications center until response information begins to be transmitted via voice or electronic means to emergency response facilities (ERFs) and emergency response units (ERUs).

Alarm Transfer Time: The time interval from the receipt of the emergency alarm at the public safety answering point (PSAP) until the alarm is first received at the communications center.

Automatic Aid: A plan developed between two or more fire districts/departments for immediate joint response on first alarms.

Baseline Performance: Current level of performance.

Benchmark Performance: Level of performance the district is trying to achieve long term.

Community Risk Assessment (Analysis): The evaluation of a community's fire and nonfire hazards and threats, considering all pertinent facts that increase or decrease risk in order to define standards of cover.

GLOSSARY

Company: A group of GRFD members:

- Under the direct supervision of an officer
- Trained and equipped to perform assigned tasks
- Usually organized and identified as engine companies, ladder companies, rescue companies, squad companies or multi-functional companies
- Operating with one piece of fire apparatus (engine, ladder truck, rescue, squad) except where multiple apparatus are assigned that are dispatched and arrive together; continuously operate together and are managed by a single company officer
- Arriving at the scene on fire apparatus

Concentration: Spacing of multiple resources arranged so that an initial effective response force can arrive on scene within the time frames outlined in the on-scene performance objectives.

Credible: Capable of being believed; believable as verified and/or validated.

Critical Task: A time-sensitive work function that is essential, along with other work functions to ensure a positive outcome for a performance objective.

Deployment: The strategic assignment and placement of fire agency resources such as fire companies, fire stations and specific staffing levels for those companies required to mitigate community emergency events.

Distribution: Geographic location of all first-due resources for initial intervention. Generally measured from fixed response points, such as fire stations, and expressed as a measure of time.

Effective Response Force (ERF): The minimum amount of staffing and equipment that must reach a specific emergency zone location within a maximum prescribed total response time and is capable of initial fire suppression, EMS and/or mitigation. The ERF is the result of the critical tasking analysis conducted as part of a community risk assessment.

Fire Protection System: The regular interaction of dependent and independent sources of fire protection services, and includes both public and private organizations, apparatus, equipment, fixed and mobile, facilities, methods, human resources and policies by the authority having jurisdiction.

GLOSSARY

Risk: A measure of the probability and severity of adverse effects that result from an exposure to a hazard.

Standards of Cover: Those written policies and procedures that establish the distribution and concentration of fixed and mobile resources of an organization.

Total Response Time: The sum of alarm handling (call processing), turnout and travel times.

Travel Time: The time interval that begins when a unit is in route to the emergency incident and ends when the unit arrives at the scene.

Turnout Time: The time interval that begins when the emergency response facilities (ERFs) and emergency response units (ERUs) notification process begins by either an audible alarm or visual annunciation or both, and end at the beginning point of travel time.

Working Fire: Any fire within a structure or building fire causing significant damage to the building and its contents. Generally requires commitment of all initial effective response force (ERF).

Appendix A.1 NFPA 1201 Compliance Table

Reference Element		Compliance Status
4.1.1	Fire-emergency service organization (FESO) has adopted statement of purpose including general services provided, area served and delegation of authority.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.1.2	Levels of services determined by FESO or by AHJ.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.1.3	Resources/personnel are determined by FESO or AHJ.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.2.1	AHJ responsible for FESO-established legal authority for operation of FESO.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.2.2	FESO operates within and complies with existing laws within its jurisdiction and responsibilities.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.1	FESO delivers program to develop public awareness and cooperation in management of risk-based analysis of relevant data in a community risk assessment.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.2	Level of service provided, and degree of risk is by local determination.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.3.1	FESO has programs developed to regularly evaluate all parts of service area in which hazardous situations could develop.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.3.2	Examinations concentrate on locations identified with high levels of hazards.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.4	FESO assists in reducing risk to persons/organizations in service area.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.5	FESO provides customer service-oriented programs as listed in 4.3.5	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.6.1	FESO communicates closely with government authority, chief executive and governing body.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.6.2	FESO keeps members of AHJ informed of department's achievements, operations and challenges.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.6.3	FESO seeks input from public regarding expectations and satisfaction with services provided.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.1	There is a master plan.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.2	Master plan provides for service area wide management strategy and includes existing and anticipated growth.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.3	Master plan includes evaluation of specific types and levels of risk in a service area.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>

Appendix A.1 NFPA 1201 Compliance Table

Reference Element		Compliance Status
4.4.4	Master plan is directly related to improving and maintaining effectiveness and efficiency of FESO.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.5	Master plan takes a proactive approach to the community's changing need for service.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.6	FESO includes research and development component that encompasses all aspects of fire/emergency services provided.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.7	Research and planning includes ongoing relationships with other agencies involved in service area.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.8	FESO leaders kept informed of development plans, projected service demands, operational plans, alternative approaches and problems that could develop as change occurs.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.9	Master planning process includes attempt at future emergency needs of a service area for a minimum of ten years.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.10	Master planning is used to develop and maintain fire/emergency services resources to manage levels of risk that will prevail in the service area.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.11	Master planning process includes consideration of alternative approaches to risk management.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.12	Master planning process includes the FESO preparing contingency plans for implementation in the event of curtailed availability of local government.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.5.1	FESO has a fire chief and organizational structure that facilitates effective and efficient management of its resources to carry out mandate as in 4.1.2	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.2	FESO has an organizational structure adequate to accomplish its mission.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.3.1	Fire department has developed and adopted formal policy statement that includes types and levels of services to be provided by the department, the service area and delegation of authority to management personnel.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.3.2	Policy statement is reviewed periodically and updated to reflect current conditions.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.3.3	Fire department in conjunction with AHJ determines the organization, number and distribution of operating line units of the department.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

Appendix A.1 NFPA 1201 Compliance Table

Reference Element		Compliance Status
4.5.3.4	Fire department has organizational plan that illustrates the relationship of individual operating divisions to the organization.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.1	Automatic and mutual aid arrangements have formal written agreements in place.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.2	All personnel have training to ensure compatible operations.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.3	Company staffing models are defined between departments included in the agreements.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.4	Operational methods are as uniform as practical.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.7	Finance – Not evaluated as part of the CRA-SOC development process.	N/A
4.8	Asset Control – Not evaluated as part of the CRA-SOC development process.	N/A
4.9	Audit – Not evaluated as part of the CRA-SOC development process.	N/A
4.10	Risk Management Plan – Not evaluated as part of the CRA-SOC development process.	N/A
4.11	Professional Development – Not evaluated as part of the CRA-SOC development process.	N/A
4.12	Emergency Management Program – Not evaluated as part of the CRA-SOC development process.	N/A
4.13	Management Information Systems (MIS) – Not evaluated as part of the CRA-SOC development process.	N/A
4.14.1	FESO ensures provision of reliable communication systems to facilitate prompt delivery of services.	N/A
4.14.2.1	All emergency communications facilities and equipment comply with NFPA 1221 – Not evaluated as part of the CRA-SOC development process.	N/A
4.14.3	Nonemergency Communications – Not evaluated as part of the CRA-SOC development process.	N/A
4.15	Annual Report – Not evaluated as part of the CRA-SOC development process.	N/A
5.1.1.1	FESO has a defined process for addressing factors in the community that affect risk for fire and other emergencies.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.1.1.2	The process includes relevant engineering challenges and potential solutions with respect to 1) community risk assessment 2) water supply 3) planning 4) resource deployment.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

Appendix A.1 NFPA 1201 Compliance Table

Reference Element		Compliance Status
5.1.2	FESO is responsible for identifying and addressing these factors in the community that affect risk for fires and other emergencies.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.2.1	Research and planning function encompasses examination of all aspects that relate to current demands and future needs of the community.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.2.2	Research and planning is directed toward improving and maintaining responsive approach to the community's changing needs.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.3.2	FESO ensures the availability of sufficient water supplies for firefighting throughout the community.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.3.3.1	FESO has written policies/procedures for utilization of piped and static water supplies that account for weaknesses or deficiencies and provide for contingency plans in the event of service outages.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.3.3.2	Written agreements are in place with entities that have available water sources that are privately owned or under the control of a separate public authority.	N/A
8.1	FESO provides resources, planning and training that are consistent with the level of service identified in the scope of authority and responsibilities for emergency operations.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.2	FESO utilizes NFPA 1561 as the incident management system for all emergency operations.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.3	Results are used from the community risk assessment to prepare a plan for the timely and sufficient coverage of incidents that could occur.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.4	FESO has developed the deployment of resources implementation plan in accordance with NFPA 1710.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.5	Safety, Health and Risk Management – Not evaluated as part of the CRA-SOC development process.	N/A
8.6	Incident Reporting – Not evaluated as part of the CRA-SOC development process.	N/A
8.7	FESO provides emergency medical service that maintains a close working relationship with medical authority to provide applicable level of medical supervision for service level which the FESO is authorized to deliver.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model



CRA-SOC correlation to accreditation model to be completed in Second Edition.

PI/C		GRFD CRA/SOC Accreditation Model Correlation Matrix	CRA/SOC Page
Category I – Governance & Administration			
Criterion 1A		Governing Body	
CC	1A.1	The agency is legally established.	
CC	1A.2	The agency has a methodology in place for recognizing and reacting to changes in legal requirements of local, state/provincial and federal governments (i.e., inspection reports, regulatory references, meeting minutes and legal opinions).	
	1A.3	The governing body of the agency periodically reviews and approves services and programs.	
	1A.4	The role and composition of various policymaking, planning and special purpose bodies are defined by the governing body in an organizational chart.	
	1A.5	The governing body or designated authority approves the organizational structure that carries out the agency’s mission.	
	1A.6	The governing body adheres to an approved conflict of interest policy that is applicable to the governing board members and staff.	
	1A.7	A communication process is in place between the governing body and the administrative structure of the agency.	
Criterion 1B		Agency Administration	
CC	1B.1	<u>The administrative structure and allocation of financial, equipment and personnel resources reflect the agency’s mission, goals, objectives, size and complexity.</u>	
	1B.2	Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency’s relationship to the governing body.	
Category II - Assessment & Planning			
Criterion 2A		Documentation of Area Characteristics	
	2A.1	<u>Service area boundaries</u> for the agency are <u>identified, documented, and legally adopted</u> by the authority having jurisdiction.	
	2A.2	<u>Boundaries for other service responsibility areas</u> , such as automatic aid, mutual aid, and contract areas, are <u>identified, documented, and appropriately approved</u> by the authority having jurisdiction.	

Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

CC	2A.3	The agency has a <u>documented and adopted methodology</u> for organizing the response area(s) into geographical planning zones.	
CC	2A.4	The agency <u>assesses the community by planning zone and considers the population density</u> within planning zones and population areas, as applicable, for the purpose of developing total response time standards.	
	2A.5	Data that include <u>property, life, injury, environmental, and other associated losses</u> , as well as the <u>human and physical assets preserved and/or saved</u> , are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.	
	2A.6	The agency utilizes its <u>adopted planning zone methodology</u> to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards, risks, and service provision capability demands.	
	2A.7	Significant socioeconomic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and <u>population earning characteristics</u> .	
	2A.8	The agency <u>identifies and documents</u> all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.	
	2A.9	The agency <u>defines and identifies infrastructure</u> that is considered critical within each planning zone.	
Criterion 2B		All-Hazard Risk Assessment and Response Strategies	
CC	2B.1	The agency has a <u>documented and adopted methodology</u> for identifying, assessing, categorizing and classifying all risks (fire and non-fire) throughout the community or area of responsibility.	
	2B.2	The historical emergency and nonemergency <u>service demands frequency</u> for a minimum of three immediately previous years and the <u>future probability</u> of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.	
	2B.3	Event <u>outputs and outcomes</u> are assessed for three (initial accrediting agencies) to five (currently accredited agencies) immediately previous years.	
CC	2B.4	The agency's risk identification, analysis, categorization, and classification methodology has been utilized to <u>determine and document the different categories and classes of risks within each planning zone</u> .	
	2B.5	Fire protection and detection systems are <u>incorporated into the risk analysis</u> .	
	2B.6	The agency <u>assesses critical infrastructure</u> within the planning zones for capabilities and capacities to meet the demands posed by the risks.	
	2B.7	The agency engages other disciplines or groups within its community to <u>compare and contrast risk assessments</u> in order to identify gaps or future threats and risks.	
Criterion 2C		Current Deployment and Performance	

Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

CC	2C.1	Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has <u>determined, documented, and adopted a methodology</u> for the consistent provision of service levels in all service program areas through response coverage strategies.	
CC	2C.2	The agency has a <u>documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and the total response area.</u>	
	2C.3	Fire protection systems and detection systems are <u>identified and considered</u> in the development of appropriate response strategies.	
CC	2C.4	<u>A critical task analysis of each risk category and risk class has been conducted to determine the first due and effective response force capabilities, and a process is in place to validate and document the results.</u>	
CC	2C.5	The agency has <u>identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.</u>	
	2C.6	The agency <u>identifies outcomes for its programs</u> and ties them to the community risk assessment during updates and adjustments of its programs, as needed.	
	2C.7	The agency has <u>identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.</u>	
CC	2C.8	<u>The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.</u>	
	2C.9	The <u>agency's resiliency has been assessed</u> through its deployment policies, procedures, and practices.	
Criterion 2D		Plan for Maintaining and Improving Response Capabilities	
CC	2D.1	The agency has a <u>documented and adopted methodology for assessing performance adequacies, consistency, reliability, resiliency, and opportunities for improvement</u> for the total response area.	
	2D.2	The agency <u>continuously monitors, assesses, and internally reports, at least quarterly,</u> on the ability of the existing delivery system to meet expected outcomes and identifies and prioritizes remedial actions.	
CC	2D.3	<u>The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or evolving risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.</u>	
	2D.4	The <u>performance monitoring methodology supports</u> the assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.	

Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

	2D.5	Impacts of incident mitigation program efforts, such as community risk reduction, public education, and community service programs, are <u>considered and assessed</u> in the monitoring process.	
CC	2D.6	<u>Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.</u>	
CC	2D.7	<u>The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.</u>	
	2D.8	The agency <u>seeks approval of its standards of cover</u> by the authority having jurisdiction (AHJ).	
CC	2D.9	<u>On at least an annual basis, the agency formally notifies the AHJ of any gaps in current capabilities, capacity, and the level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment/standards of cover.</u>	
	2D.10	The agency interacts with external stakeholders and the AHJ at least once <u>every three years</u> , to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.	
Category III - Goals & Objectives			
Criterion 3A		Strategic Planning	
CC	3A.1	<u>The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction.</u>	
	3A.2	The agency <u>coordinates</u> with the jurisdiction's planning component to ensure the <u>strategic plan is consistent</u> with the community master plan.	
Criterion 3B		Goals and Objectives	
CC	3B.1	<u>The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. These goals and objectives directly correlate to the agency's mission, vision and values and are stated in the strategic plan.</u>	
	3B.2	The agency <u>conducts an environmental scan</u> when establishing its goals and objectives.	
CC	3B.3	<u>The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.</u>	
	3B.4	The agency <u>uses internal input to implement and evaluate its goals and objectives</u> and to measure progress in achieving the strategic plan.	
	3B.5	The governing body <u>reviews the agency's goals and objectives and considers</u> all budgetary and operational proposals in order to ensure success.	
	3B.6	When developing organizational values, the agency <u>seeks input from its members and is in alignment with its community.</u>	
Criterion 3C		Implementation of Goals and Objectives	

Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

CC	3C.1	The agency <u>identifies personnel</u> to manage its goals and objectives and uses a defined <u>organizational management process</u> to track progress and results.	
CC	3C.2	The agency's <u>personnel receive information</u> explaining its goals and objectives.	
	3C.3	The agency, when necessary, <u>identifies and engages appropriate external resources</u> to help accomplish its goals and objectives.	
Criterion 3D		Measurement of Organizational Progress	
CC	3D.1	The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.	
CC	3D.2	The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be <u>considered for inclusion</u> in the organizational goals and objectives.	
	3D.3	The agency provides <u>progress updates</u> , at least annually, on its goals and objectives to the AHJ, its members and the community it serves.	
Category IV - Financial Resources			
Criterion 4A		Financial Planning	
	4A.1	The <u>governing body</u> and regulatory agencies give the agency appropriate <u>direction in budget and planning</u> matters within the agency's scope of services.	
	4A.2	The agency has <u>formally adopted financial policies</u> that address: general fund reserves, reserves in other funds, fund balances, grants, debt, investment, accounting and financial reporting, risk management and internal controls, procurement, long-term financial planning, structurally balanced budgets, capital, revenues, expenditures, operating budgets and charges/fees. The agency <u>reviews financial policies at least every three years and updates as needed</u> .	
CC	4A.3	<u>Guidelines and processes for developing the operating and capital budgets are defined and followed.</u>	
	4A.4	The financial planning/budget adoption process provides internal and <u>external transparency</u> for all expenditures and revenues for the agency.	
	4A.5	The agency's operating and capital budgets serve as <u>policy documents, operations guides, financial plans and communication devices.</u>	
	4A.6	The agency <u>considers internal and external stakeholders' input</u> in the budget process.	
	4A.7	The agency's budget, short and long-range financial planning, and capital project plans are <u>consistent with</u> the agency's strategic plan <u>and support</u> achievement of identified goals and objectives.	

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	4A.8	The agency maintains a long-term financial operating and capital plan, inclusive of all appropriated funds, for a five- to 10-year period. The agency should analyze the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, and strategies for achieving and maintaining financial balance to include plan monitoring mechanisms.	
	4A.9	For each budget cycle, the agency prepares <u>balanced operational and capital budgets</u> .	
Criterion 4B		Financial Practices	
	4B.1	Financial resources management <u>adheres to generally accepted accounting practices as used by Government Finance Officers Association of the United States and Canada, National Advisory Council on State and Local Budgeting Practices, or authority having jurisdiction (AHJ)</u> , and all financial management including budgeting, accounting and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision-making with sufficient flexibility to meet contingencies.	
	4B.2	The agency has <u>established and implemented a comprehensive internal control framework</u> that includes the control environment, risk assessment, control activities, information and communication, monitoring, and reporting.	
	4B.3	The agency explains projected <u>operating deficit</u> (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.	
	4B.4	The agency reviews its financial position including actual and budgeted expenditures on a monthly basis and reviews <u>overall financial performance</u> with the authority having jurisdiction on an annual basis.	
CC	4B.5	Qualified auditors <u>conduct annual independent financial audits for the prior fiscal year</u>. If deficiencies exist, the agency prepares a plan to resolve audit exceptions for approval by the AHJ.	
	4B.6	The agency and any <u>subsidiary entities or auxiliaries</u> have <u>financial risk management policies</u> and programs that identify and evaluate risks, establish risk management strategies and evaluate the risk management program to protect the agency, its assets and employees.	
	4B.7	Programs designed to solicit financial support from <u>external sources</u> are <u>aligned with the objectives of the agency</u> . Agency <u>policies govern all fundraising activities</u> , comply with generally accepted accounting practices and other recognized financial principles and are subject to public disclosure and periodic independent financial audits.	
	4B.8	Any revenue-producing <u>organizations authorized to use the agency's name and/or reputation</u> <u>comply with agency principles</u> of financial operation.	
	4B.9	The agency <u>is in compliance with</u> all granting agency requirements.	
Criterion 4C		Resource Allocation	
CC	4C.1	Given current and <u>forecasted revenues</u>, the agency <u>sustains the level of service adopted by the AHJ</u>.	

Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

	4C.2	Adequate resources are <u>budgeted for the payment of long-term liabilities and debts.</u>	
	4C.3	The agency budgets future asset <u>maintenance and repair costs</u> are projected with related funding plans.	
	4C.4	Budgets <u>avoid the use of one-time funding sources</u> for recurring standard annual operating expenses.	
CC	4C.5	The agency maintains <u>contingency funds</u> in accordance with generally accepted accounting practice recommendations and anticipates budgetary restrictions and/or shortfalls.	
Category V - Community Risk Reduction			
Criterion 5A		Prevention Program	
CC	5A.2	The code enforcement program ensures <u>compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment/standards of cover.</u>	
CC	5A.3	The prevention program has <u>adequate staff with specific expertise to meet the goals, objectives and identified community risks.</u>	
	5A.4	A <u>plan review process</u> ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, and street width).	
	5A.5	The <u>prevention program identifies the frequency</u> that occupancies are inspected.	
	5A.6	The agency sets <u>specific, targeted, and achievable annual loss reduction benchmarks</u> for fire incidents and fire casualties based upon the community risk assessment and baseline performance.	
CC	5A.7	The agency conducts a <u>formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.</u>	
Criterion 5B		Public Education Program	
CC	5B.1	The public education program <u>targets specific risks, behaviors and audiences identified through incident, demographic and program data analysis and the community risk assessment/standards of cover.</u>	
CC	5B.2	The program has <u>adequate staff with specific expertise to address identified risks and meet the public education program goals, objectives.</u>	
	5B.3	Programs are in place to identify <u>large loss potential or high-risk audiences</u> (such as low socio-economic status, age and cultural/ethnic differences, where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, fall prevention programs, etc.).	

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CC	5B.4	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the program's impacts and outcomes, and to measure performance and progress in reducing.	
Criterion 5C		Fire Investigation, Origin and Cause Program	
CC	5C.1	The agency's <u>fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.</u>	
CC	5C.2	The agency uses a <u>systematic approach based on the scientific method</u> to investigate all fire and explosion incidents. The investigation should determine or render an opinion as to the incident's origin, cause, responsibility and/or prevention to include the damage and injuries that arise from such incidents.	
CC	5C.3	The program has <u>adequate staff with specific expertise</u> to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.	
CC	5C.4	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.	
Criterion 5D		Domestic Preparedness, Planning and Response	
CC	5D.1	The agency maintains a <u>local emergency operations/all-hazards plan</u> that defines roles and responsibilities of all participating departments and/or external agencies. The agency participates in maintaining and revising the plan with the AHJ.	
	5D.2	The agency <u>complies with</u> the National Incident Management System, or other appropriate incident management system, and its operational methods are compatible with all external response agencies.	
	5D.3	The agency has a <u>process in place for requesting</u> additional resources not readily available in the community served.	
	5D.4	The agency has processes to record <u>information and provide data on needed resources</u> , the scope and nature of the event, and field resources deployed to local, state/provincial, and federal agencies.	
	5D.5	The agency <u>conducts and documents a vulnerability assessment and has operational plans to protect</u> the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.	
	5D.6	The agency has a <u>documented</u> continuity of operations plan, that is reviewed annually and updated at least every five years, to ensure essential operations are maintained.	
	5D.7	The agency has <u>processes in place for intelligence sharing</u> with other public safety agencies.	
	5D.8	The agency has a crisis communications or public information plan.	
CC	5D.9	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.	

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Criterion 5E		Fire Suppression	
CC	5E.1	Given the agency's community risk assessment/standards of cover and emergency performance statements, the <u>agency meets its</u> staffing, response time, station(s), pumping capacity, apparatus and equipment <u>deployment objectives</u> for each type and magnitude of <u>fire suppression incident(s)</u> .	
CC	5E.2	The agency uses a <u>standardized incident command/management system</u> , which is supported by agency <u>policy and training programs</u> .	
CC	5E.3	The agency conducts a <u>formal and documented program appraisal</u> , at least <u>annually</u> , to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance towards meeting the agency's goals and objectives.	
Criterion 5F		Emergency Medical Services (EMS)	
CC	5F.1	Given the agency's community risk assessment/standards of cover and emergency performance statements, the <u>agency meets its</u> staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>emergency medical incident(s)</u> .	
CC	5F.2	The agency has <u>standing orders/protocols in place</u> to direct EMS response activities to meet the stated level of EMS response including <u>determination criteria for specialty transport and receiving facility destination</u> .	
	5F.3	The agency <u>annually reviews and updates, as needed</u> , orders/protocols and engages external stakeholders in the process.	
CC	5F.4	The agency has <u>online and offline medical control</u> .	
CC	5F.5	The agency creates and maintains a patient care <u>record, hard copy or electronic, for each patient</u> encountered. This report records a provider impression, patient history, data regarding treatment rendered, and the patient disposition. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.	
CC	5F.6	The agency has a <u>program to maintain compliance with privacy laws</u> such as the Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Canada's Freedom of Information and Protection of Privacy) that meets federal and state/provincial guidelines. All personnel are trained in HIPAA/FOIP regulations and procedures.	
	5F.7	The agency has a <u>quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes</u> including provisions for the exchange of patient outcome data between the agency and receiving facilities.	
	5F.8	The agency <u>has implemented or developed a plan</u> a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.	

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CC	5F.9	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.	
Criterion 5G		Technical Rescue	
CC	5G.1	Given the agency's community risk assessment/standards of cover and emergency performance statements, the <u>agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives</u> for each type and level of risk of a <u>technical rescue incident(s)</u> .	
CC	5G.2	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.	
Criterion 5H		Hazardous Materials (Hazmat)	
CC	5H.1	Given the agency's community risk assessment/standards of cover and emergency performance statements, the <u>agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives</u> for each type and magnitude of <u>hazardous materials incident(s)</u> .	
	5H.2	The agency complies with all aspects of <u>applicable hazardous material regulations</u> such as annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.	
CC	5H.3	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.	
Criterion 5I		Aviation Rescue and Fire Fighting Services	
CC	5I.1	Given the agency's community risk assessment/standards of cover and emergency performance statements, <u>the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus and equipment deployment objectives</u> for each type and magnitude of <u>aviation incident</u> .	
CC	5I.2	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.	
Criterion 5J		Marine and Shipboard Rescue and Fire Fighting Services	
CC	5J.1	Given the agency's community risk assessment/standards of cover and emergency performance statements, the <u>agency meets its staffing, response time, station(s), extinguishing agency requirements, apparatus and equipment deployment objectives</u> for each type and magnitude of <u>marine and shipboard incident</u> .	

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CC	5J.2	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.	
Criterion 5K		Wildland Fire Services	
CC	5K.1	Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment <u>deployment objectives</u> for each type and magnitude of <u>wildland fire services incident</u> .	
	5K.2	The agency <u>has developed</u> a wildland risk assessment including: a fuel management plan, a fire adapted communities plan, and an inspection and code enforcement program.	
CC	5K.3	The agency conducts a <u>formal and documented program appraisal, at least annually</u> , to determine the impact, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.	
Category VI – Physical Resources			
Criterion 6A		Physical Resources	
	6A.1	The development, <u>construction or purchase of physical resources is consistent</u> with the agency's goals and strategic plan.	
CC	6A.2	The governing body, administration, and staff <u>are involved in the planning for physical facilities</u> .	
Criterion 6B		Fixed Facilities	
	6B.1	Each function or program has <u>adequate facilities and storage space</u> . (e.g., operations, prevention, training, support services, and administration).	
	6B.2	Buildings and outbuildings are <u>clean and in good repair</u> , and the surrounding grounds are well kept. <u>Maintenance</u> is conducted in a systematic and <u>planned manner</u> .	
CC	6B.3	<u>Facilities comply with federal, state/provincial and local codes and regulations at the time of construction; required upgrades for safety are identified and, where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).</u>	
Criterion 6C		Apparatus, Vehicles, and Maintenance	
CC	6C.1	<u>Apparatus and vehicle types are appropriate for the functions served (e.g., operations, staff support services, specialized services and administration).</u>	
	6C.2	A current <u>replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial standards, vehicle condition, department needs and requirements.</u>	
	6C.3	A <u>process exists</u> for writing apparatus and vehicle replacement specifications <u>with employee input</u> .	

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Criterion 6D		Apparatus Maintenance	
CC	6D.1	An apparatus maintenance program is established.	
	6D.2	The maintenance and repair <u>facility has adequate space</u> and is equipped with appropriate tools.	
	6D.3	The program is <u>adequately staffed, supervised, trained and certified</u> to meet the agency's needs.	
	6D.4	The <u>reserve vehicle fleet is adequate</u> , or a documented contingency plan is in place for when an apparatus must be taken out of service.	
CC	6D.5	The <u>inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus</u> are well established and meets the needs of the agency.	
Criterion 6E		Tools, Supplies, and Small Equipment	
	6E.1	Tools and equipment are distributed appropriately, are in adequate quantities and meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.).	
	6E.2	Tool and equipment <u>replacement is scheduled</u> , budgeted and implemented, and is adequate to <u>meet the agency's needs</u> .	
CC	6E.3	Equipment <u>maintenance, testing and inspections</u> are conducted by <u>qualified personnel</u>, following manufacturer's recommended schedules.	
	6E.4	<u>Inventory control and maintenance tracking systems</u> are in place and current.	
	6E.5	Supplies and materials allocation is based on established objectives and <u>appropriate to meet the operational needs of the specific functional area or program</u> (e.g., fire suppression, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.	
Criterion 6F		Safety Equipment	
CC	6F.1	<u>Safety equipment is identified and distributed</u> to appropriate personnel.	
	6F.2	Distributed <u>safety equipment is adequate</u> for the functions performed.	
	6F.3	Safety equipment replacement is <u>scheduled, budgeted and implemented, and adequate to meet the agency's needs</u> .	
	6F.4	Safety equipment <u>maintenance, testing and inspections</u> are conducted by <u>trained and qualified personnel</u> , and appropriate records are kept.	
	6F.5	Safety equipment <u>inventory control and maintenance tracking system</u> are in place and current.	
Category VII – Human Resources			
Criterion 7A		Human Resources Administration	
CC	7A.1	A human resources manager is <u>designated</u>.	
	7A.2	The human resources program has <u>adequate staffing to accomplish the human resources administrative functions</u> .	

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	7A.3	<u>Policies are established</u> to direct the human resources administrative practices in accordance with local, state/provincial and federal requirements. The policies are reviewed annually and updated as needed.	
Criterion 7B		Recruitment, Selection, Retention and Promotion	
	7B.1	A mechanism is in place to <u>identify and announce potential entry-level, lateral, and promotional positions</u>	
	7B.2	The agency's administration and its <u>members are part of the recruiting process.</u>	
CC	7B.3	<u>Processes and screening/qualifying devices</u> used for recruitment and selection of initial, lateral, and promotional candidates are job-related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.	
	7B.4	The agency's workforce composition is <u>reflective of the service area demographics</u> , or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.	
	7B.5	A <u>new-member orientation program</u> is in place.	
CC	7B.6	<u>A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.</u>	
	7B.7	The agency has an employee/member <u>recognition program.</u>	
	7B.8	The agency's working conditions and environment <u>accommodate diverse and qualified applicants</u> and retains a tenured workforce that is reflective of the community.	
	7B.9	The agency <u>conducts exit interviews, periodic employee surveys or other mechanisms</u> to acquire feedback for improving policies and procedures.	
	7B.10	The agency <u>conducts workforce assessments</u> and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.	
Criterion 7C		Personnel Policies and Procedures	
CC	7C.1	<u>Personnel policies, procedures, and rules are current, documented and communicated</u> to all personnel.	
CC	7C.2	The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.	
	7C.3	A <u>corrective actions system</u> , which ensures accountability, is in place.	
CC	7C.4	<u>An internal ethics and conflict of interest policy is published and communicated to employees/members.</u>	
	7C.5	An employee/member <u>grievance/complaint process</u> is published and <u>communicated</u> to employees/members.	

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Criterion 7D		Use of Human Resources	
CC	7D.1	<u>A position classification system and a process by which jobs are audited and modified are in place.</u>	
	7D.2	<u>Current documented job descriptions exist</u> for all positions, and incumbent personnel have input into revisions.	
	7D.3	A <u>personnel appraisal system</u> is in place.	
	7D.4	The agency has a policy or program for <u>receiving employee/member input or suggestions.</u>	
	7D.5	<u>Career and professional development programs are in place</u> for all members and encourage the pursuit of professional credentialing.	
	7D.6	The agency has a <u>succession plan</u> that incorporates mentoring.	
Criterion 7E		Personnel Compensation	
CC	7E.1	<u>Rates of pay and compensation are published and available to all employees/members.</u>	
	7E.2	Member <u>benefits</u> are defined, published, and communicated to all employees/members.	
Category VIII - Training & Competency			
Criterion 8A		Training and Education Program Requirements	
CC	8A.1	<u>The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.</u>	
	8A.2	The agency's training program is consistent with the mission statement, <u>goals and objectives</u> , and helps the agency meet those goals and objectives.	
	8A.3	The <u>training program</u> is consistent with <u>legal requirements</u> for mandatory training.	
	8A.4	The agency <u>identifies minimum levels of training and education required</u> for all positions in the organization.	
Criterion 8B		Training and Education Program Performance	
	8B.1	A process is in place to ensure that personnel are appropriately trained.	
	8B.2	The agency provides a training schedule that meets the organization's needs.	
CC	8B.3	<u>The agency evaluates individual and crew performance through validated and documented performance-based measurements.</u>	
	8B.4	The agency analyzes student evaluations to determine reliability of training conducted.	
	8B.5	The agency maintains a training records management system that meets its needs.	
CC	8B.6	<u>The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.</u>	

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Criterion 8C		Training and Education Resources	
CC	8C.1	<u>Facilities and apparatus are provided</u> to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.	
CC	8C.2	The agency has access to <u>instructional personnel</u>, within the organization or from identified external resources, with <u>teaching qualifications and expertise to meet its needs</u>.	
	8C.3	<u>Instructional materials are current</u> , easily accessible, and support the training program's stated objectives.	
	8C.4	The agency has a <u>process</u> for purchasing, developing or modifying existing curriculum to meet its needs.	
	8C.5	Equipment utilized for training is adequately maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.	
	8C.6	The agency maintains a <u>current inventory</u> of all training <u>equipment and resources</u> .	
	8C.7	A selection <u>process is in place</u> for training and educational <u>resource materials</u> .	
CC	8C.8	<u>Training materials are evaluated, at least annually</u>, to reflect current practices and meet the needs of the agency.	
Category IX - Essential Resources			
Criterion 9A		Water Supply	
CC	9A.1	The agency <u>establishes minimum fire flow requirements</u> for new development in accordance with nationally and/or internationally recognized standards and includes this information in the fire risk evaluation and pre-incident planning process.	
CC	9A.2	An <u>adequate and reliable water supply</u> is available for firefighting purposes for identified risks. The identified water supply sources are adequate in volume and pressure, based on nationally and/or internationally recognized standards, to control and extinguish fires.	
	9A.3	The agency has a contact list on file and maintains <u>regular contact with the managers of public and private water systems</u> to stay informed about available water supplies.	
	9A.4	The agency <u>maintains copies of current water supply sources and annually reviews fire hydrant maps</u> for its service area to ensure they are accurate.	
	9A.5	<u>Fire hydrant adequacy and placement</u> are based on nationally and/or internationally recognized standards and reflect the hazards of the response area.	
	9A.6	Public fire hydrants are <u>inspected, tested, maintained, visible and accessible</u> in accordance with nationally and/or internationally recognized standards. The agency's fire protection-related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.	

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	9A.7	The agency identifies, plans and trains for the possibility of a <u>water supply system failure</u> , including fire hydrants with insufficient capacity and areas where fire hydrants are unavailable or inaccessible	
	9A.8	The agency has operational procedures in place outlining the available water supply and <u>reviews those procedures as part of their documented review policy</u> .	
Criterion 9B		Communication Systems	
CC	9B.1	A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.	
	9B.2	The emergency communications system is <u>capable of receiving automatic and/or manual</u> early warning and other <u>emergency reporting signals</u> .	
	9B.3	The agency's communications center(s) is/are adequately equipped and <u>designed</u> (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).	
	9B.4	The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and tested and has automatic backup capability.	
	9B.5	<u>Adequate numbers of fire or emergency telecommunicators, supervisors and management personnel</u> are on duty to handle the anticipated call volume.	
	9B.6	A <u>maintenance program</u> is in place with regularly scheduled and documented system tests.	
	9B.7	The agency has established <u>time-based performance objectives for alarm handling</u> . These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements and/or memorandums of agreement and are reviewed at least annually to ensure time-based performance objectives are met.	
	9B.8	<u>Communications training programs</u> for emergency telecommunicators and emergency response personnel ensure adequate, timely, and reliable agency emergency response.	
	9B.9	The <u>interoperability of the communications system is documented, tested and evaluated</u> . The agency has processes in place to provide for interoperability with other public safety agencies in the field including portable, mobile and fixed communications systems, tools and equipment.	
	9B.10	The dispatch process utilizes a <u>formal and recognized emergency medical dispatch (EMD) system</u> that allows for <u>pre-arrival instructions</u> and adequate triaging of medical calls for service.	
	9B.11	The agency has a documented and tested system in place for the <u>notification and recall of off-duty agency personnel and telecommunicators</u> for unplanned, large-scale incidents.	
	9B.12	The agency has a <u>documented plan, which is reviewed and tested annually</u> , to ensure continuity in communicating during any partial or total disruption or failure of a communications system or facility.	

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CC	9B.13	<u>A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications systems and their impact of meeting the agency's goals and objectives.</u>	
Criterion 9C		Administrative Support Services and Office Systems	
CC	9C.1	<u>The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately managed.</u>	
	9C.2	Public reception, public information, and electronic communications components support the customer service needs of the agency.	
CC	9C.3	<u>Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.</u>	
	9C.4	Public records are <u>maintained, available and disposed of</u> in accordance with local, state/provincial and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.	
Criterion 9D		Information Technology	
CC	9D.1	<u>Hardware, software and IT personnel are appropriate for the agency's size, function, complexity and mission.</u>	
	9D.2	<u>Software systems are integrated, and policies are in place</u> addressing data governance, data accuracy and data analysis.	
	9D.3	A <u>comprehensive technology plan</u> is in place to update, evaluate and procure hardware and software.	
	9D.4	A <u>cybersecurity policy</u> is in place to protect the integrity of the infrastructure, including networks, programs and devices, from unauthorized access that could disrupt essential services.	
Category X - External Systems Relationships			
Criterion 10A		External Agency Relationships	
CC	10A.1	<u>The agency develops and maintains external relationships that support its mission, operations, and/or cost-effectiveness.</u>	
	10A.2	The agency's strategic plan identifies relationships with external agencies/systems and outlines a process to identify any impact or benefit to the agency's mission, operations or cost-effectiveness.	
	10A.3	The agency researches, evaluates and considers all types of functional relationships that may aid in the achievement of its goals and objectives.	
	10A.4	A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.	
Criterion 10B		External Agency Agreements	
CC	10B.1	External agency agreements are <u>reviewed every three years</u> and revised as necessary to meet objectives.	
	10B.2	The agency has a <u>process to manage, review and, if needed, revise</u> agreements.	

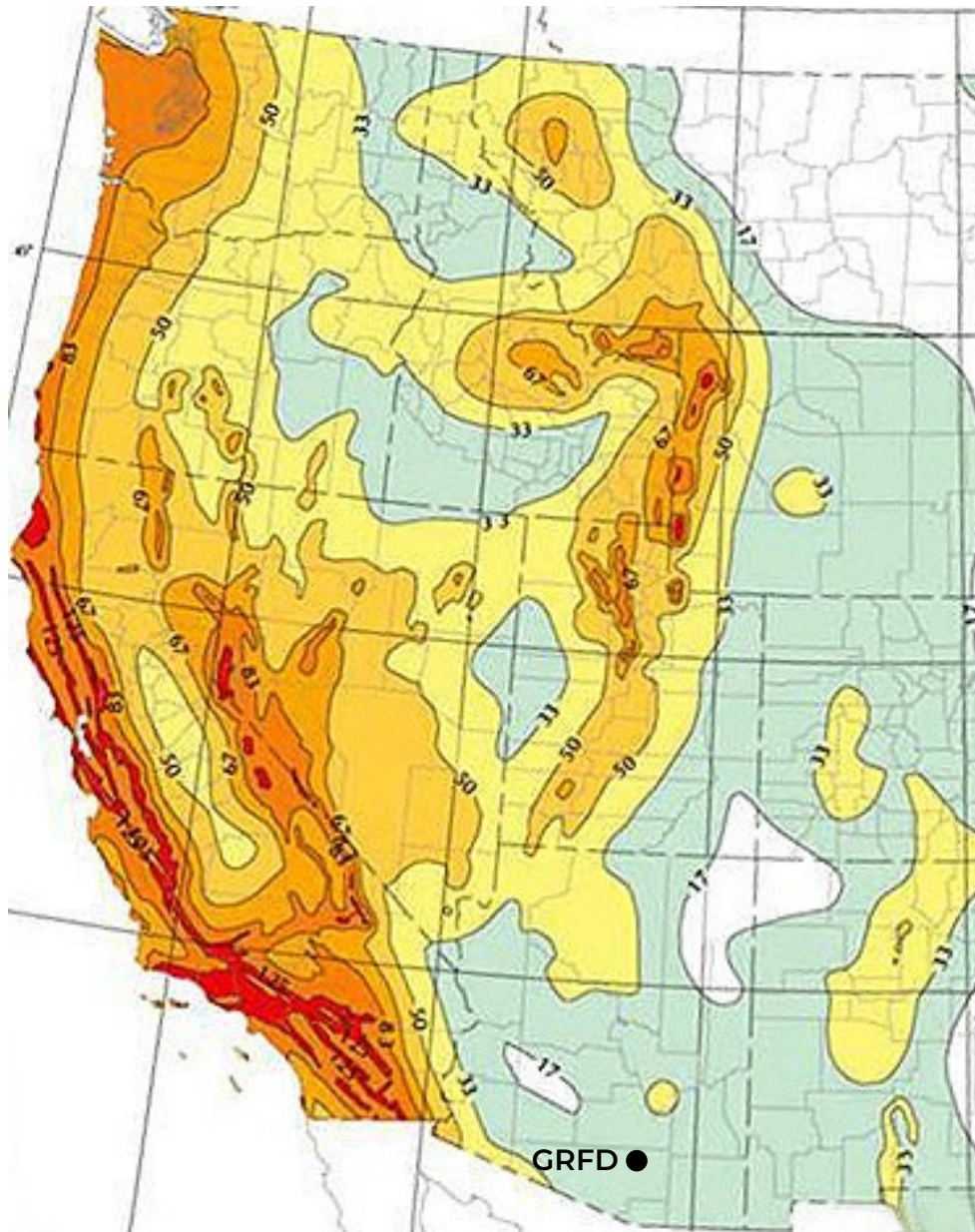
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	10B.3	The agency <u>evaluates external agency performance annually</u> to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.	
Category XI - Health & Safety			
Criterion 11A		Occupational Health, Safety and Risk Management	
	11A.1	A <u>specific person or persons are assigned responsibility</u> for implementing the occupational health, safety and risk management programs.	
	11A.2	The agency has <u>policies and procedures</u> for reporting, evaluating, addressing and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.	
	11A.3	The agency documents steps taken to implement <u>risk reduction and address identified workplace hazards</u> .	
	11A.4	The agency has <u>established and communicated procedures and guidelines</u> for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. Guidelines should include an improvement of practices process.	
CC	11A.5	The agency's <u>occupational health and safety training program</u> instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, processes, procedures or equipment are introduced. It provides instructions on operations and hazards specific to the agency.	
	11A.6	The agency uses <u>near miss-reporting</u> to elevate the level of situational awareness in an effort <u>to teach and share lessons learned</u> from events that, could have resulted in a fatality, injury, or property damage.	
	11A.7	The agency has a <u>process in place to investigate and document accidents, injuries, legal actions, etc., to determine root cause</u> . The agency's information management system supports this process.	
	11A.8	The agency incorporates <u>risk management practices</u> to increase the level of <u>decision making</u> and the ability to identify unsafe conditions and practices during emergency operations.	
	11A.9	The agency <u>has adopted a comprehensive program to address direct- and cross-contamination of clothing, personal protective equipment, other equipment, apparatus and fixed facilities</u> .	
	11A.10	The agency <u>collects and maintains exposure records</u> in accordance with local laws, regulations and/or current research.	
	11A.11	The agency has <u>established procedures to ensure effective and qualified deployment</u> of an Incident Safety Officer to all risk events.	
	11A.12	The agency <u>establishes and consistently follows procedures for maintaining accountability</u> of all personnel operating at all risk events.	
Criterion 11B		Wellness/Fitness Programs	
CC	11B.1	The agency <u>provides for initial, regular, and rehabilitative medical, and fitness evaluations</u>.	
	11B.2	The agency <u>provides personnel with access to fitness facilities and equipment</u> .	

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	11B.3	The agency makes available wellness/fitness training to all employees/members.	
	11B.4	The agency <u>provides an employee/member assistance program</u> with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources.	
	11B.5	The agency <u>provides for cancer and behavioral health screenings and a cardiac assessment.</u>	
CC	11B.6	A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.	

Appendix 1.1 Seismic Hazard Map

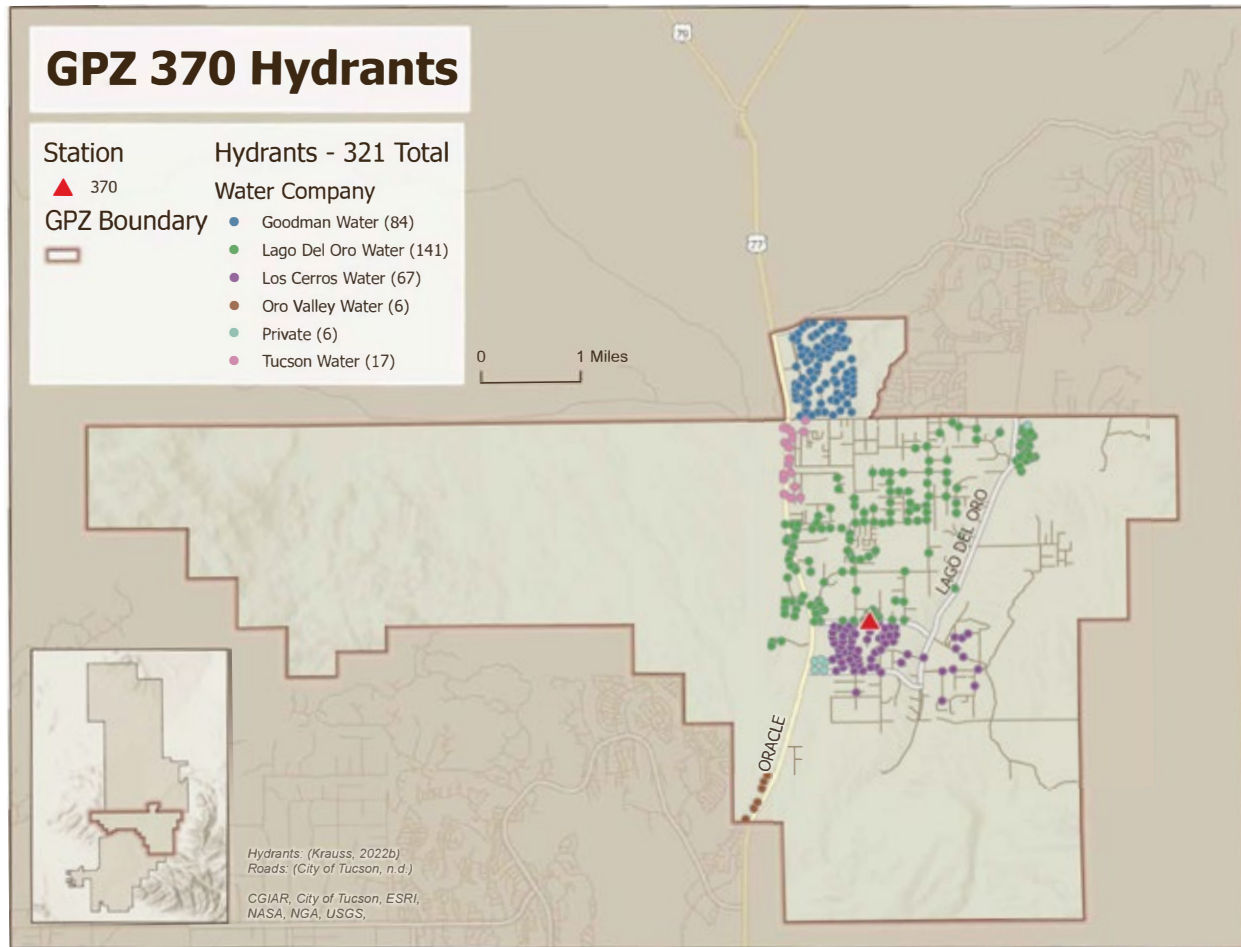


Source: U.S. Geological Survey

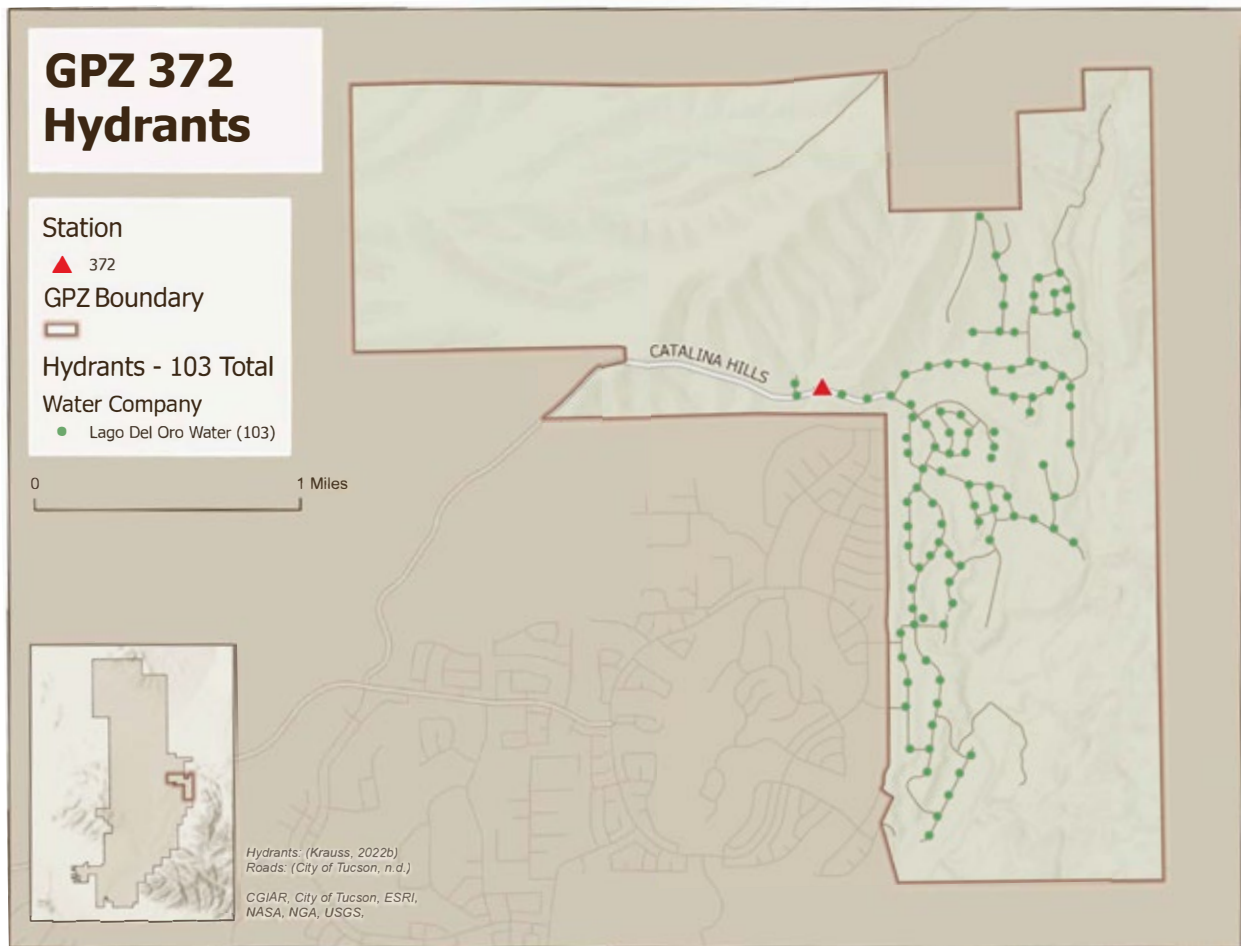
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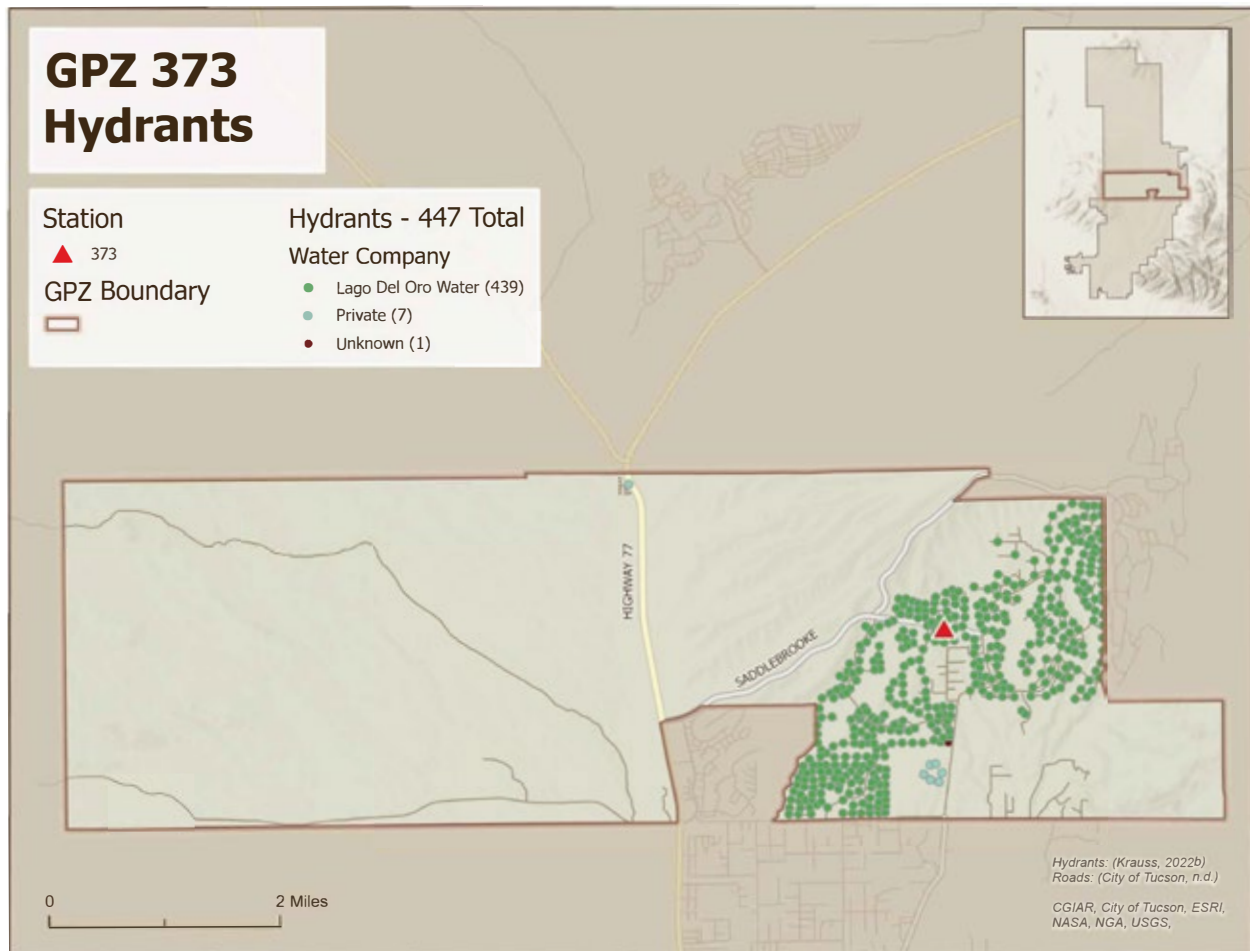
Appendix 1.2 Hydrant Maps



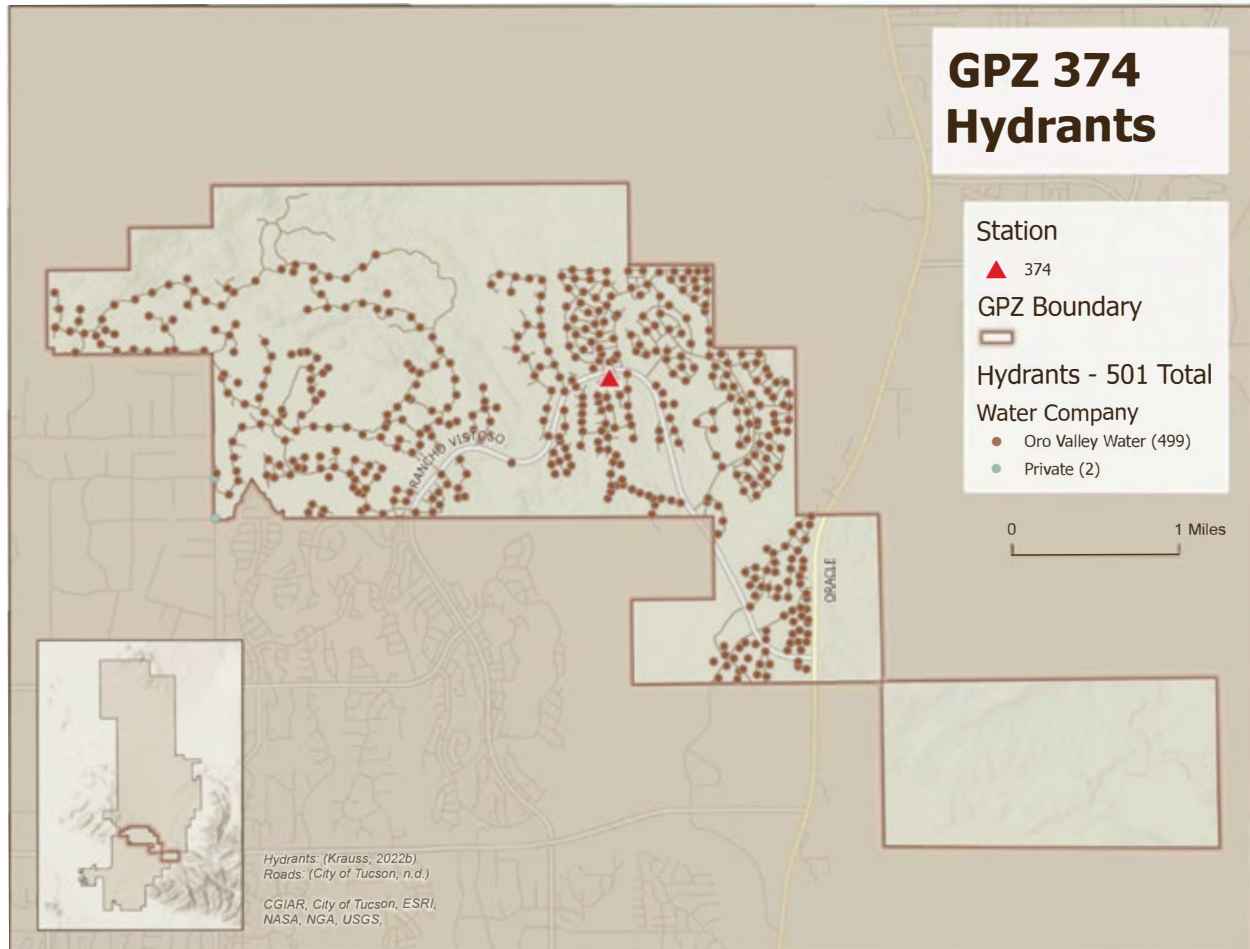
Appendix 1.2 Hydrant Maps



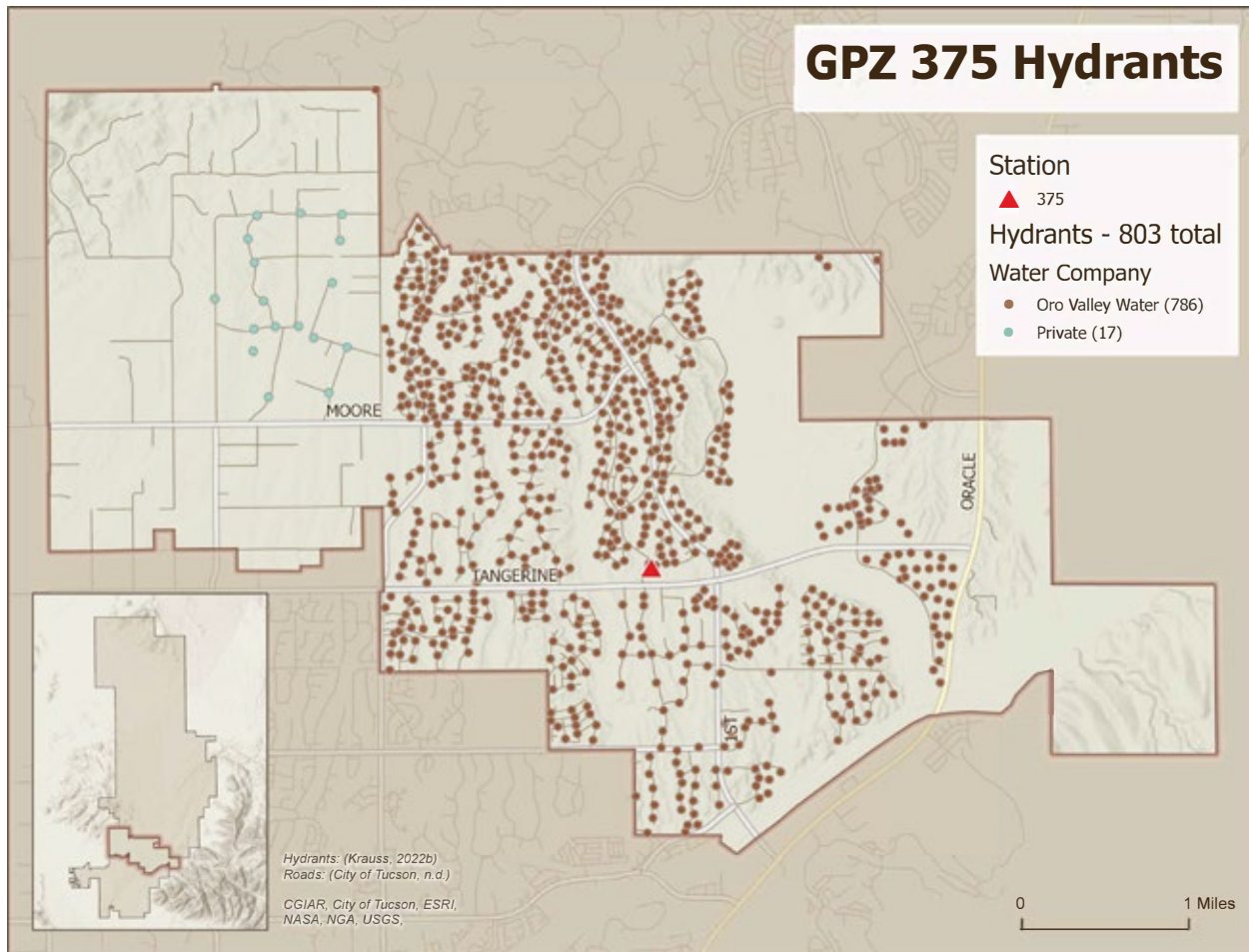
Appendix 1.2 Hydrant Maps



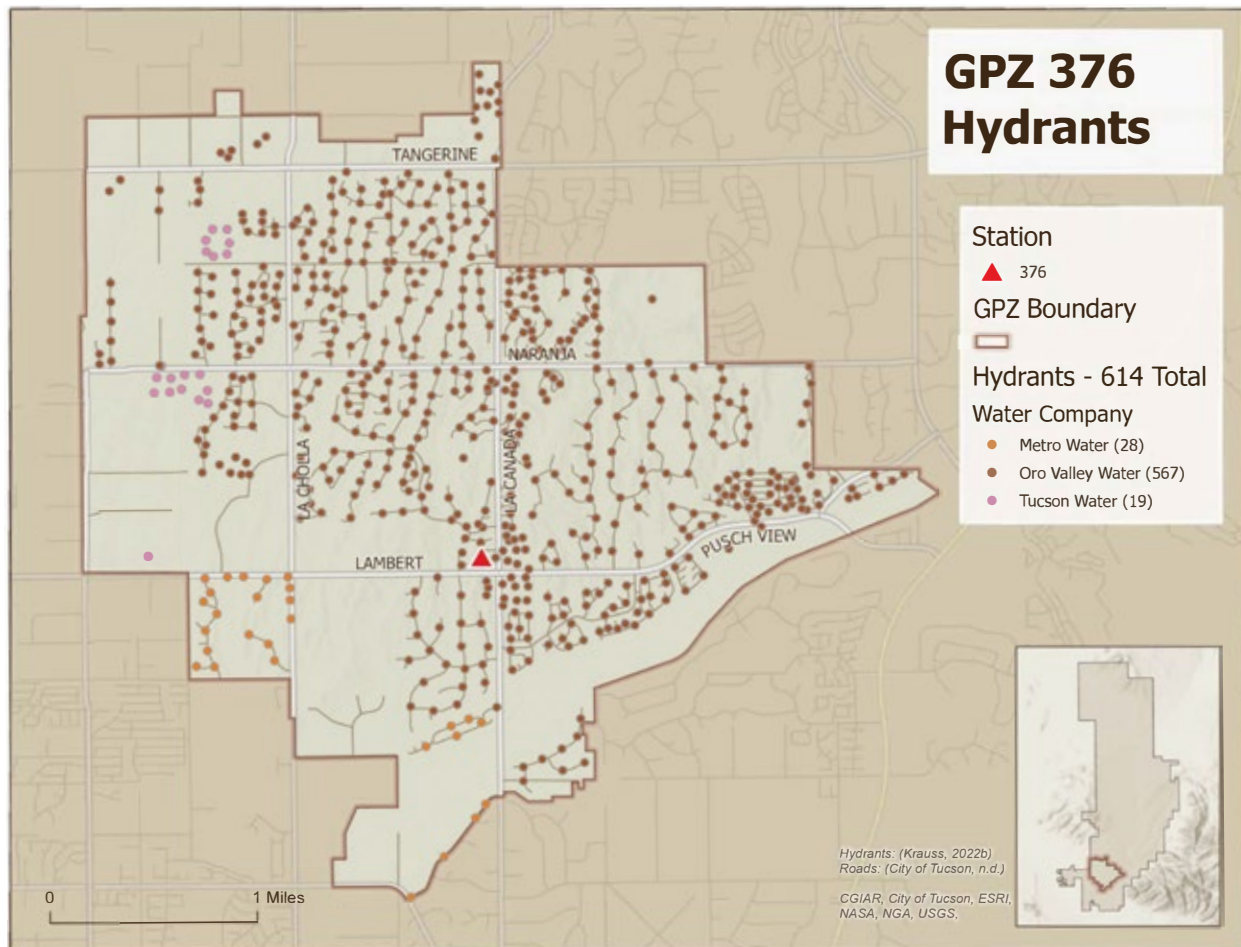
Appendix 1.2 Hydrant Maps



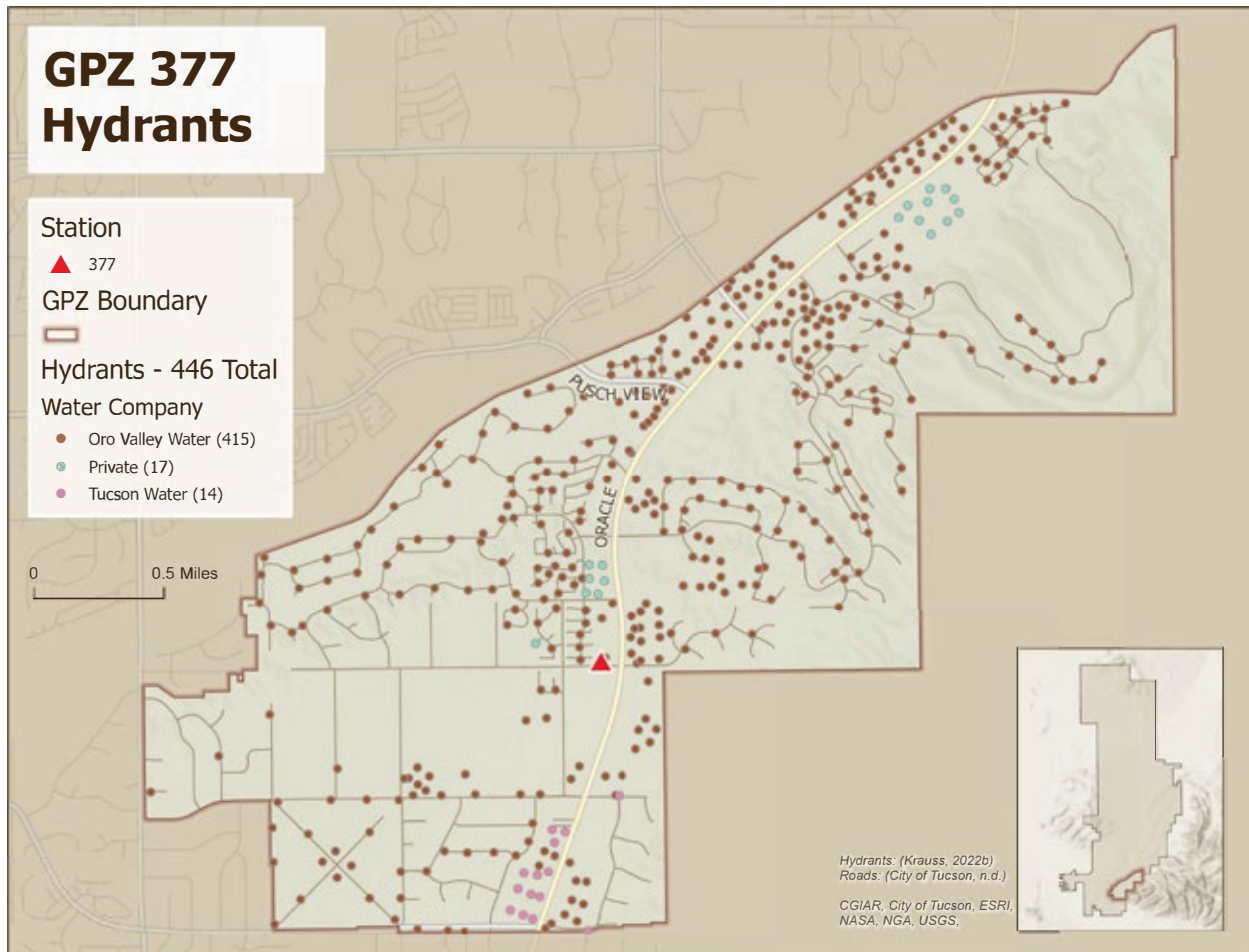
Appendix 1.2 Hydrant Maps



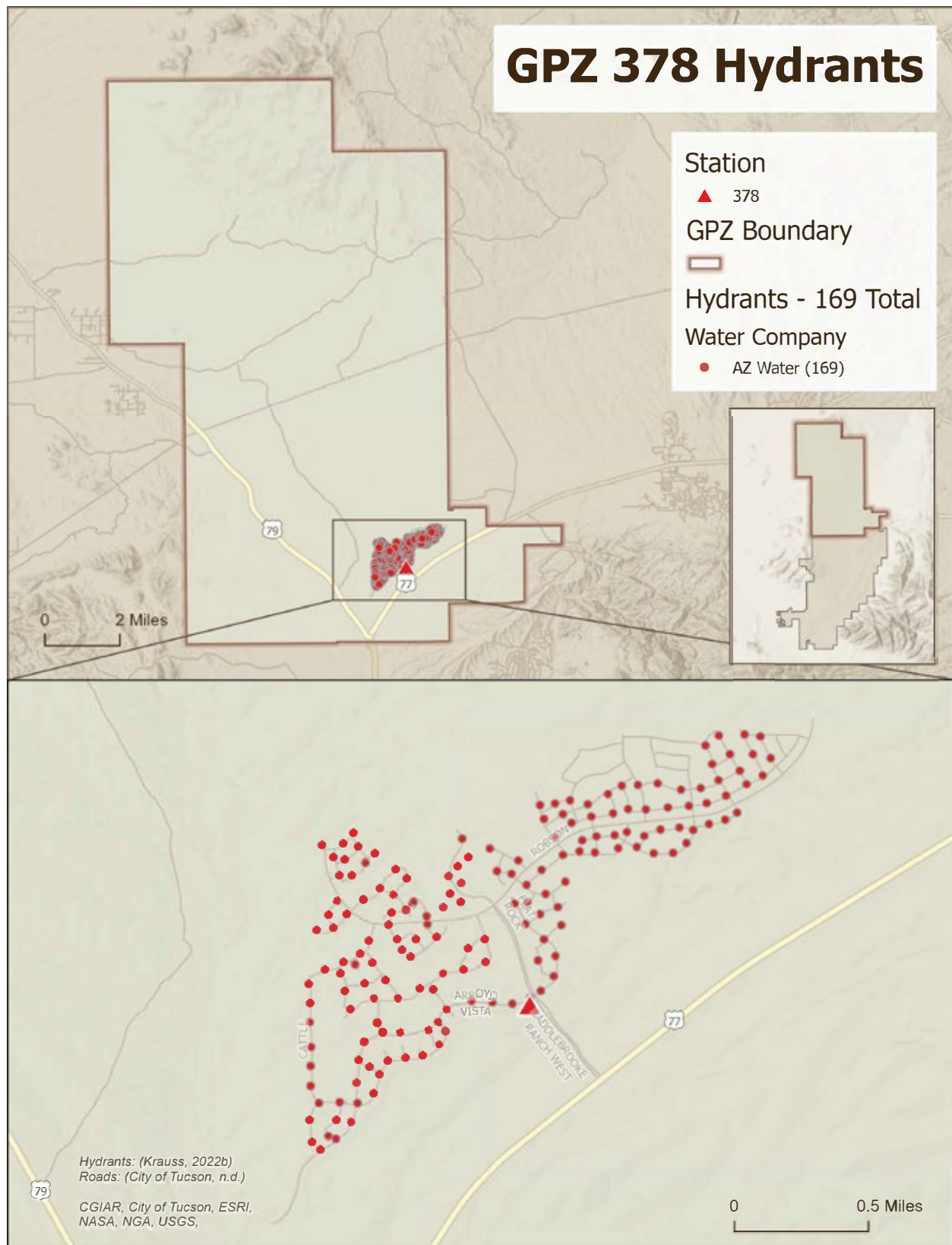
Appendix 1.2 Hydrant Maps



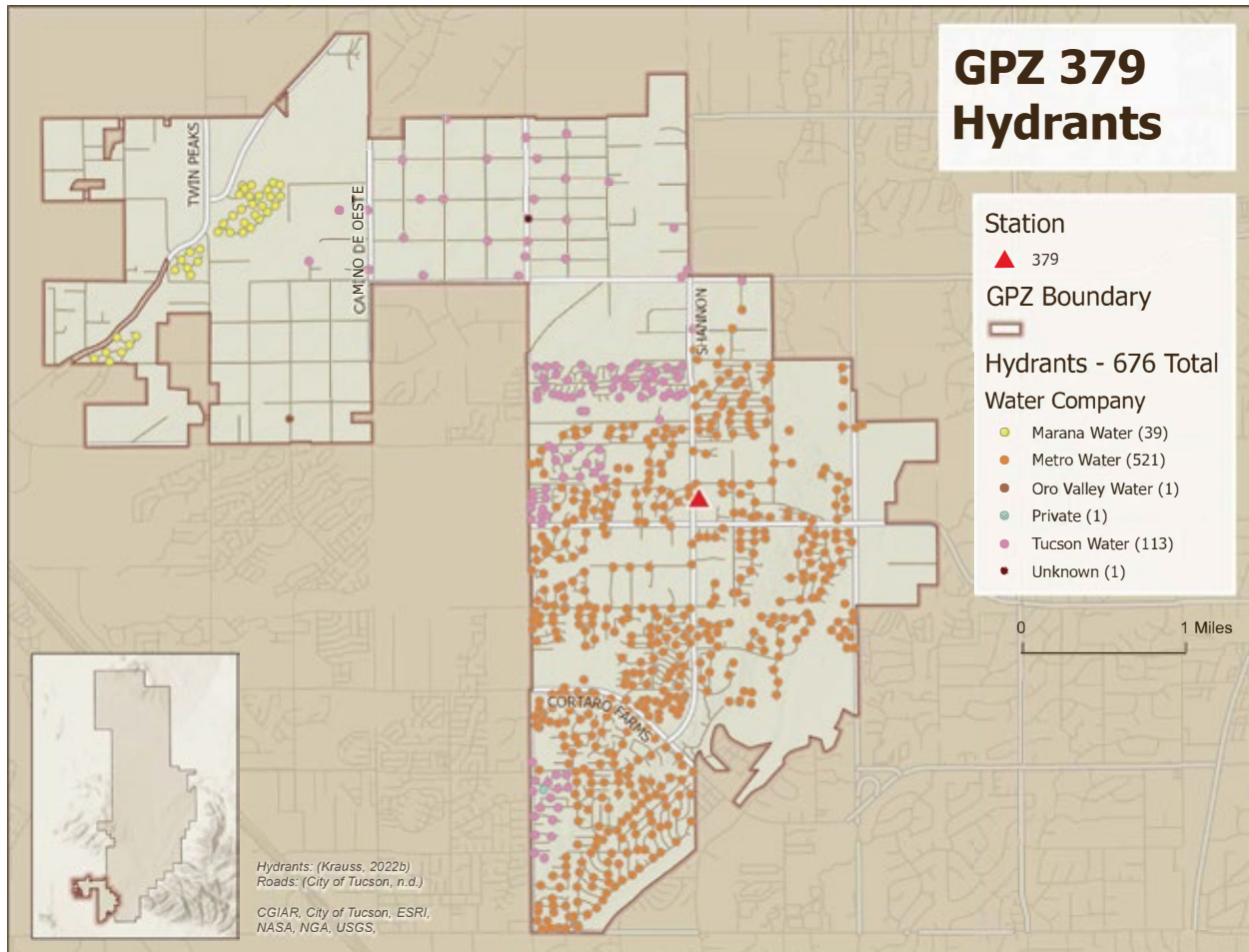
Appendix 1.2 Hydrant Maps



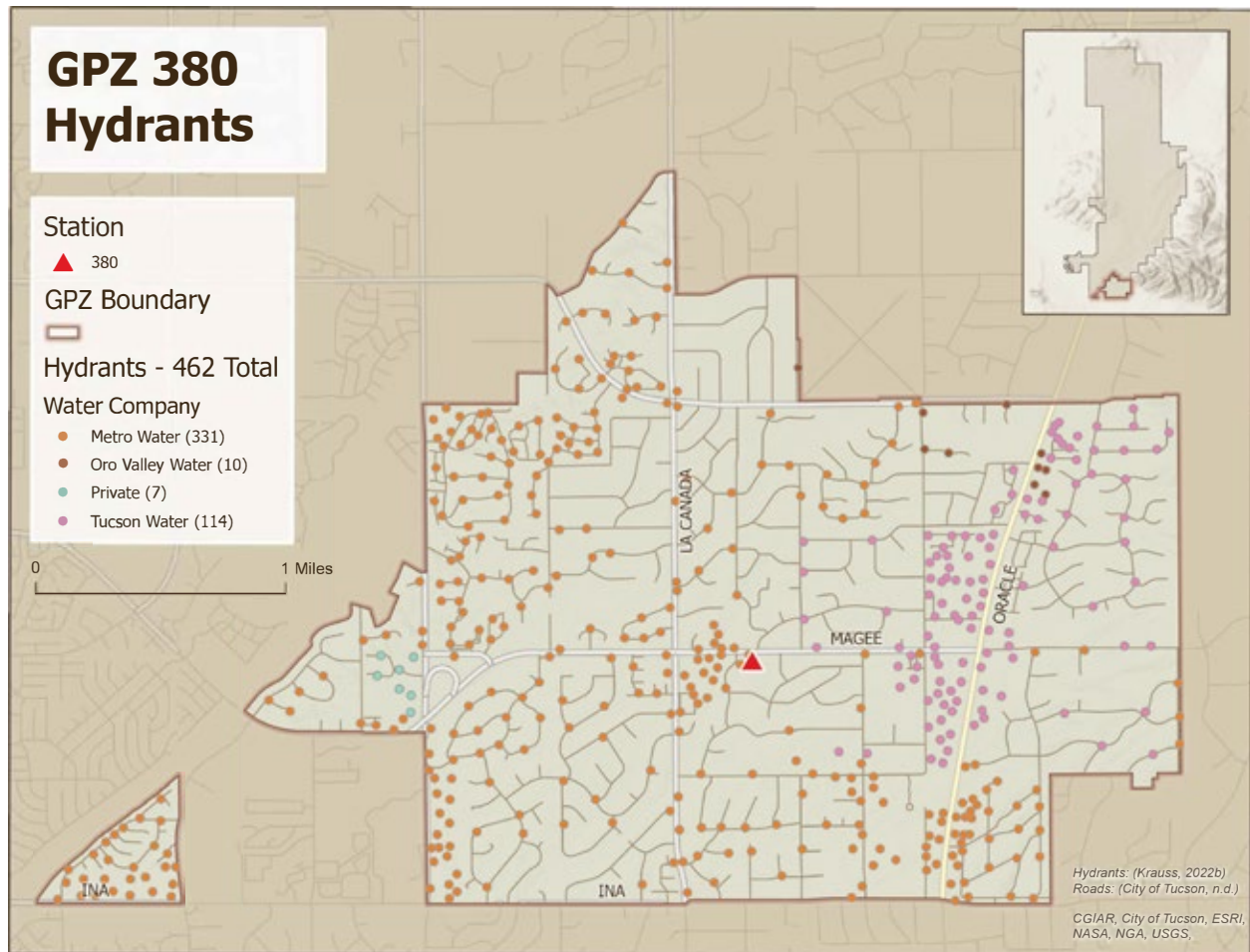
Appendix 1.2 Hydrant Maps

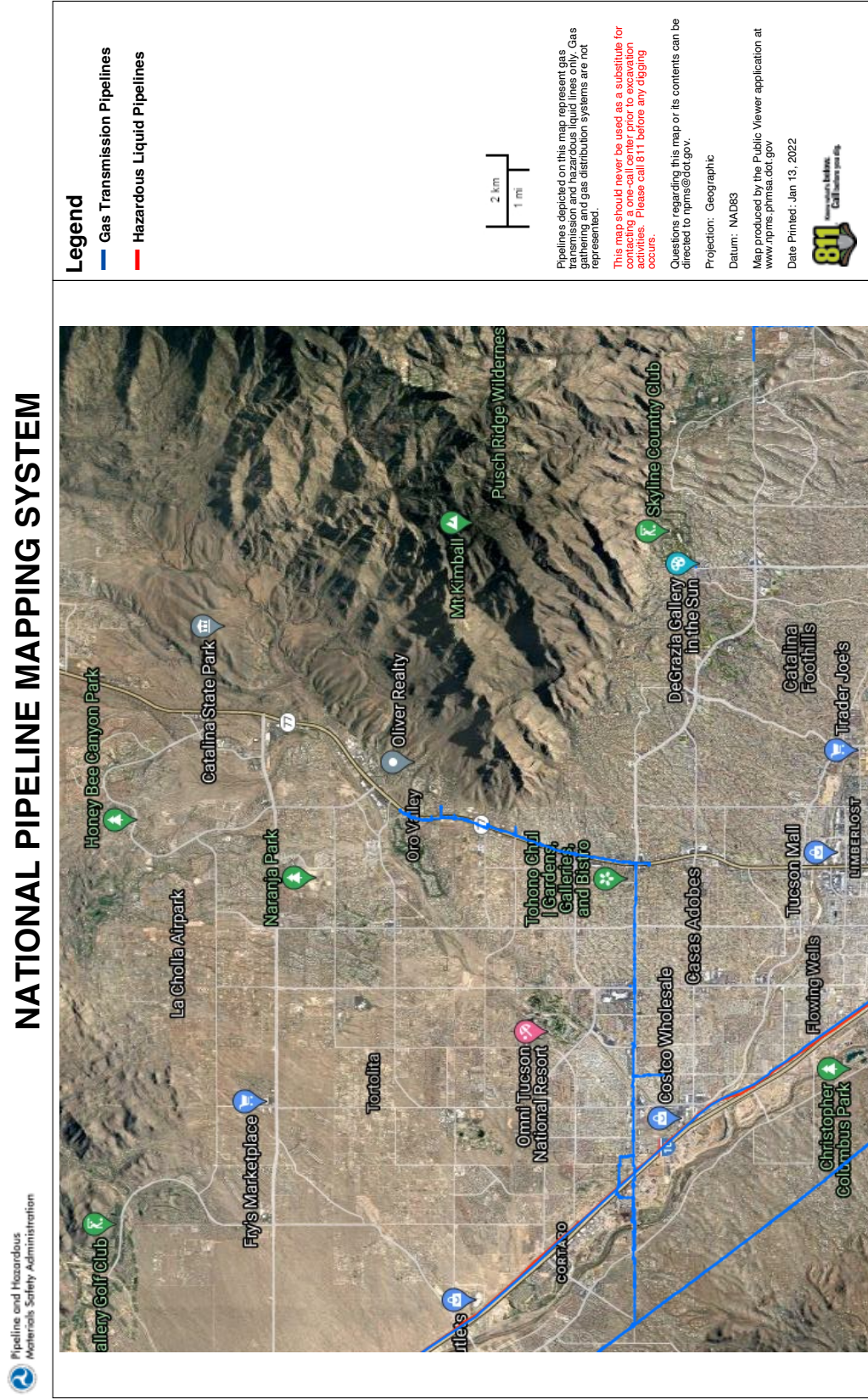


Appendix 1.2 Hydrant Maps

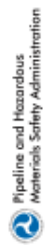


Appendix 1.2 Hydrant Maps

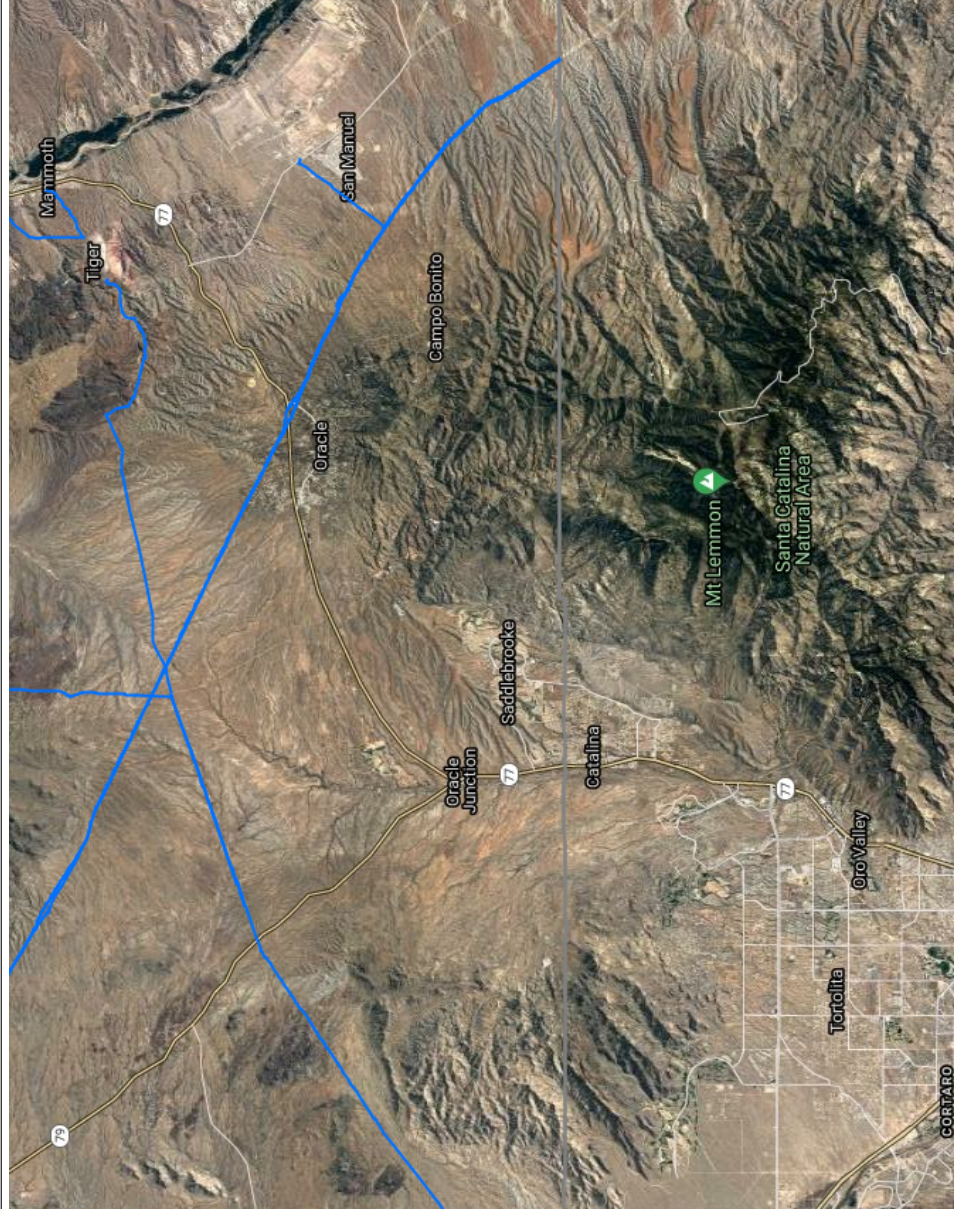




Appendix 1.3 Arterial Line Locations – North Battalion



NATIONAL PIPELINE MAPPING SYSTEM



Legend

- Gas Transmission Pipelines
- Hazardous Liquid Pipelines
- County Boundaries



Pipelines depicted on this map represent gas transmission and hazardous liquid lines only. Gas gathering and gas distribution systems are not represented.

This map should never be used as a substitute for contacting a one-call center prior to excavation activities. Please call 811 before any digging occurs.

Questions regarding this map or its contents can be directed to ripmsa@dot.gov.

Projection: Geographic

Datum: NAD83

Map produced by the Public Viewer application at www.ripms.phmsa.dot.gov

Date Printed: Jan 13, 2022



Appendix 2.1 Certificate of Necessity

ARIZONA DEPARTMENT OF HEALTH SERVICES

STATE OF ARIZONA

} ss

County of Maricopa

CERTIFICATE NO. - 56 -

DOCKET NO. EMS 00538

THE ARIZONA DEPARTMENT OF HEALTH SERVICES has found, under the authority of A.R.S. § 36-2232 et seq and Pursuant to Department of Health Services rules, that public necessity requires the operation of

GOLDER RANCH FIRE DISTRICT

as a ground ALS and BLS ambulance service in the State of Arizona for the transportation of individuals who are sick, injured, wounded or otherwise incapacitated or helpless within the following service area, with the following central operations station and response times:

1. Service Area:

The Golder Ranch Fire District and

T12S, R14E, Section 4 and 5. T11S, R14E, Section 1 thru 11, Western half of Section 12, Section 14 thru 23, Section 26 thru 34. T11S, R13E, Section 1, 2, 11 thru 14, Southern half of Section 15, Section 23 thru 25, Section 26 with the exception of the Southeast Quarter Section, the Southern half of Section 35 and Section 36. T10S, R14E, Section 1 thru 36. T10S, R15E, Section 6, Western half of Section 5, Section 7, Western half of Section 8, Section 18, Western Half of Section 17. T10S, R13E, Section 1 thru 3, Section 10 thru 15, Section 22 thru 27, Section 34 thru 36. The Northwestern boundary would then extend Northwest in a straight line from the intersection of T10S, R13E, Sections 3, 4, 9, and 10, to the intersection of T8S, R11E, Sections 14, 15, 23, and 24. The Northern boundary would extend in a straight line from the intersection of T8S, R11E, Sections 14, 15, 23 and 24 to the intersection of SR 79 and Freeman Road (Mile Post 111.7). The Northern Boundary would continue Easterly along the Southern half of Freeman Road approximately 20 miles to the intersection of Freeman Road and White Head Well Road. The Northern boundary would then continue South along White Head Well Road to the midpoint

Now, therefore, by virtue of the authority vested in the Arizona department of Health Services, under the constitution and laws of the State of Arizona, does hereby grant this

RENEWAL

CERTIFICATE OF NECESSITY

authorizing the operation of the aforesaid ambulance service for a period ending July 31, 2025 unless for cause sooner amended, suspended, revoked or terminated subject to the decisions and orders, and rules of the Department.

PROVIDED, that this certificate shall not be assigned nor transferred unless authorized by the Arizona Department of Health Services.



BY THE ORDER OF THE ARIZONA DEPARTMENT OF HEALTH SERVICES, IN WITNESS WHEREOF, I DON HERRINGTON, the Interim Director of the Arizona Department of Health Services, have hereunto set my hand and caused the official seal of the Arizona Department of Health Services to be affixed at Phoenix, Arizona on June 7, 2022.

R. J. Herrington
DIRECTOR'S DESIGNEE

Appendix 2.1 Certificate of Necessity

ARIZONA DEPARTMENT OF HEALTH SERVICES

STATE OF ARIZONA

} ss

County of Maricopa

CERTIFICATE NO. - 56 -DOCKET NO. EMS 00538**Service Area Continued:**

of the Northern Section line of T7S, R14E, Section 2, then continue East along the Northern Boundary of Section 2 and 1 of the T7S, R14E. The Eastern boundary would continue in a straight line South from the Northeast corner of T7S, R14E, Section 1 to the Southeast corner of T9S, R14E, Section 36, crossing SR77 at Mile Post 97.

2. Legal Address: Tucson, Arizona (3885 E. Golder Ranch Drive).

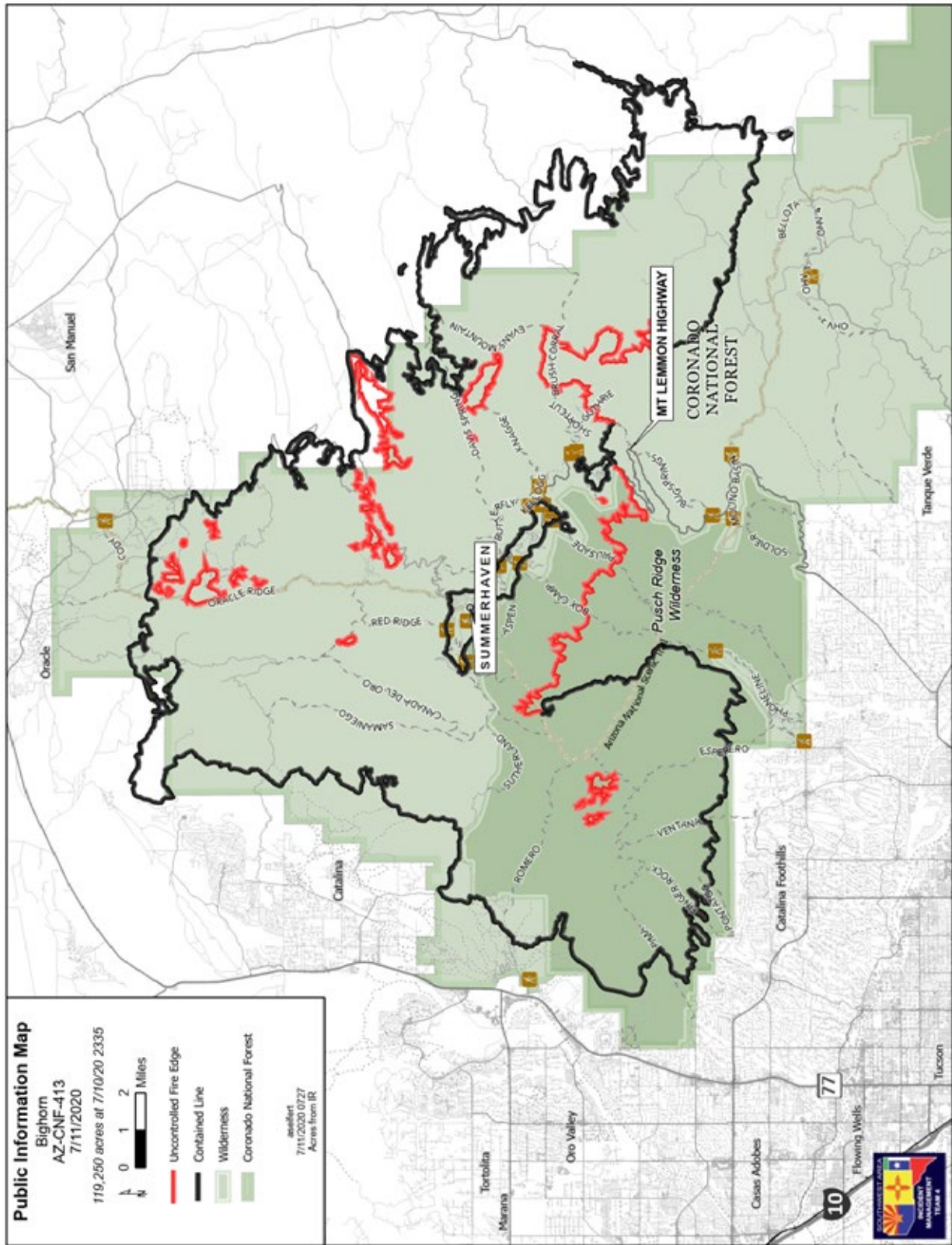
3. Response Times:

- a. Ten (10) minutes on Seventy-Five (75) percent of all emergency ambulance responses.
- b. Fifteen (15) minutes on Eighty-Five (85) percent of all emergency ambulance responses.
- c. Twenty (20) minutes on Ninety (90) percent of all emergency ambulance responses.
- d. Thirty (30) minutes on Ninety-Five (95) percent of all emergency ambulance responses.
- e. Sixty (60) minutes on Ninety-Nine (99) percent of all emergency ambulance responses.

CERTIFICATE OF NECESSITY

(CONTINUATION PAGE ONE)EXPIRES July 31, 2025

Appendix 3.1 Bighorn Fire Map



Appendix 3.2 RAFTER Risk Calculator – Commercial Occupancies

Directions: This is only a calculator. Do not save. Just write down scores on your hard-copy sheet and close this without saving. Transfer all scoring to the survey provided for each building. Only enter x's in the boxes for scoring. You will not be able to enter any other information.

RAFTER Score			
RAFTER Risk Factor			
Inspection Cycle			

Life Hazard	
<input type="checkbox"/>	High Life Hazard (>100 occupants, >10 people unable to evacuate due to illness or disability, other high life hazard situations)
<input type="checkbox"/>	Medium Life Hazard (25-99 occupants or <10 occupants unable to evacuate due to illness or disability)
<input type="checkbox"/>	Low Life Hazard (Less than 25 occupants)

Building Usage	
<input type="checkbox"/>	Industrial – commercial
<input type="checkbox"/>	Large businesses – large offices
<input type="checkbox"/>	Office – small business – retail

Community Impact	
<input type="checkbox"/>	Severe Impact (irreplaceable - historical - hospital)
<input type="checkbox"/>	Moderate Impact (high casualty - job losses - tax losses)
<input type="checkbox"/>	Minor Impact (minor casualty - family loss)

Building Construction	
<input type="checkbox"/>	Type 5 construction – combustible
<input type="checkbox"/>	Type 3 & 4 construction – limited combustible
<input type="checkbox"/>	Type 1 & 2 construction – non-combustible

Content/Fire Load	
<input type="checkbox"/>	Hazmat or explosives - rack storage - flammables
<input type="checkbox"/>	Small quantities hazmat or explosives, moderate fire loading
<input type="checkbox"/>	No special hazards or fireloading

Number of Stories	
<input type="checkbox"/>	3 or more stories (or 40 feet high or more)
<input type="checkbox"/>	2 story building
<input type="checkbox"/>	Single story building

Water Supply (within 800 feet) 2 Closest Hydrants #s	
<input type="checkbox"/>	0 or 1 hydrant (with less than 1000 GPM)
<input type="checkbox"/>	1 at 1000 GPM or over, and less than 1000 GPM
<input type="checkbox"/>	2 hydrants at 1000 GPM or over

Square Footage	
<input type="checkbox"/>	15,000 square feet or more
<input type="checkbox"/>	7,501 to 14,999 square feet
<input type="checkbox"/>	7,500 square feet or less

Building Area Calculator 150 width x # stories square footage

Closest 2 Fire Hydrant #s: Hydrant #1 Hydrant #2

Appendix 3.3 RAFTER Risk Calculator – Residential Occupancies

Directions: This is only a calculator. Do not save. Just write down scores on your hard-copy sheet and close this without saving. Transfer all scoring to the survey provided for each building. Only enter x's in the boxes for scoring. You will not be able to enter any other information.

RAFTER Score			
RAFTER Risk Factor			
Inspection Cycle			

Life Hazard	
	High Life Hazard (>100 occupants, >10 people unable to evacuate due to illness or disability, other high life hazard situations)
	Medium Life Hazard (25-99 occupants or <10 occupants unable to evacuate due to illness or disability)
	Low Life Hazard (Less than 25 occupants)

Building Usage	
	Large residential facility (Nursing home, center corridor apartments, etc)
	Medium residential facility (Garden-style apartments/hotels, residential care homes, duplexes, triplexes)
	Single-family homes

Exposure Problems	
	Severe Exposure Problems (multiple surrounding exposures closer than 10 feet, highly flammable exposures/materials)
	Moderate Exposure Problems (one building closer than 10 feet, multiple buildings 10-30 feet, etc.)
	Minor Exposure Problems (Exposures greater than 30 feet, no exposures)

Building Construction	
	Type 5 construction – combustible
	Type 3 & 4 construction – limited combustible
	Type 1 & 2 construction – non-combustible

Special Issues	
	Hoarding situation, large-scale unpermitted additions, major code violations, large scale oxygen distribution, major access problems, etc.
	Unpermitted additions, moderate code violations like blocked exits, blocked windows, minor access problems, long hose lays, etc.
	No special issues

Number of Stories	
	3 or more stories (or 40 feet high or more)
	2 story building
	Single story building

Water Supply (within 800 feet) 2 Closest Hydrants #s	
	0 or 1 hydrant (with less than 1000 GPM)
	1 at 1000 GPM or over, and less than 1000 GPM
	2 hydrants at 1000 GPM or over

Square Footage	
	5,000 square feet or more
	2,500 to 4,999 square feet
	2,499 square feet or less

Building Area Calculator 150 width x # stories square footage

Closest 2 Fire Hydrant #s: Hydrant #1 Hydrant #2

Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Goyita's	10420 N La Canada Drive	11.00	Moderate Risk
SBR Pro Shop	31280 S Amenity Drive, Oracle AZ 85623	11.00	Moderate Risk
SaddleBrooke Sales Center	60840 E Robson Circle	11.00	Moderate Risk
Coyote Golf Carts	63675 E Saddlebrooke Blvd. Suite Q	11.00	Moderate Risk
SaddleBrooke HOA #1	64335 E Saddlebrooke Blvd.	11.00	Moderate Risk
Circle K	15935 N Oracle Road	11.00	Moderate Risk
State Farm	16514 N Oracle Road	11.00	Moderate Risk
Chevron	3780 W Magee Road	11.00	Moderate Risk
Panda Express	7848 N Oracle Road	11.00	Moderate Risk
HOA 2 Admin Building	38735 S Mountain View Blvd.	11.00	Moderate Risk
Shell Gas Station	12995 N Oracle Road, Tucson, AZ 85739	11.00	Moderate Risk
Speedway Gas Station	10505 N Oracle Road, Tucson, AZ 85704	11.00	Moderate Risk
SBR Arts & Tech	31083 S Amenity Drive, Oracle, AZ 85623	11.00	Moderate Risk
La Hacienda Club	31390 S Amenity Drive, Oracle, AZ 85623	11.00	Moderate Risk
Quik Trip	11045 N Oracle Road	11.00	Moderate Risk
Vistoso Funeral home	2285 E Rancho Vistoso Blvd., Oro Valley, AZ 85755	11.00	Moderate Risk
Quik Mart	3250 W Cortaro Farms Road	11.00	Moderate Risk
Barber Shop	16065 N Oracle Road	11.00	Moderate Risk
Oro Valley Police Headquarters	11000 N La Canada Drive	12.00	Moderate Risk
Chase Bank	15314 N Oracle Road	12.00	Moderate Risk
Dentistry by Design/ Desert Life Pharmacy/Hair Salon/Coyote Golf Carts	63675 E Saddlebrooke Blvd. Suite M	12.00	Moderate Risk
SBR ED's Dogs	31510 S Amenity Drive, Oracle, AZ	12.00	Moderate Risk

Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Ridgeview Physical Therapy	63717 E Saddlebrooke Blvd.	12.00	Moderate Risk
Sgt. Kernel's Popcorn & Cafe	1530 N Oracle Road #148	12.00	Moderate Risk
Vantage West Credit Union	550 W Magee Road	12.00	Moderate Risk
Desert Springs Baptist Church	10425 N Thornydale Road, Tucson, AZ 85742	12.00	Moderate Risk
Kindercare	10455 N La Canada Drive	12.00	Moderate Risk
Fry's Fuel	10510 N La Canada Drive	12.00	Moderate Risk
Jerry Bobs	10550 N La Canada Drive	12.00	Moderate Risk
Sun Cleaners	12995 N Oracle Road #171	12.00	Moderate Risk
Hughes Federal Credit Union	7970 N Thornydale Road, Tucson, AZ 85741	12.00	Moderate Risk
McDonald's	15895 N Oracle Road	12.00	Moderate Risk
Arby's	16338 N Oracle Road	12.00	Moderate Risk
Jerry Bobs	16639 N Oracle Road	12.00	Moderate Risk
SaddleBrooke HOA #2 Golf Maintenance Yard	38752 S Sandcrest Drive	12.00	Moderate Risk
Sonic	7940 N Thornydale Road	12.00	Moderate Risk
The Persian Room	9290 N Thornydale Road #100, Marana, AZ 85745	12.00	Moderate Risk
Goodwill	10540 N La Canada Drive	12.00	Moderate Risk
Vistoso Automotive	12945 N Oracle Road	12.00	Moderate Risk
Grace Community Church	9755 N La Cholla Blvd., Tucson, AZ 85742	12.00	Moderate Risk
Minit Market/Gas Station	63715 E Saddlebrooke Blvd.	12.00	Moderate Risk
Vistoso Community Church	1200 E Rancho Vistoso Blvd.	12.00	Moderate Risk
Alive Church	9662 N La Cholla Blvd., Tucson, AZ 85742	12.00	Moderate Risk
Michelangelo's Bottega	420 W Magee Road	12.00	Moderate Risk
Adair Funeral Home	8090 N Northern Ave.	12.00	Moderate Risk
U.S. Post Office	16141 N Oracle Road	12.00	Moderate Risk

Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Pottery Fiesta	16181 N Oracle Road	12.00	Moderate Risk
Sammy's Mexican Grill	16502 N Oracle Road	12.00	Moderate Risk
Lupe's	35480 Highway 77	12.00	Moderate Risk
SaddleBrooke HOA2 Golf Maintenance	38752 S Sandcrest Drive	12.00	Moderate Risk
Community Church of Saddle Brooke	36768 S Aaron Lane	12.00	Moderate Risk
Mountain Shadow Presbyterian Church	3201 E Mountain Shadow Drive	12.00	Moderate Risk
Vista de la Montana Church	3001 E Mira Vista Lane	12.00	Moderate Risk
Gaslight Music Hall	13005 N Oracle Road	12.00	Moderate Risk
Mi Tierra	16238 N Oracle Road	12.00	Moderate Risk
Canyon Del Oro Assembly of God - Church	2950 W Lambert Lane	12.00	Moderate Risk
Latter Day Saints Church	55 W Woodburne Ave.	12.00	Moderate Risk
St. Andrew's Presbyterian Church	7575 N Paseo del Norte	12.00	Moderate Risk
St. Elizabeth Ann Seton	8650 N Shannon Road, Tucson, AZ 85742	12.00	Moderate Risk
Mountain View Plaza	1171 E Rancho Vistoso Blvd.	13.00	High Risk
Sunny Side Up Cafe	15800 N Oracle Road	13.00	High Risk
Impact	15920 N Oracle Road	13.00	High Risk
Sonoran ENT	2506 E Vistoso Commerce Loop, Oro Valley, AZ 85737	13.00	High Risk
Radiology Ltd	2551 E Vistoso Commerce Loop, Oro Valley, AZ 85755	13.00	High Risk
Brake MAX	10529 N Oracle Road	13.00	High Risk
Ace Hardware	10560 N La Canada Drive	13.00	High Risk
Arbico	10831 N Mavinee, Tucson, AZ 85737	13.00	High Risk
Merles	10861 N Mavinee, Tucson, AZ 85737	13.00	High Risk
Mend Therapeutic Massage Strip Mall	15930 N Oracle Road	13.00	High Risk

Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Hardin Brothers Automotive	16255 N Oracle Road	13.00	High Risk
Miles Label Company	2300 E Vistoso Commerce Loop, Oro Valley, AZ 85755	13.00	High Risk
Dunn Edwards	9610 N Oracle Road	13.00	High Risk
O'Reilly Auto Parts	16329 N Oracle Road	13.00	High Risk
Ranchers supply	15771 N Oracle Road	13.00	High Risk
SBR Clubhouse	31143 S Amenity Drive, Oracle AZ 85623	13.00	High Risk
First Inspection Services	35481 Highway 77, Saddlebrooke, AZ 85739	13.00	High Risk
SBR Golf Maintenance Shop	61877 E Robson Circle, Oracle AZ 85623	13.00	High Risk
Saddlebrooke Preserve Golf Course Maint.	66130 E Peregrine Place, Tucson, AZ 85739	13.00	High Risk
Painted Sky Elementary School	12620 N Woodburne Ave.	13.00	High Risk
Basis Oro Valley K-5	11129 N Oracle Road	13.00	High Risk
Basis High School Oro Valley	11155 N Oracle Road	13.00	High Risk
Oro Valley Church of the Nazarene	500 W Calle Concordia	13.00	High Risk
Saint Odelia Church	7570 N Paseo Del Norte	13.00	High Risk
Harelson Elementary School	826 W Chapala Drive, Tucson, AZ 85704	13.00	High Risk
Cross Middle School	1000 W Chapala Drive, Tucson, AZ 85704	13.00	High Risk
Church of Jesus Christ Latter Day Saints	939 W Chapala Drive, Tucson, AZ 85704	13.00	High Risk
Walgreen's	10405 N La Canada Drive	14.00	High Risk
Valero	15240 N Oracle Road	14.00	High Risk
Sun City Cart Barn	1565 E Rancho Vistoso Blvd.	14.00	High Risk
Bashas'	15310 N Oracle Road	14.00	High Risk
Omni Legends	2727 W Club Drive, Tucson, AZ 85742	14.00	High Risk

Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Bashas'	8360 N Thornydale Road, Tucson, AZ 85741	14.00	High Risk
Safeway	12122 N Rancho Vistoso Blvd.	14.00	High Risk
Century Theater	12155 N Oracle Road	14.00	High Risk
Oracle Junction Mobile Park	35590 S Highway 77, Oracle Junction, AZ 85739	15.00	High Risk
Brookdale Oro Valley	10175 N Oracle Road	15.00	High Risk
Fry's	10450 N La Canada Drive	15.00	High Risk
Tractor Supply Co.	15884 N Oracle Road	16.00	High Risk
Dollar General (Catalina)	16355 N Oracle Road	16.00	High Risk
Saddlebrooke Ranch Clubhouse	31143 S Amenity Drive, Oracle, AZ 85623	16.00	High Risk
SBHOA2 Preserve Clubhouse	66567 E Catalina Hills Drive, Tucson, AZ 85739	16.00	High Risk
Catalina Inn	15691 N Oracle Road	17.00	High Risk
Canyons at Linda Vista Trail	9750 N Oracle Road, Tucson, AZ 85704	17.00	High Risk
Encantada Apartments at Steam Pump	11177 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Rock Ridge Apartments	10333 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Fairfield Inn Suites	10150 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Holiday Inn Express	11075 N Oracle Road	17.00	High Risk
Overlook Apartments	8851 N Oracle Road, Tucson, AZ 85704	17.00	High Risk
Home Depot	10855 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Sigma Technologies	10960 N Stallard Place, Tucson, AZ 85737	17.00	High Risk
Honeywell	11100 N Oracle Road, Tucson, AZ, 85737	19.00	Maximum Risk
Sierra Tucson	39580 S Lago Del Oro Pkwy., Tucson, AZ 85739	20.00	Maximum Risk
El Conquistador	10000 N Oracle Road, Tucson, AZ	20.00	Maximum Risk

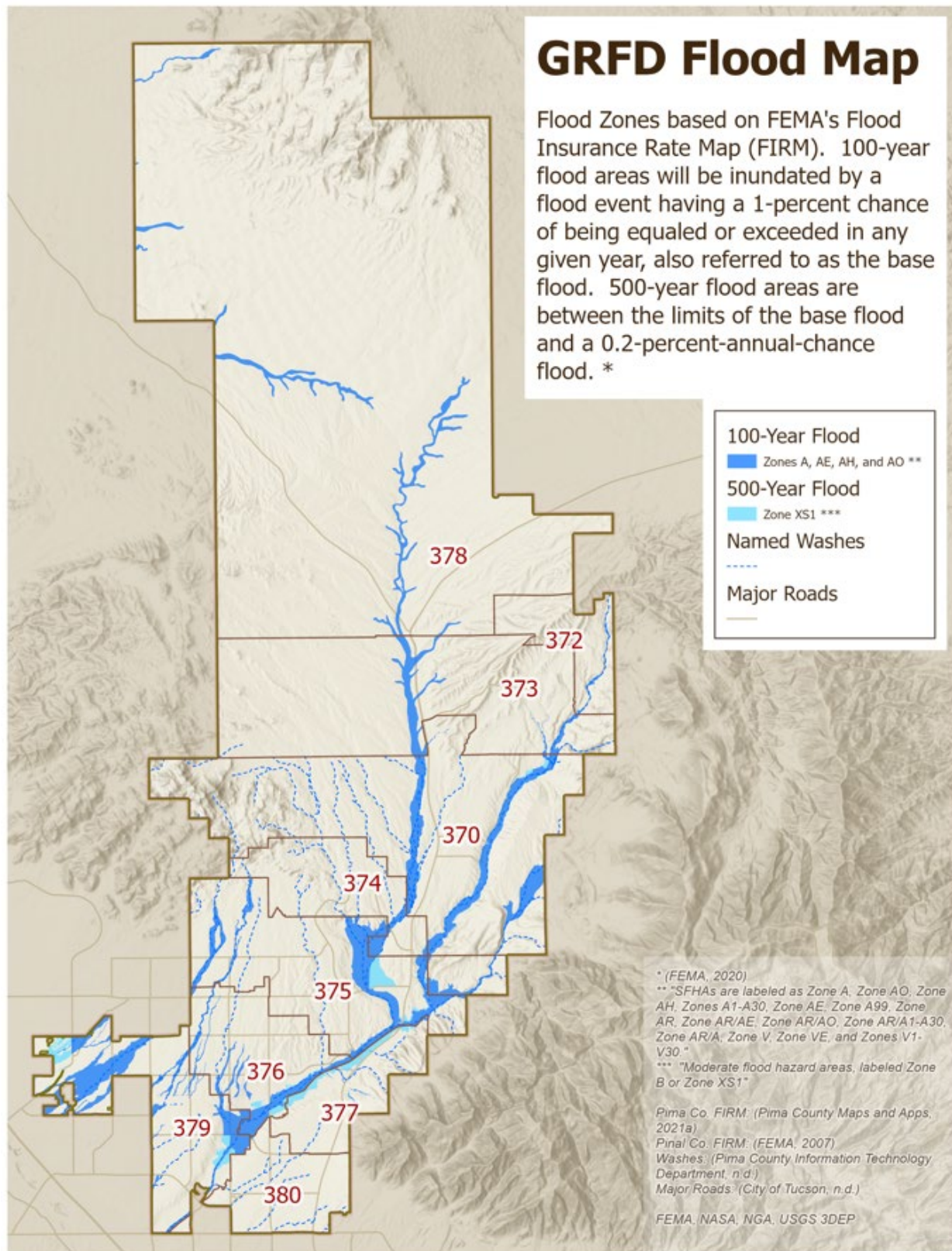
Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Copper Health	1119 E Rancho Vistoso Blvd., Oro Valley, AZ 85755	20.00	Maximum Risk
Oro Valley Hospital	1551 E Tangerine Road	20.00	Maximum Risk
Desert Fairwinds	10701 N La Reserve	21.00	Maximum Risk
Quail Park	9005 N Oracle Road, Tucson, AZ 85704	21.00	Maximum Risk
Catalina Springs Memory Care	9685 N Oracle Road, Tucson, AZ 85704	21.00	Maximum Risk
Splendido	13500 N Ranch Vistoso Blvd., Oro Valley, AZ 85755	21.00	Maximum Risk
Mountain View Retirement	7900 N La Canada Drive	21.00	Maximum Risk
Mountain View Care Center	1313 W Magee Road	21.00	Maximum Risk
La Canada Care Center	7970 N La Canada Drive	22.00	Maximum Risk

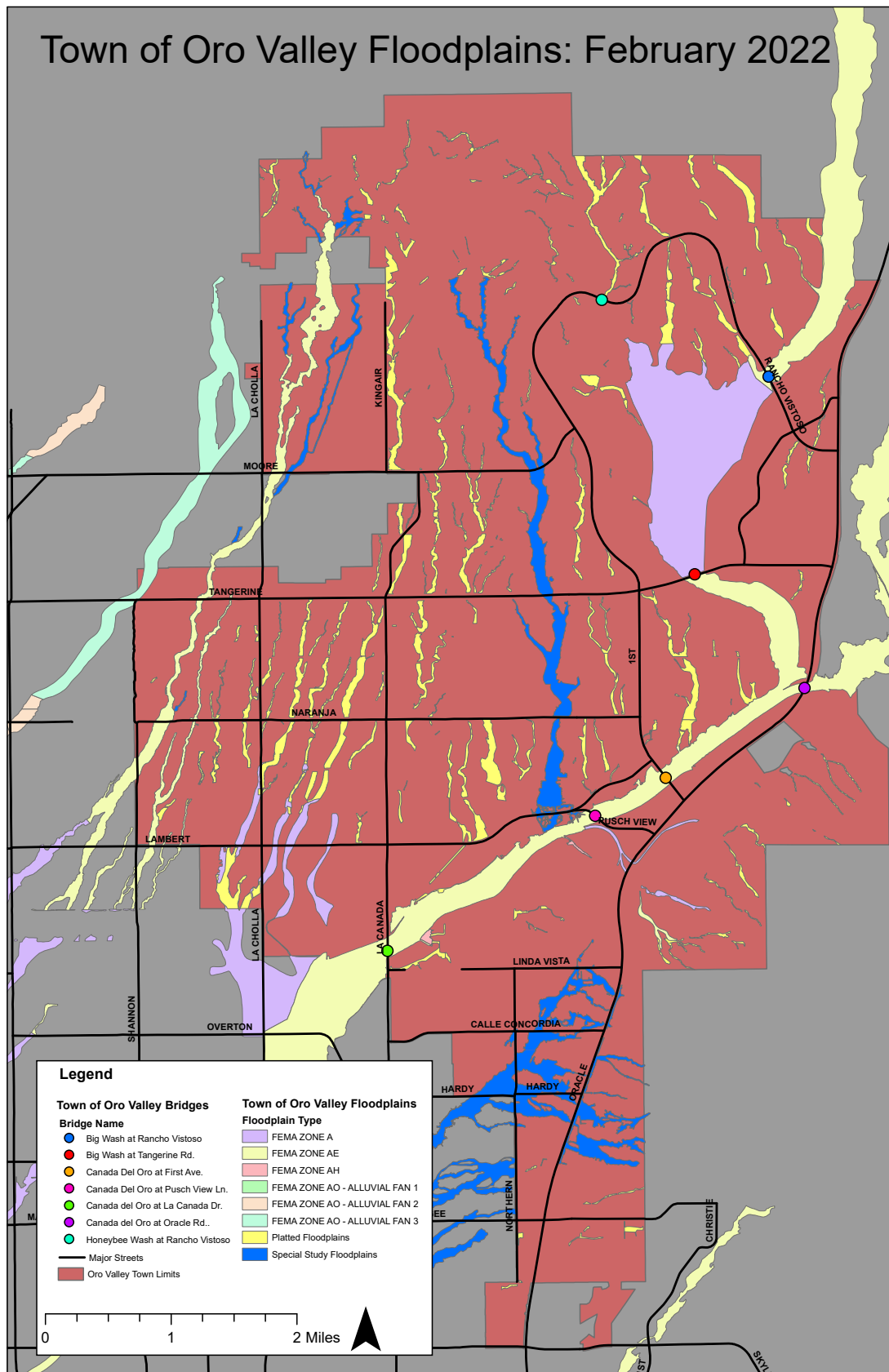
Appendix 3.5 Profile Risk Index Scoring Matrix

	Probability 30%	Severity 30%	Speed of Onset 20%	Spatial Extent 10%	Duration 10%	TOTAL SCORE
Wildland/Urban Interface Fire						
Score 1-10	6	8	6	7	6	
Weighted Score	1.8	2.4	1.2	0.7	0.6	6.7
Flood Event (large area and/or bridge loss splitting district)						
Score 1-10	5	9	3	8	8	
Weighted Score	1.5	2.7	0.6	0.8	0.8	6.4
Terrorism Event						
Score 1-10	1	10	10	3	5	
Weighted Score	0.3	3	2	0.3	0.5	6.1
Active Shooter						
Score 1-10	2	8	10	3	5	
Weighted Score	0.6	2.4	2	0.3	0.5	5.8
Districtwide Extended Blackout/Internet Outage						
Score 1-10	2	9	10	10	9	
Weighted Score	0.6	2.7	2	1	0.9	7.2
Large-Scale Hazmat Incident						
Score 1-10	3	4	10	3	4	
Weighted Score	0.9	1.2	2	0.3	0.4	4.8

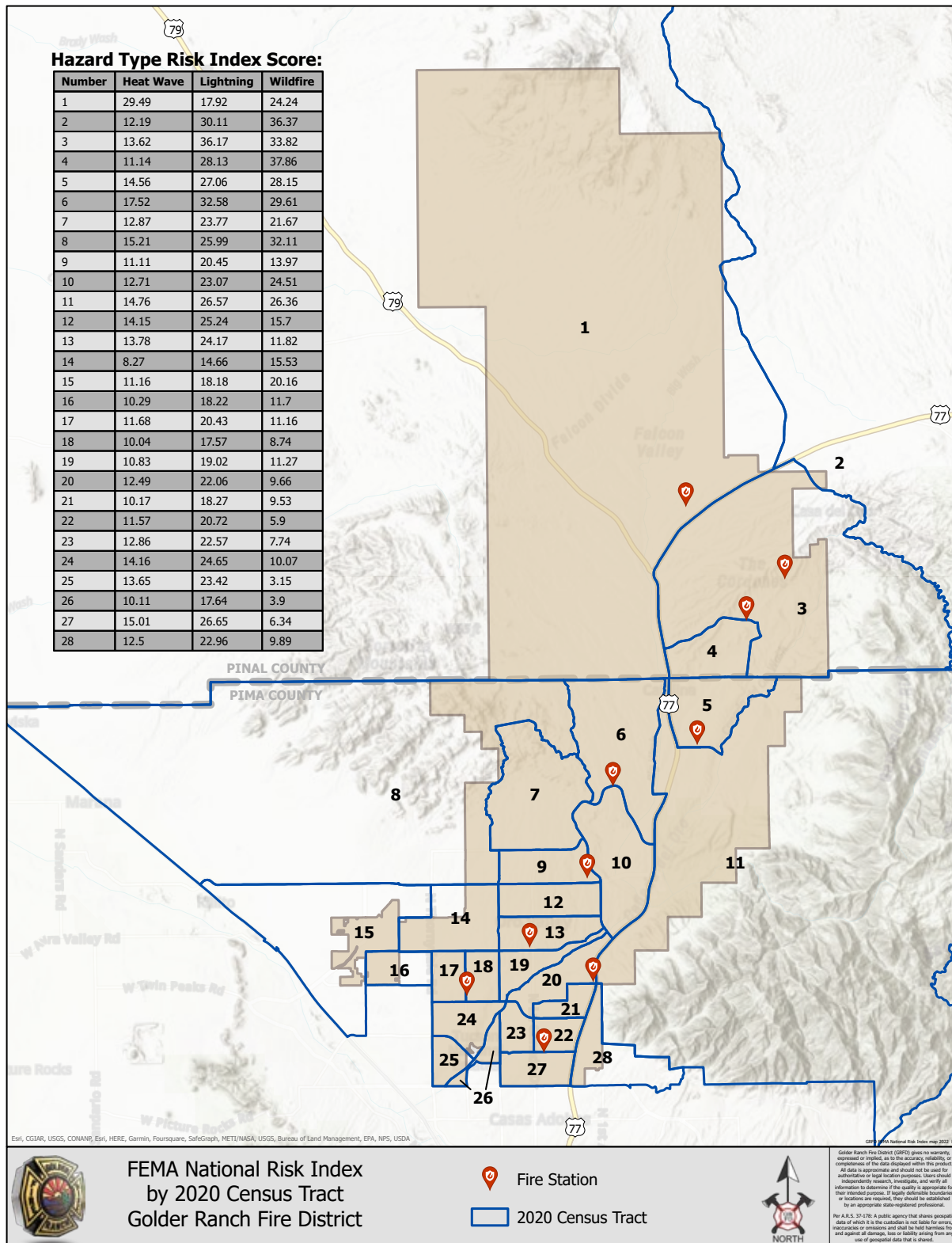
Appendix 3.6 District Flood Map



Appendix 3.7 Oro Valley Floodplain Map



Appendix 3.8 GRFD Census Tracks



Appendix 4.1 ISO Public Protection Classification Letter



1000 Bishops Gate Blvd. Ste 300
Mt. Laurel, NJ 08054-5404

t1.800.444.4554 Opt.2
f1.800.777.3929

March 26, 2018

Mr. Satish Hiremath, City Manager
Golder Ranch FPSA
11000 N. La Canada Drive
Oro Valley, Arizona, 85737

RE: Golder Ranch Fpsa, Pima, Pinal Counties, Arizona
Public Protection Classification: 02/10
Effective Date: July 01, 2018

Dear Mr. Satish Hiremath,

We wish to thank you and Chief Randy Karrer for your cooperation during our recent Public Protection Classification (PPC) survey. ISO has completed its analysis of the structural fire suppression delivery system provided in your community. The resulting classification is indicated above.

If you would like to know more about your community's PPC classification, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

ISO's Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision-making when deciding what business to write, coverage's to offer or prices to charge for personal or commercial property insurance.

Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO's information on public fire protection may depend on several things – the company's fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new classifications will improve the predictive value for insurers while benefiting both commercial and residential property owners. We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently graded as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9."
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B."

Appendix 4.1 ISO Public Protection Classification Letter

- Communities graded with single “9” or “8B” classifications will remain intact.
- Properties over 5 road miles from a recognized fire station would receive a class 10.

PPC is important to communities and fire departments as well. Communities whose PPC improves may get lower insurance prices. PPC also provides fire departments with a valuable benchmark, and is used by many departments as a valuable tool when planning, budgeting and justifying fire protection improvements.

ISO appreciates the high level of cooperation extended by local officials during the entire PPC survey process. The community protection baseline information gathered by ISO is an essential foundation upon which determination of the relative level of fire protection is made using the Fire Suppression Rating Schedule.

The classification is a direct result of the information gathered, and is dependent on the resource levels devoted to fire protection in existence at the time of survey. Material changes in those resources that occur after the survey is completed may affect the classification. Although ISO maintains a pro-active process to keep baseline information as current as possible, in the event of changes please call us at 1-800-444-4554, option 2 to expedite the update activity.

ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use PPC classifications for underwriting and calculating premiums for residential, commercial and industrial properties. The PPC program is not intended to analyze all aspects of a comprehensive structural fire suppression delivery system program. It is not for purposes of determining compliance with any state or local law, nor is it for making loss prevention or life safety recommendations.

If you have any questions about your classification, please let us know.

Sincerely,

Alex Shubert

Alex Shubert

Manager -National Processing Center

cc: Mr. Chuck Huckleberry, County Executive, GOLDER RANCH FD, PIMA
 Mr. Leonard Garcia, Superintendent, Arizona Water Company
 Ms. Denise Gonzales, Manager, Bashas Water System
 Mr. Steve Carlson, Superintendent, Los Cerrros Water Company
 Mr. Charlie Maish, Engineer, Metropolitan Water District
 Mr. Paul Juhl, Superintendent, Goodman Water Company
 Mr. Ed McMeans, Water Superintendent, Lago Del Oro Water
 Mr. David Ruiz, Water Supervisor, Oro Valley Water Utility
 Ms. Sandy Elder, Director, Tucson Water Department
 Chief Randy Karrer, Chief, Golder Ranch Fire Department
 Chief Mike Garcia, Deputy Director, Tucson Fire Regional PSAP Dispatch

Appendix 4.2 National Fire Incident Reporting System Coding Classifications

Fire

- Structure fire
- Fire in mobile property used as a fixed structure, such as mobile homes, manufactured homes and portable buildings
- Mobile property – passenger vehicles, trucks, RVs and aircraft
- Natural vegetation fire – wildland, grass fires
- Outside rubbish fire – trash and rubbish fires, landfill fires and compacted trash fires
- Special outside fire – outside storage fires, outside equipment fires and outside vapor or gas combustion explosion without sustained fires
- Other various types of fire

EMS

- Medical assists
- EMS calls
- Motor vehicle accidents with injuries
- Motor vehicle/pedestrian accidents
- Motor vehicle with no injuries found
- Lock ins
- Search for lost persons
- Extrication rescues

Hazardous Materials Condition (no fire)

- Combustible/flammable liquid or gas spills, leaks and releases
- Chemical release, reaction or toxic condition – chemical hazard with no leak or spill, chemical spill or leak, refrigeration leak, carbon monoxide incident and toxic chemical condition
- Radioactive condition
- Electrical wiring/equipment problem – powerline down, arcing, light ballast problem and overheating motor or wiring

Appendix 4.2 National Fire Incident Reporting System Coding Classifications

- Biological hazard
- Explosive

Service Call

- Person in distress – lock outs, ring removal, etc.
- Water problem – removal of excessive water, significant waterline break, broken/damaged hydrants
- Smoke or odor problem
- Animal problem – snake and other desert animal removals, animal rescues
- Public service assistance – law enforcement assist, other public government assists, invalid assists
- Unauthorized burns
- Cover assignments

Good Intent Call

- Dispatched and canceled en route
- Wrong location, no emergency found
- Controlled burning

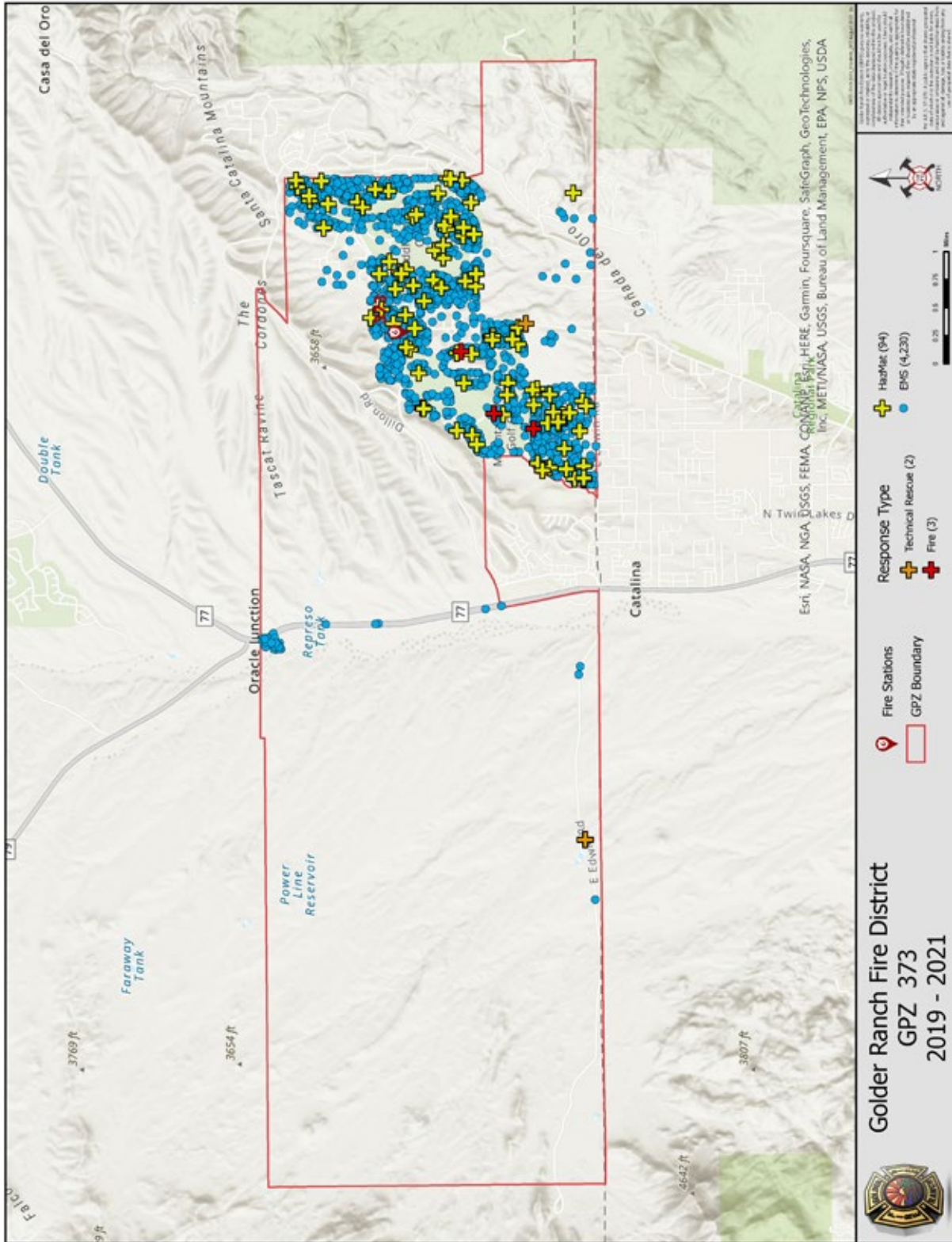
False Alarm and False Call

- False alarms and false calls



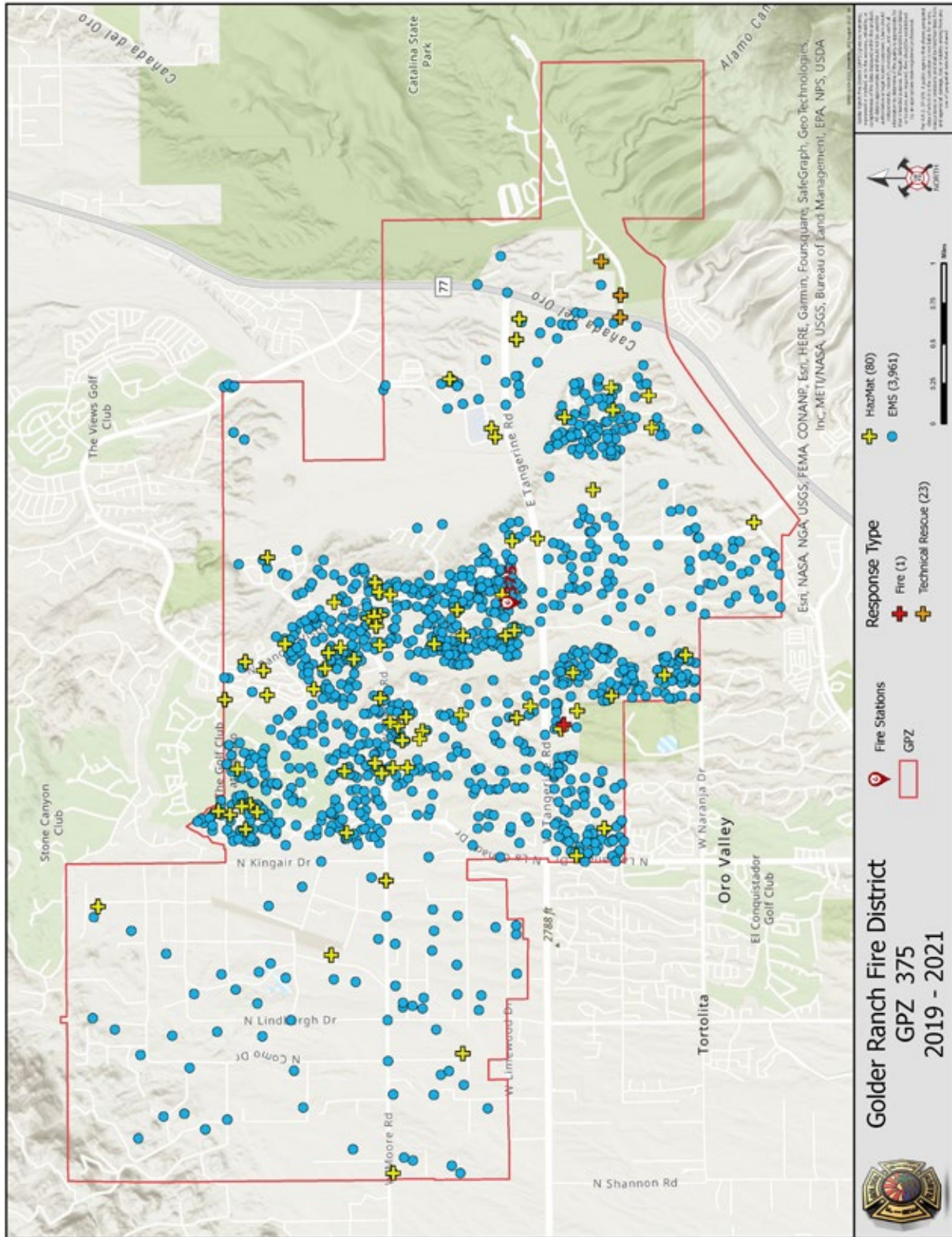


Appendix 4.5 All-Incident Call Distribution Map – GPZ 373

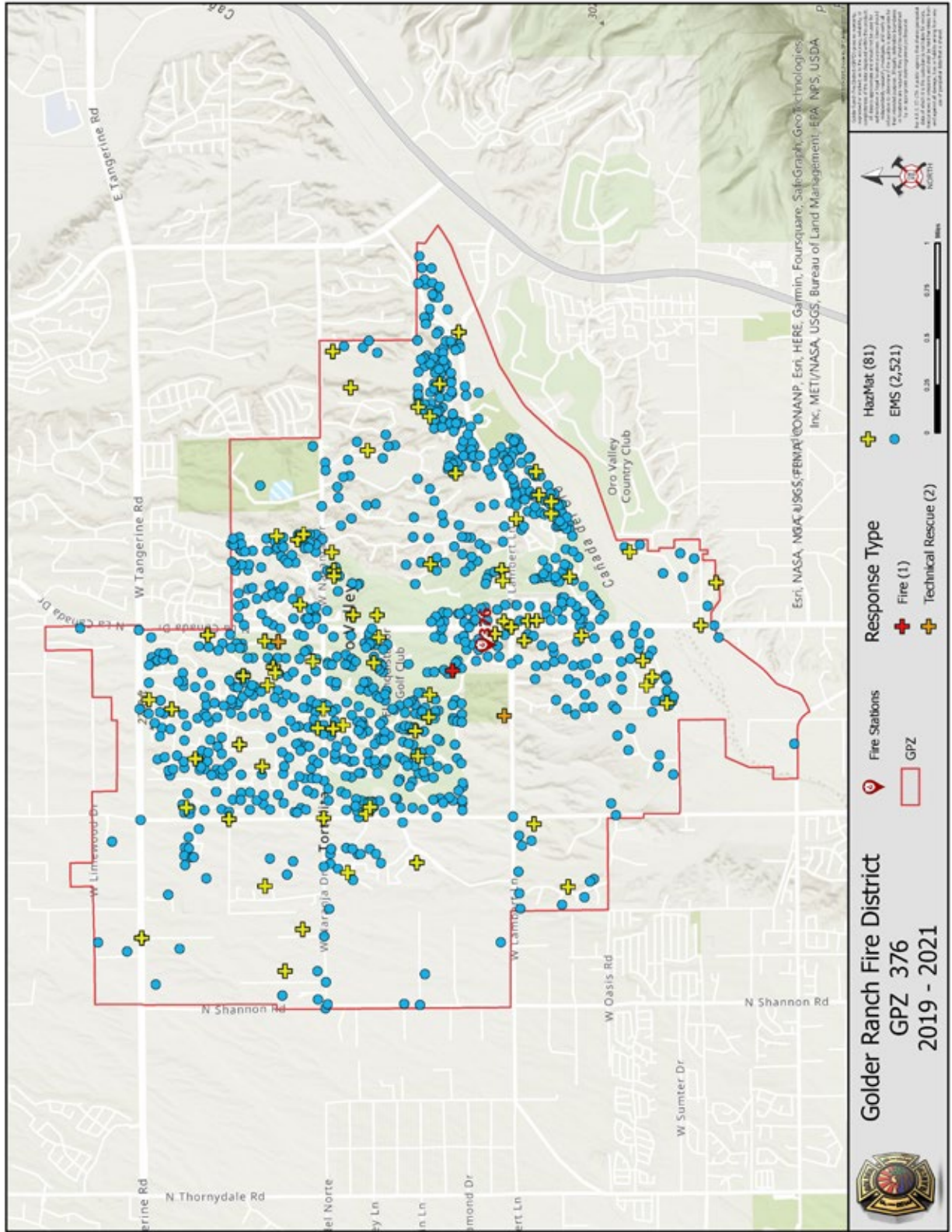




Appendix 4.7 All-Incident Call Distribution Map – GPZ 375



Appendix 4.8 All-Incident Call Distribution Map – GPZ 376



DRAFT









Appendix 4.13 Standards of Cover and Response Time Standard Analysis

Policy
306

Standards of Cover and Response Time Standard Analysis

306.1

PURPOSE AND SCOPEBest Practice
MODIFIED

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

306.1.1

DEFINITIONSBest Practice
MODIFIED

Definitions related to this policy include:

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

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

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

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

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

306.2

POLICYBest Practice
MODIFIED

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

306.3

PERFORMANCE OBJECTIVES

Appendix 4.13 Standards of Cover and Response Time Standard Analysis

Best Practice MODIFIED

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

- a. Outgoing mutual or automatic aid incidents are excluded
- b. Law Enforcement or DPS dispatch types are excluded
- c. Only response units (Including automatic aid received) described in the published ERF will be included
- d. All non-emergent incidents are excluded
- e. All responses canceled prior to the arrival of a unit on the scene are excluded

In addition to the guidelines above, the thresholds shown in the most current version of the standards of cover document are utilized to ensure outliers do not skew the dataset. Establishing thresholds for turnout, travel, and response times is a matter of deciding which data are to be included in an analysis and which are to be excluded. It is not an exact science but rather an estimation that limits the inclusion of outliers that may inaccurately skew the analysis.

In order to utilize a standard statistical measure to establish these thresholds, and since the time measurements follow a normal distribution, an interval of three standard deviations from the mean was used to decide the upper threshold. This measurement allows the capture of 99.7% of the data, while removing outliers that skew the data set unrealistically. The upper threshold is the highest value included, and all values above the established upper threshold are excluded from the analysis.

In contrast, the lower threshold is the lowest value in the analysis, and all values below this threshold are also excluded. These thresholds are established on an ongoing 5-year basis based on a review of the data from the prior 5-year period in conjunction with the renewal of the Standards of Cover. The initial thresholds were established based on a review of the data from the prior three years from the initial publication date of the 1st edition of the standards of cover document.

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

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

The Standards of Cover Document shall report current benchmark time standards that the GRFD aspires to, as well as baseline times of current performance based on the

Appendix 4.13 Standards of Cover and Response Time Standard Analysis

most current requirements of the Center for Public Safety Excellence Accreditation Model.

306.4

STANDARDS OF COVER MAINTENANCE AND REPORTING

Agency Content

The GRFD Standards of Cover document is a living document. Adherence to the Standards of Cover shall be evaluated and reported annually, and the Standards of Cover shall be reviewed on a 5-year basis. The Standards of Cover document is the responsibility of the Operations Deputy Chief, with the assistance of the Standards of Cover Committee. The Operations Deputy Chief shall serve as the committee chair and is responsible for ensuring that all meeting minutes, annual reports, and upkeep of the Standards of Cover Document are communicated to the Accreditation Manager.

Standards of Cover Committee:

The Standards of Cover Committee is a standing committee consisting of Operations and Community Risk Reduction personnel of all ranks and experience levels. The makeup of this committee should, at a minimum, consist of the following:

- a. Operations Deputy Chief
- b. Accreditation Manager or Assistant Manager
- c. Alarm Room Captain
- d. Fire Marshal or Deputy Fire Marshal
- e. Operations Captain
- f. Paramedic
- g. Engineer
- h. Firefighter
- i. Community Risk Reduction Manager
- j. Union representative

The Standards of Cover Committee should meet quarterly to evaluate the adherence to the performance standards within the Standards of Cover Document. Adhoc subcommittees may be utilized from time to time to supplement the work of the Standards of Cover Committee if needed.

REFERENCES

Center for Public Safety Excellence. Chantilly VA. *Quality Improvement for the Fire and Emergency Services* (2020).

National Fire Protection Association (2020). *NFPA 1201 Standard for Providing Fire and Emergency Services to the Public*.

National Fire Protection Association (2020). *NFPA 1300 Standard on Community Risk Assessment and Community Risk Reduction Plan Development*.

National Fire Protection Association (2020). *NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

National Fire Protection Association (2019). *NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*.

Vision 20/20 c/o International Code Council. *Model Performance Criteria Template & Guidance*. Retrieved 01/28/22 from <https://strategicfire.org/model-performance/template-and-guidance>.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Dave Christian, Finance Director

DATE: January 17, 2023

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

ITEM #: 8B

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 12/1/2022 Through 12/31/2022

Account Code	Account Title	Current Period Budget	Current Period Actual	YTD Budget	YTD Actual
5000	Labor/Benefits/Employee Development	3,950,541.38	3,431,166.29	17,576,926.63	17,222,931.86
6000	Supplies/Consumables	133,534.07	79,533.98	907,204.42	665,951.35
6500	Vehicle / Equipment Expense	83,334.47	73,030.29	549,196.82	393,328.49
6750	Utilities / Communications	38,480.78	32,076.81	279,719.43	212,503.19
7000	Professional Services	141,625.99	96,128.14	855,105.94	649,274.33
7500	Dues/Subscriptions/Maint. Fees	62,434.00	27,579.13	272,599.33	235,157.08
7750	Insurance	0.00	41,388.00	88,264.00	140,562.05
8000	Repairs / Maintenance	49,005.70	53,765.41	295,284.20	230,286.19
9000	Debt Service	432,407.00	211,746.47	576,691.00	323,461.66
9500	Capital Outlay	146,816.67	20,658.81	787,550.02	525,342.83
Report Difference		(5,038,180.06)	(4,067,073.33)	(22,188,541.79)	(20,598,799.03)

GOLDER RANCH FIRE DISTRICT

BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: January 17, 2023

SUBJECT: EXECUTIVE SESSION: THE BOARD MAY VOTE TO GO INTO EXECUTIVE SESSION PURSUANT TO A.R.S. §38-431.03(A)(3) FOR DISCUSSION AND/OR CONSULTATION FOR LEGAL ADVICE WITH THE ATTORNEY FOR THE PURPOSE OF CONSULTATION OR LEGAL ADVICE REGARDING AN UPDATE ON POSSIBLE PENDING LITIGATION
NOTE: EXECUTIVE SESSIONS ARE CONFIDENTIAL PURSUANT TO §38-431.03(C).

ITEM #: 8C

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☒ Legal Review

BACKGROUND

This item allows the Golder Ranch Fire District Governing board to obtain legal advice regarding the District's Fire Chief selection process.

RECOMMENDED MOTION

Motion to enter into Executive Session pursuant to A.R.S. §38-431.03.A(3) for the purpose of obtaining legal advice from the attorney.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: January 17, 2023

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

ITEM #: 8D

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☒ Legal Review

BACKGROUND

This item allows the Golder Ranch Fire District Governing board to obtain legal advice regarding the District's Fire Chief selection process.

RECOMMENDED MOTION

Motion to enter into Executive Session pursuant to A.R.S. §38-431.03.A(3) for the purpose of obtaining legal advice from the attorney.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Records Specialist

DATE: January 17, 2023

SUBJECT: FUTURE AGENDA ITEMS

ITEM #: 9

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Randy Karrer, Fire Chief

DATE: January 17, 2023

SUBJECT: Call to the Public

ITEM #: 10

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

RECOMMENDED MOTION

No motion is necessary for this agenda item.